

FIDE ZONAL COUNCIL
December 5, 2020
Minutes

3.00 pm Welcome Remarks and Report

Arkady Dvorkovich, President

FIDE President A. Dvorkovich welcomed everyone to the first Zonal Council meeting. He said the Zonal Council was created at the Congress in Abu Dhabi further to the approval of the new FIDE Charter.

He invited all the Zonal Council members to look at the Zonal Council Rules, according to the FIDE Charter and welcomed comments and suggestions so that they could amend the draft of the Internal Rules prior to the meeting of the Online General Assembly the next day. President said the main aim of the Zonal Council is to discuss priorities, especially in the development area.

President said no quorum is needed but we are still expecting some people to join. He proposed to start as there had been no procedural remarks or suggestions.

The PDC Chair S. Johnson as a meeting moderator, has introduced the meeting Agenda to all attendees and said that of course, President is the meeting Chairman and he might adjust the Agenda as we are living in interesting times. She introduced the speakers of the meeting, President Dvorkovich, Executive Director V. Bologan and some Commission Chairs, main focus being on the PDC activities and updates so that everyone was on the same page and the ways of collaboration and planning in 2021 so that we find new and fresh ways of doing things.

Ms. Johnson said that several Commissions will report on their collaborations between themselves and with Zones and Federations – Arbiters, Women Chess and PDC. She also mentioned a special session where the EDC Chairperson F. Strydom would speak on good governance, based on examples of interaction with several Federations.

Discussion has included:

- *FIDE priorities*
- *FIDE's response to the pandemic: the past, present and future.*
- *Proposal from Jamaica - International Junior Chess Development Programme.*

FIDE President expressed his gratitude to all present for the work they were doing in their regions, He said this had not been an easy year and after the General Assembly in Abu Dhabi we all had extremely tough time, as all normal, traditional chess activities had been cancelled and stopped all around the world, with few exceptions where countries managed to conduct over-the-board tournaments and a minimal number of other activities, but the most of FIDE overall chess activities moved to online. President said that pandemics is far from being over and we had to adjust ourselves and move forward so that to continue our chess life. In his opinion, FIDE succeeded to achieve a lot during this six-month period. While over-the-board activities were cancelled, FIDE managed to partially substitute those with online competitions and online activities by FIDE Commissions. Starting with online competitions, we first conducted a number of unofficial tournaments first, including various Cups, the most important in spring being the Nations Cup, with a few leading chess nations participating in this tournament with mixed teams, but of course by far the biggest and the most important event had been the Online Olympiad, which we conducted during summer time with a few divisions competing after one another. There had been more than 160 teams participating so the vast majority of FIDE members had their teams. He said of course there had been lots of technical difficulties, connected to Internet connection and others, but President thought it had been a good experience for the most of FIDE member-Federations. FIDE has learnt a lot about these events, how to organize, how to organize arbiters' assistance, how to put teams together and how to provide anti-cheating services online. He said he himself learnt how to identify the winners, not in a very nice way, unfortunately, he had to announce two winners, but it was a "learning by doing" process. President said that as part of our Olympic movement, we had just completed the organization of the Online Chess Olympiad for players with disabilities. It was another success, with more than 60 teams from 45 countries and more than 400 players with various types of physical disabilities, and FIDE for the first time had obtained a quite comprehensive database of such players and this will enable us work even better in this direction in the future. Mr. Dvorkovich called on all the Zones and National Federations to organize teams of players with disabilities so that FIDE could organize an Olympiad for players with disabilities, with participation of the whole world. President said that right now the 2020 Online World Chess Cadet and Youth Chess Championship was taking place, a complex event with qualification stages organised by continents, with a further final stage. He said more than 100 Federations had registered for this event.

Mr. Dvorkovich said that of course we all wished to move to over-the-board tournaments and drew the attention to the qualification to the World Cup. The regulations will be announced very soon and the events are hopefully to take place over-the-board in July 2021 in the Olympic capital of Russia, Sochi, both Open and Women, with a larger participation, 206 for Open and 103 for women, enabling more countries to register and participate in these events and many Zones will have more than one player.

