



**ASOIF General Assembly
Meeting by Video Conference
Tuesday 8 June 2021 at 10h00**

Report of the Council

During the six months since the 2020 ASOIF GA, the priority has continued to be the postponed Tokyo Games but, within that period, the focus of attention has moved from the “optimisation” or cost-cutting exercises, to Covid-19 countermeasures, including the development of successive versions of the Playbooks, and how to qualify the remaining athletes in a manner that is fair to all athletes. This qualification challenge has impacted IFs in different ways in that those which are able to use their ranking lists and historical results have been able to find solutions more easily. Those IFs which are reliant on staging qualifying events to complete the process have faced bigger challenges.

Throughout the process, it has been repeatedly emphasised that ASOIF and its member IFs remained fully committed to delivering exceptional Games in Tokyo this year even if conditions dictate that doing so would present significant challenges.

CAS ruled that the decision of WADA to impose a sanction period of four years on Russia/RUSADA must be reduced to two years. This required a degree of interpretation and led to uncertainty regarding the application of elements of the sanction. Therefore, ASOIF worked with IOC and WADA to develop compliant procedures, applicable to IF events, in order to avoid multiple CAS cases and the threat of non-compliance with the WAD Code.

ASOIF published its “Future of Global Sport” report in 2019 and has continued to follow up on specific findings of that report such as supporting the IFs in the engagement and role of IFs in the esports ecosphere. The esports piece is currently a priority issue for the IOC and ASOIF as the restrictions of the pandemic have become a catalyst for a significant increase in interest and participation in virtual simulations of IF sports and disciplines. ASOIF Council, at the request of its Commercial Advisory Group (CAG), approved a major project to identify strategic business options for all IFs to engage in related digital initiatives. In parallel, the CAG has also worked to establish common assessment criteria and methodologies to measure the impact of IF major events.

Several of the scenarios outlined in the “Future of Global Sport” report have been accelerated by the Covid-19 pandemic crisis in 2020/21 and led Council to carry out internal research into the longer term impact of Covid-19 on the IFs in order to provide a base for IFs to amend their future strategies.

ASOIF’s collective work on the future role of IFs, largely aimed at achieving an agreed way of working and acceptance of the IFs’ role within the EU, while defending the European sports model, was brought into sharp focus by the (now withdrawn) proposed European football Super League by a group of a dozen leading European football clubs. Council will, therefore, prioritise its work in this area and resume collective lobbying activities with the IFs.

In December 2020, the European Court of Justice published its ruling on an International Skating Union (ISU) v European Commission competition case. The General Court confirmed that the ISU's rules on athletes participating in unrecognised speed skating events were contrary to EU competition law. It was acknowledged by the Court that it was legitimate for the ISU to establish rules seeking to protect the integrity of competitions with regard to the risks of betting and manipulation. However, it was noted that the ISU's measures to achieve these legitimate objectives went beyond what was necessary and were not proportionate.

The Governance Taskforce (GTF) increased its independence by including two new members representing the public authorities and approved a pilot study into IF governance culture with the participation of three IFs. The GTF also agreed to commence its 4th IF self-assessment exercise in Q4 2021 and will report in 2022.

The SportAccord Convention (SAC) Executive Committee decided to postpone the 2021 edition of SAC, due to be held in May, until November this year. This was a contributing factor in the ASOIF Council decision to hold the 2021 ASOIF GA on 8 June via virtual means.

With much reduced travel for senior members of IF administrations and the resultant cost savings, new familiarity and comfort with conducting business via virtual meetings, the ASOIF Advisory Groups have been more engaged and active than ever before. The number of meetings and intensity of activity has prompted the ASOIF administration to explore new administration practices and technologies to be more efficient, productive and effective for the future – perhaps one of the few benefits of the pandemic. The approximately 50 IF senior staff who populate the eight ASOIF consultative/advisory groups are sincerely thanked for their contributions.

Below, Council reports on specific ASOIF and IF developments and activities, some of which are dealt with in more detail under separate items of the agenda:

1. Relations with the IOC & Olympic Movement

- 1.1 Multi-sport games events
 - 1.1.1 MOU (roles and responsibilities)

2. Olympic Games

- 2.1 Games of Tokyo, Japan, 2020
- 2.2 Games of Paris, France, 2024
- 2.3 YOG 2026 Dakar, Senegal
- 2.4 Games of Los Angeles, USA, 2028

3. Services / Activities

- 3.1 ASOIF Consultative and Advisory Groups
- 3.2 Fight Against Doping
 - 3.2.1 WAD Code and Governance
 - 3.2.2 RUSADA Compliance/CAS Ruling Implications

4. Staff & Administration

1. Relations with the IOC & Olympic Movement

ASOIF has been working more closely than probably ever before with the IOC on behalf of its members and relations and cooperation with the IOC Sports and other departments have been excellent despite facing several challenging issues. Additionally, there has been much greater one-to-one contact between IFs and ASOIF staff as the number of common issues and the specific nature of the application of many that the IFs have faced in the past year, has significantly increased.

As a result of the instability caused by the pandemic ASOIF has had to give more attention to media enquiries and requests for comment and a summary of ASOIF's communication activities in 2020 is attached.

In February the IOC released its extension to Agenda 2020, called Olympic Agenda 2020+5, which contains 15 recommendations, largely refreshing Agenda 2020 but touching on new elements.

1.1 Multi-sport events

1.1.1 MOU (roles and responsibilities)

ASOIF has continued its work with ANOC and the IOC to agree an appropriate form of cooperative working on NOC-led regional multi-sport events. ASOIF presented a draft MOU for use with NOC multi-sport events as long ago as 2013 and this has been re-reviewed by ANOC which returned a re-written document. ASOIF has now proposed a set of key principles that all stakeholders could sign up to, which would then form the basis of a redrafted agreement.

2. Olympic Games

2.1 Games of Tokyo 2020, Japan,

Tokyo 2020 hosted an IF seminar on 15 October 2020 in a virtual format along with updates to IFs on COVID-19 countermeasures, the priority was given to the review of simplification and optimization of the Games. Tokyo 2020 reported on approx. USD 280 million of savings through a review of 52 items related to areas of stakeholder management, infrastructure, promotion and others. The cost of postponement announced at a Tokyo 2020 CoCom, held in December 2020, amounted to USD 2.5 billion which meant that savings became a priority. That brought the OCOG budget up to USD 6.7 billion in addition to other government entities' budgets of 8.6 USD billion.

Clarity was provided on a number of stakeholder-related policies, such as cancellation of accommodation, tickets refunds and different-discipline athletes' tickets which would not be permitted for these Games. In 2021 further measures were announced including that there would be no foreign fans allowed at the Games and no guests for IFs and other stakeholder groups combined with strict measures designed to deliver the safest possible environment for athletes, other Games participants and the people of Japan.

With regard to the remaining Olympic qualification events, the IFs were requested to define their own qualification status with the precondition that fair representation and equitable access for athletes should be observed in order to ensure integrity of the Olympic qualification process.

At the end of November 2020 a revised Test Event calendar was presented by TOCOG which covered 18 disciplines and was focused primarily on operations for the field of

play (competition area), the use of technology, and workforce - with a particular focus on technical aspects including countermeasures against COVID-19.

In order to facilitate preparation for the Games an Olympic preparation pathway was established on 20 November 2020 which allowed athletes and other persons essential for the preparations for the Tokyo Olympic and Paralympic Games to enter Japan. However following growth of new cases in the country, the Japanese government declared a state of emergency, particularly in the Greater Tokyo area, as of 7 January 2021 until further notice, hence IF preparation visits to Tokyo have had to be postponed.

A major development in the Tokyo Games preparation has been the COVID-19 countermeasures “Playbooks” developed jointly by the TOCOG, IOC and IPC. Each Playbook remains a “living” document which has been reviewed and updated based on feedback and changing circumstances. The ASOIF Olympic & Multi-Sports Consultative Group (AOMSG) has been working closely with the IOC Sports Department and TOCOG to review and provide feedback on the Playbooks from the IF perspective. The first edition of the IF & ITO Playbook was published on 3 February and a stakeholder briefing was held with all the Summer IFs on 5 February. The second version was published on 30 April followed by an IF briefing on 7 May. During the briefings, the IFs and ASOIF acknowledged the efforts that had been made and stressed the need for open and transparent communication around the evolution of the Playbooks on an IF-by-IF basis in order to overlay specific IF requirements.

The Playbooks contain a framework for IFs related to arrival and departure policy for athletes (arrival no earlier than 5 days prior to competition in the discipline, departure no later than 48 hours after elimination/completion whichever happens first), testing (before arrival, at the airport and regularly during the Games), tracking mobile application (obligatory for all stakeholders) and a specific role for a Covid-19 Liaison Officer for each IF. The principles expressed in the Playbook were recognised by ASOIF members to be very restrictive but necessary.