FIDE President informed the Zonal Council that the previous day the FIDE Council tentatively approved the Online Chess Regulations, including hybrid chess, which is online chess played in clubs under arbiters' supervision and direct control, by being present. So if the Online General Assembly gives the authority to the FIDE Council to approve such competitions, then the Zones will be able to conduct hybrid tournaments, in order to complete the qualification for World Cup.

There had already been two requests from Zones for online tournaments. President said FIDE has started to prepare all necessary documentation for such tournaments, including Arbiters' Manual online, but the regulations for each specific tournament will include various technical details. President named this direction as one of the clear priorities for FIDE right now.

Another priority in the previous six months had been the activities to secure sponsorship so that FIDE could run its development programmes in 2020 and 2021. President mentioned the development budget reduction from two to one million euro this year. He said some funds were still available for some urgent requests for support. As for 2021, FIDE hopes to have at least one million for development programmes, and expects more funds provided the World Championship match scheduled to take place in November 2021, will take place. President said he was looking forward to hearing from the Zonal Council what priorities they had for the development programme for the next year. He said it is clear that the next year will be a hybrid activities year, with both online and traditional activities. Therefore, the Development Agenda should be adjusted in such a way so that to accommodate different requests, based on national and zonal circumstances and we will be happy to have this mix of activities. President proposed, where possible and reasonable, to combine national plans with zonal plans, so that the support is more extensive. He gave an example of joint seminars, as was done already this year.

President informed the Zonal Council that thanks to their efforts, the total amount of arrears to FIDE had been decreased, which means that more National Federations would be supported and it was a very important step. He also mentioned that the process of fees reduction had been started, as promised during the electoral campaign 2018, as most of the fees for level five had been eliminated, for level four, for senior player, and we will start reducing fees for other categories, provided the Online General Assembly supported us the next day. He said this is a joint effort of everyone who worked hard to make chess more visible to our partners, so that they could contribute more to the development of chess.

President also said we received some support from marketing, e.g. the new movies, which have been shown recently, especially "The Queen's Gambit", giving an enormous boost to chess around the world, which should be used by us to attract more partners. He mentioned the support FIDE received from online platforms, like Chess.com, Lichess, Chess24, Tornelo, that work actively to support FIDE and National Federations, however, not for free in some cases, and it requires some costs, but it is very useful for everyone.

President summed it up by again repeating that pandemics is still with us and we should create flexible systems, with both and online and traditional activities, he invited the Zonal Council members to send their input so that they could be summarized after that meeting. He said he was open to any questions, during the meeting and after it via emails.

Honorary Vice President I. Wilkinson informed that he would leave the meeting for 30 minutes to attend a court hearing.

Zone 2.2. President Mr. Bond said of course the issue of tournaments taking place is the most central and is the most important obligation. He inquired if the QC Chairman could comment on the issue of direct titles.

President again reiterated that provided the Online General Assembly gave the right to do it, the zonal tournaments will be held in a hybrid form, if it is not possible to do it in a normal way. He also said Canada had not identified their female Champion for the Women World Cup.

3.20 pm Report of the FIDE Executive Director

Victor Bologan

Presentation has addressed:

- *All statistics and analysis related to the usage of the FIDE Development Fund to date.*
- *Consideration for Non-pandemic year and Pandemic Year*
- *Key projects to date from Continents, Federations, Other Affiliated organisations*
- *The role of the zones in the planning process: Federations/Continents*

FIDE Executive Director V. Bologan made his presentation (Annex). He said that as with most organisations, Covid-19 had an adverse impact on the level of funding in FIDE in 2020 and gave respective numbers (the 2019 total of three million euro and the 2020 total of one million euro). Mr. Bologan also mentioned assistance to the FIDE Affiliated organisations (AIDEF in 2019 and the Mediterranean Chess Association in 2020). He said that of course FIDE is helping other affiliated organisations as well, through other channels and various forms, and this is just a start as FIDE is ready and willing to help them.

Mr. Bologan explained the approved funding for Federations, where in 2019 FIDE managed to help 77 Federations. He praised the PDC Commission for their very good work where Presidential Assistants and Councilors did a lot of work working with Federations and explaining them sometimes technical details as well. In 2020 the help had been rendered to 58 Federations, which is still an impressive number, even during the pandemics, and there are still Federations in the list for receiving the assistance. He showed the numbers of Federations funding by continent, and as had already been discussed before, Americas are by far the best in submitting the applications, executing them and organizing the events. Almost all American Federations eligible for support, are getting funds, Africa in 2019 thanks to the efforts of the African Chess Federation and Ms. Lopang, many Federations managed to receive support, but Asia was less active but caught up in 2019 on the continental level.