Tokyo 2020 CoCom meetings in 2021 took place on 25 February and 18-20 April, remotely, via virtual means and the final CoCom meeting is scheduled for 19-20 May.

2.2 Games of Paris, France, 2024

The ASOIF administration holds weekly video conferences with its counterparts at the Paris 2024 Sports Department to share information, address common issues and expedite resolutions where appropriate. This level of access, engagement and cooperation with this OCOG combined with regular reporting by POCOG to the AOMSG, is seen as an example of a new level of closer cooperation between ASOIF and future OCOGS in the delivery of the Games.

The Organising Committee of Paris 2024 (POCOG) initiated an Optimisation Project in the 2nd quarter of 2020. The Paris 2024 team has conducted in-depth studies to identify potential cost reductions based on the following principles: 1) to enable a positive financial outcome for Paris 2024; 2) to maintain the DNA of the concept; 3) to ensure technical and operational feasibility.

Following this review an updated venue masterplan for the 2024 Paris OG and Paralympic Games was approved by the IOC Executive Board in December 2020. Below are the key changes to Paris 2024 venue masterplan:

- Removal of Aquatics Stadium and transfer of swimming and water polo finals to La Défense Arena
- Removal of Jean-Bouin Stadium and transfer of rugby to the Stade de France

- Optimisation of Concorde stadium and transfer of climbing venue to Le Bourget
- Reduction of the number of football stadiums from eight to seven
- Transfer of handball to the Stade Pierre-Mauroy in Lille
- Transfer of volleyball to the South Paris Arena 1
- Transfer of the preliminary rounds of basketball to South Paris Arena 6 and retention of the final phase at the Bercy Arena
- Transfer of artistic gymnastics and trampoline to the Bercy Arena and of rhythmic gymnastics to La Chapelle Arena
- Investigating transfer of weightlifting to the South Paris Arena Cluster (tbc)

Paris 2024 aims to develop a new approach to Games delivery through an optimal and cost-efficient model of organisation leveraging on existing expertise, local know-how and infrastructure aligned with the IOC's New Norm. The Paris 2024 team has conducted one-on-one discussions with each IF on how to identify the most efficient way to deliver each discipline and event on the programme by outsourcing, using the capabilities of IFs, National Federations (NFs), local event organisers, venue owners or in-house skills. Meanwhile, Paris 2024 has conducted a thorough legal analysis as well as in-depth discussions with the IOC and state authorities to facilitate a bidding/tender process for potential event delivery entities.

Paris 2024 has launched a sport operation tender and a venue operation tender will follow in 2021. As of 10 Feb 2021, a number of IFs had shown interest in bidding for both sport and venue operations, while some were interested in delivering sport operations only. Paris 2024 is finalising discussions with the remaining IFs.

On 6 April 2021 POCOG held a forum for the IFs on the Games programme which set out and clarified many elements including its changed engagement practices which involved reduced cost and greater sustainability measures.

2.3 YOG 2026 Dakar, Senegal

The Youth Olympic Games, scheduled for Dakar, Senegal, in 2022 have been delayed by four years following an agreement at the IOC Executive Board meeting in July 2020. In October 2020, the IOC held a 2nd meeting of the YOG Coordination Commission of Dakar 2026. During the meeting, the YOG team presented the updated Dakar 2026 Edition plan and provided general updates on early YOG preparations.

Regular meetings of the IOC's YOG Steering Committee, chaired by the ASOIF VP, Ugur Erdener, have been held to address issues of principle common to all YOGs.

2.4 Games of Los Angeles 2028, USA

The first meeting of the Coordination Commission for the Games of LA 2028 took place on 29 October 2020 and received presentations on the Vision and Organisational update, Brand and Engagement, Commercial and Sport & Venues.

The sports programme for the Games of LA 2028 will be finalised by the end of 2021 or early 2022.