Mr. Bologan explained that the PDC on the request of FIDE and with the help of external experts, carried out analysis of main areas of the assistance expenditure, with main areas being international events participation, chess materials and event organization in 2019 while in 2020 the online aspect had been added due to the lack of travel and not many tournaments taking place, Online activities produced more possibilities for online coaching and arbitring seminars. He said for the next year, FIDE with the support of the Zonal Council was requesting the PDC to outline priorities in their activities, keeping in mind FIDE President's words that the year 2021 shall be mostly hybrid year, with online and over-the-board events. Mr. Bologan referred to the support of Continents and said it worked very well and it was also good to have the flexibility of helping both separate Federations and Continents on the whole. He reiterated the appeal of the FIDE President to Zonal Presidents to more actively participate in Continental programmes and

join the forces, as the amounts decreased, the amounts for the next year will most likely remain the same, around 5, 000 USD per Federation, and here Zonal Presidents could be instrumental and help to coordinate, if a Federation held a big event.

Mr. Bologan further showed the figures of the funds spread by continent and the shift in 2020 to the Europe where 40,000 euro were allocated to a mutual project of FIDE with the ECU Education Commissions, which will eventually produce materials which would be used by all Continents therefore this amount, which is allocated to Europe, is rather for general scope, while Asia also became active by organizing some big continental events and seminars and receiving another big allocation. He again stressed the concentration of the work in continents in 2019 (tournaments organisation) and in 2020 (mainly online events and seminars).

Mr. Bologan mentioned an increase in funding of women chess as a success of the Commission on Women's Chess activities. He said that the cooperation between various Commissions has increased and resulted in a bigger number of projects. He said that was the idea they were targeting in 2019, but it really started working in 2020. He also said that especially after the "The Queen's Gambit" there will be more assistance, but it has always been the aim. He said that also the activities in Chess Education had increased due to online activities, this year. He stated that from now on FIDE would always be a hybrid organization as the online events are modern and cost less, therefore we shall be using them from now on.

Mr. Bologan presented a chart showing that the increase in the development activities resulted in the increase of registrations from the funded Federations, where the trend starting from 2017, is continuing to take place which means that the countries which receive the funds, are also growing. At the same time, Mr. Bologan noted the need to increase our efficiency in working with data and criteria and analysis of the funding to allow better orientation. He mentioned the same trend of increasing the tournaments number in the funded federations, having aside 2020, where real tournaments were very few and scarce.

At the end Mr. Bologan stated, as promised during the elections, new Administration is demonstrating its commitment to help Federations to develop, with key factor being its Development Fund. There is a very positive impact on chess development. The management is always ready to hear the comments, ideas and criticism as well. He again underlined the role of Zonal Presidents in coordinating the work. He said the direct financial system for submissions would not be changed, and any other proposal from the Zonal Council would be considered and noted by the PDC. He said that FIDE was following another electoral promise regarding transparency and he expressed special thanks to Ms. S. Johnson. He said there had been numerous occasions where a clear procedural point of view helped to keep the situation under control, despite many requests to close eyes on some things, all materials are published, there are no political preferences, and the procedure is clear and the core to this is Ms. Johnson. Mr. Bologan also reminded of the condition for a Federation to receive funding being either entering an agreement with FIDE to reschedule the arrears or paying the debts. If your debt is over 1,000 euro, you are not eligible for assistance, and as the FIDE President had said, it did help a lot to reduce the amount of arrears, it is also about discipline and accuracy. He thanked everybody and said he was ready to answer questions.

**3.35 pm Summary of PDC Activities, Procedures and Processes
PDC Chair**

Sonja Johnson,

Presentation has included:

- *The various processes/procedures related to the operations of the PDC*
- *Fed Forum initiative*
- *Engagement of the federations, continents*
- *How the process focuses on transparency and accountability*
- *Process to facilitate collaboration between zones and federations and Continents, especially in planning process*
- *Collaboration and engagement of other Commissions-This will then form the bridge to the next segment involving Commissions*

Ms. Johnson presented the PDC presentation, and gave an insight on the engagement of continents and federations, especially in terms of transparency and accountability. She also mentioned the collaboration and engagement of other Commissions.