3. Services / Activities

3.1 ASOIF Consultative & Advisory Groups

Perhaps surprisingly, all eight ASOIF groups have remained very active throughout 2020 and 2021, meeting "virtually" and more often than usual. The current travel restrictions

have meant attendance has been higher and contributions from participants greater. Council provides a short activity report on each below:

3.1.1 ASOIF Medical & Science Consultative Group (AMSCG)

Chair: Margo Mountjoy (FINA)

The AMSCG held two separate virtual meetings on May 5 and May 7 2021, ahead of the WADA EC and FB meetings due to take place 20-21 May 2021. During the first meeting the AMSCG reviewed event safety issues that IFs had identified as insufficiently developed, reviewed the “medical portal” and the IOC Playbooks for Tokyo. The group finalised topics for an IF webinar co-organised with the IOC held on May 27 2021, which was focused on key medical and health updates related to the Tokyo Games. The group also worked on the agenda for the joint IOC/ASOIF Monaco medical meeting in planned for November 2021 and reviewed IF COVID-19 return-to-play and training protocols.

The AMSCG also provided input and feedback on behalf of the International Federations to the papers for the WADA EC and FB meetings in May, to inform the Olympic movement position and to brief our representatives at WADA.

A key AMSCG project was the publication of its “Health Guideline for International Federation Events”, distributed to the IFs in March 2020. The purpose of this document was to provide uniform guidelines for the planning and delivery of athlete and entourage medical services required for IF events. This ASOIF paper has been acknowledged and recently published by the British Journal of Sports Medicine (BJSM). BSJM released an online version in November 2020 and released a hardcopy version in February 2021. The AMSCG is thanked for their hard work on this and congratulated for their achievement in getting it published by the BJSM following peer review.

3.1.2 ASOIF Legal Consultative Group (ALCG)

Chair: Antonio Arimany (World Triathlon)

The ALCG met on 24th February 2021 to review the CAS ruling on the RUSADA case, its impact on Russian athlete participation in the Tokyo 2020 Games and on the IFs’ events due to be hosted in Russia during the sanction period.

Following a request from ADGEG, the ALCG proposed amendments to the ASOIF Statutes Article 4.4 to ensure improved gender balance within the IF delegation at the ASOIF General Assembly. The group also proposed amendments to Article 3.8 to define and clarify the status and rights of a Full Member which had had its IOC recognition suspended (see Item 6 of the Agenda).

The group also reviewed the General Court of the European Union (GCEU) ruling on the ISU case in regard to its alleged infringement of EU competition law and follow up the next steps of ASOIF’s Role of IFs project which aims to establish a collective effort in coordination with the IOC to enhance the EU Commission’s recognition of the role of IFs within the European Model of Sport.

Following an AOMSG’s proposal, the ALCG reviewed and provided legal advice on the regional multi-sports games MoU proposed by ANOC. The ALCG also followed up the CAG’s request to discuss the potential initiative of producing a set of model rules for IF Statutes to better regulate the simulation video game versions of their sports.

The ALCG will monitor the work of the GTF and its pilot study on Organisational Culture.

3.1.3 ASOIF Olympic & Multi-Sports Games Consultative Group (AOMSG)

Chair: Kelly Fairweather (ITF)

The AOMSG met on 8 December 2020 to review the regional multi-sports games MoU which had been revised by ANOC. The group agreed to invite the ALCG to review the MoU and provide legal advice (see above).

The AOMSG received an update from the IOC Sports Department on the Tokyo 2020 COVID countermeasures “Playbooks”. The group subsequently held a separate video-conference with the Tokyo 2020 OCOG (TOCOG) and IOC on 20 January to review the proposed Playbooks and the group submitted a written feedback summary.

The AOMSG also received an update from the Paris 2024 OCOG (POCOG) on its “optimisation” process, Event Delivery Model, IF travel policy and testing strategy. The group provided support and advice to POCOG for its virtual forum held on 6 April.

3.1.4 ASOIF Commercial Advisory Group (CAG)

Chair: Antony Scanlon (IGF)

The Group met in June 2020 and concluded the “Global Sport Impact” project with a summary report presentation. It was agreed to follow this with an “Event Impact Studies” project with the help of an expert consultant. This project aimed:

- 1) to develop a framework for a standard set of data points, including consistent methodologies for IFs and event stakeholders, to cost-effectively assess the value of events;
- 2) to provide a mechanism so that the standards may be adopted by the industry via “recognition” or “certification” endorsed by other international bodies;
- 3) to recommend further work to help develop tools to provide a monetary valuation for intangible impacts such as social impacts.

A preliminary set of standard KPIs were established and the project collected data from a pilot study of IF events in order to validate the data points. To facilitate the data collection and future implementation, the ASOIF administration cooperated with the International Association of Event Hosts (IAEH). An MOU was approved for signature by Council at its meeting on 2nd March 2021.

Due to the global pandemic, the 2nd edition of the ASOIF CAG Workshop was postponed. In addition, as the Tokyo 2020 Olympic Games was postponed to 2021, the Games Time Data Collection has been postponed to be delivered by Intelligent Research in Sponsoring (IRIS) after the Tokyo Games.

The CAG discussed the threat from commercial organisations to the governance of electronic versions of traditional IF sports and a project was approved by Council to establish the IFs’ governance role in esports in liaison with the IOC’s Esports Liaison Group (ELG) led by David Lappartient, President of UCI. ASOIF engaged PwC to deliver this work, including providing strategic and business options for all IFs to engage with gaming/esports, IF publisher relationship strategies and reassessing the current esports/gaming market landscape.

ASOIF organised a series of workshops in February 2021 to seek input from those IFs already active in the esports area in order to inform the project for the benefit of all our members. The CAG reconvened in March 2021 and reviewed the findings from the workshops. The project’s final report is expected to be published in June 2021.

3.1.5 ASOIF Technology and Innovation Consultative Group (TICG)

Chair: Nicolas Chapart (FIBA)

Due to the global pandemic the TICG held a virtual meeting in May 2020 and discussed the impacts of Covid-19 on IFs from the perspective of technology and innovation. The discussions contributed to the “Mindmap” of Impacts of Covid-19 on International Sport Federations circulated to the ASOIF members.

The Group convened in September 2020 and initiated a project to establish a set of guidelines and best practice for IFs to hold virtual General Assemblies and Congresses. The project was delivered by the ASOIF Governance Support and Monitoring Unit with contributions from the TICG members and identified service providers.

The Group met in March 2021 and considered what ASOIF could do to support its members on initiating innovation. Therefore, the Group decided to conduct a survey of ASOIF members to understand their needs and priorities for sport innovation.

3.1.6 ASOIF Sports Development & Education Group (ASDEG)

Chair: Deqa Niamkey (UWW)

The ASDEG met virtually on November 24 2020, ahead of the first online ASDEG Workshop that took place on November 25, 2020. Having reviewed the priorities established during the ASDEG Forum 2019, the IFs had agreed that their top priority was to have an in-depth workshop on developing a National Federation Assessment Tool. The International Tennis Federation provided a detailed case study. The workshop was attended by 49 participants from 35 IFs (summer and winter).

A post-workshop report was distributed to the participants focusing on key takeaways that they could implement within their own Federations. The report focused on providing learnings on the following areas:

- Establish KPI's to help IFs measure progress
- How IFs can receive a high response rate from their NFs
- How do IFs ensure the quality of the data received from their NFs
- What digital/technological solutions are available to the IFs
- Do IFs categorize NFs by structure or assessment results?
- How can IFs cooperate more in less developed regions to ensure disadvantaged populations have access to a healthy sporting experience?

The online workshop was well received and participants requested ASDEG to hold these on a more regular basis. The next ASDEG meeting will be held in the second quarter of 2021 via conference call to finalize the main topics, speakers and IF case studies for the planned online workshop.

3.1.7 ASOIF Parasport Consultative Group (APCG)

Chair: Tom Dielen (World Archery)

Members of the APCG met on 20 January, 2021 in a video-conference format. Discussions were mainly related to the Tokyo 2020 Paralympic Games, such as Covid-19 counter-measures established by TOCOG, costs for accessing the Olympic Data Feed, qualification status and classification of Para athletes. With many parasport events cancelled due to COVID-19, athletes remained unqualified and could not receive a classification from an International Classification Panel as required by the IPC. International classifiers, predominantly being medical practitioners in their home countries, could not travel abroad to perform their classification duties. The group members shared a number of policies, practices and temporary solutions that could help overcome these challenges and meet preconditions set by the IPC.

Beforehand the group members had met within the framework of the Association of Paralympic Sports Organisations (APSO) in December 2020. They reviewed two options of the financial model for the Board of Appeal on Classification (BAC) proposed by the IPC. They also reviewed the IPC's 2021 COVID-19 Grant Support Initiative and the IPC Governance Review. APSO supported the progress made by the IPC in transitioning of the IPC sports to independent bodies or merging into existing IFs.

As a matter of priority for 2021 and based on the outcomes of these two meetings, the group agreed for carry out a thorough review of the IPC Governance Reforms proposal and reach a common conclusion. It was also agreed to collect statistical data on past appeal cases, ODF usage, etc., from the APSO membership in order to better inform "independent" Para sport federations in future discussions with the IPC.

3.1.8 ASOIF Diversity and Gender Equality Consultative Group (ADGEG)

Chair: Sabrina Ibáñez (FEI)

ADGEG met on 3 December 2020, its first meeting under the new Chair Sabrina Ibáñez (FEI), and reviewed the progress achieved to date and set priorities for 2021.

The group proposed to ASOIF Council to support its IFs to engage talented women to gain leadership roles and to facilitate their participation in a series of leadership courses to help prepare participants for leadership roles across sports governing bodies at various levels. Therefore Council agreed to engage international business coach Gabriela Mueller to deliver a series of online leadership courses for the ASOIF members. Each IF was able to participate with up to three future female leaders (including from continental and national levels). The courses were delivered virtually from 3 March to 27 April 2021 in groups of 20-22 participants per course with a total of 67 participants from 27 IFs.

ADGEG worked closely with the Gender Equality unit of the IOC and has proposed a number of topics for online webinars organized by the IOC which took place on 15, 16 and 22 of March 2021. The group also provided feedback on the IOC's Gender Equality and Inclusion objectives for 2021-2025 and on practical toolkits designed for IFs.

The ADGEG also proposed to Council to consider amendments to the ASOIF Statutes which were approved for presentation to the ASOIF 2021 GA (see Item 6 of the Agenda).

3.2 Fight Against Doping

3.2.1 WAD Code and Governance

The new version of the WAD Code came into force on 1 January 2021 and all our members have completed the process of implementation. One of the challenges has been putting in place a first instance assessment process although this has proved more difficult for smaller and particularly non-Olympic IFs, due to costs.

The governance reforms at WADA continue to be implemented and an important element has been the establishment of a Code Signatory Expert Group which will evaluate applications from different bodies, often those purporting to be international sports governing bodies. WADA has appointed Mr André Chaker as Chair of the group and Mr Jean-Loup Chappellet as Substitute Chair. The need to review the process was highlighted by the legal challenge of the International Mixed Martial Arts Federation

(IMMAF) to its rejection as a WAD Code signatory following objections from GAISF members.

3.2.2 RUSADA Compliance/CAS Ruling Implications

Following the CAS ruling referred to above, ASOIF discussed with the IOC and WADA and wrote to its members on 18 December 2020 to request information on elements of the sanction which would impact the IFs. In order to support our members on a common approach and to reduce the risk of legal challenges, information was needed on:

- 1 IF World Championships to be held in Russia during the reduced 2-year sanction period.
- 2 IF officials that also held positions within the Russian government.
- 3 Russian individual athletes and teams which might qualify for the Tokyo Games and IF major events and those which may have featured within the earlier LIMS files sent to IFs.

All information collected was shared with IOC and WADA. WADA issued a FAQ document for Code signatories and the IOC sent a letter to IFs confirming its interpretation of the sanction for the Games which has been agreed with WADA as compliant with the sanction. This IOC model could be applied by IFs for their events in order to avoid the risk of non-compliance with the terms of the sanction.

4. Staff & Administration

ASOIF's seven FTE staff numbers remained for 2020 and for 2021. A review of future requirements and adaptation to changes in working practices during and following the Covid-19 era, was carried out. As a result, measures to increase staff efficiency in delivering services to and on behalf of our members for the next Olympic cycle have been identified. Taking into account the increasing volume and nature of the administration's work, a programme of training has been put in place to ensure that the current staff has the required skills and capabilities to address future needs for the next Olympic quadrennial to Paris 2024 and beyond. The changing and largely unpredictable environment requiring flexibility and adaptability has been taken into account.

Two staff members have gained advanced project management qualifications, one through Oxford University's Saëd College in the UK and another has obtained the Project Management Institute (PMI) qualification through Cornell University, USA. Others are undertaking specific targeted courses to address future needs covering leadership, law and digital business strategy.

We all know that the past year of living and working with Covid-19 restrictions has changed working practices for all our members and ASOIF is not exempt from these influences. Development of a WFH policy has increased productivity and it is clear that ASOIF, its members and its employees will continue to benefit long after the current Coronavirus crisis is behind us (e.g. through work-life balance and environmental impact etc).

With this in mind, a staff restructuring is already under way and will be accelerated after the Tokyo Games and into next year. We believe that the amended structure will place the administration in a robust position ready to serve its members to the highest level for the foreseeable future. The President will present the future structure to the Council and the members will be updated in due course. The new staff regime will be implemented from January 2022.

ASOIF Council, May, 2021