She said that during the past two years they have defined a process for Federations to apply for funding, depending on the level of the Federations. She shared the Commission's social media posts designed by the Commission Secretary Ms. Munoz. The Commission does not rely on emails only and all the information is available on the PDC website where a Federation can download all necessary documents for further initial sending to fedfunding@fide.com to avoid possible delays. The Commission has also designed a set of tips for Federations to be aware of the application process and priorities in this process. She underlined the information from Mr. Bologan that if a Federation is in arrears, they were not allowed to access funding. Ms. Johnson further shared the information on the process of continental funding which had started in early 2019 in order to establish a proper procedure for operation, to make it clear and as easy as possible for Continents to handle and access the given amount. She said the Commission is flexible and case by case evaluations are also possible. Ms. Johnson outlined the Commission's role as assessing the requests which then go to the Executive Director and Treasurer for approval before the funds were actually sent, and a tentative time schedule is provided. She said the requests should reach the Commission at least two weeks in advance.

Ms. Johnson has briefly described collaboration of PDC with Continents in 2020 referring to Executive Director's presentation, with clear figures and examples. She said as the FIDE President mentioned, the collaboration allows optimization of the process and provides the best turnout of the investments. She also mentioned collaboration with other FIDE Commissions where besides Trainers' and Arbiters' Commissions, they had engaged their resources also with the Ethics and Disciplinary Commission as well. She thanked Continents for sharing their plans with the Commission at the beginning of the year. Ms. Johnson said that in the planning process alignment (either top-bottom or bottom-up or combination) is important. Further to the FIDE President's remarks, it is important that Federations are engaged as well as Continents. Ms.

Johnson presented tools and resource areas (resource base) of the PDC website as well as their social media channels which helped to expand their outreach.

Ms. Johnson also summarized the Federations Forums done by Zones and language. The main objective of such forums in connection with the FIDE President's advice, was to be proactive and to understand better where Federations stand in terms of their challenges during 2020. She presented the PDC observations from these discussions and thanked her team of Councilors for their contribution. She also expressed the hope that after the Zonal Council meeting some of the issues outlined in the observations, shall be addressed.

Ms. Johnson shared with the Council some other initiatives: design of an online application and processing platform for funding applications, active participation in the FIDE Corporate Social Responsibility Task Force and continuation of further development of the resource area on the PDC website. She said the PDC will continue the Fed Forums, and proposed that Continents and Zones work out a Calendar of activities for seminars and other types of activities). She also said that the Commission shall continue their efforts to increase their effectiveness, working transparently and accounting regularly for their activities.

3.55 pm FIDE Commission Engagement

ARB, GSC, WOM

3.55 ARB

Laurent Freud

Discussion has included:

- *Analysis of Arbiter base across FIDE*
- *Opportunities for Federations*

Mr. L. Freyd made his presentation. He said it was an honour for him to be present at this historic meeting. He said data collection is very important in his Commission's work as it helps to understand where you were and where you wanted to go. He thanked Mr. V. Kukaev for his contribution into the ARB database. Mr. Freyd presented explanations to the table and informed the Council of the plans the Commission is intending to undertake together with the Zones and Federations in order to improve in certain areas, e.g. future seminars locations, female arbiters numbers (future possible projects with Commission on Women's Chess) or if there is a high number of rejected title applications from a certain Federation, it means this Federations needs help with this aspect, how to fill in the application. He also showed some other statistics, regarding the years of 2019-2020, e.g. number of candidates applying for the arbiter titles, number of tournaments organized per continent and active arbiters and players per continent. He underlined the necessity for some Continents to encourage women become arbiters, and said this is a joint initiative together with Ms. Repkova. He also mentioned that now they have a contact in 43% of Federations, responsible for arbiters. He invited all Federations to send their primary contact for arbiters to the Arbiters' Commission.

Mr. Freyd outlined benefits from data-driven opportunities for the Arbiters Commission and synergy. He said that he was looking forward to many opportunities to work together in the future.

Mr. Turdialiev President of Zone 3.4 said that at the Arbiters' Commission meeting there was an issue that all seminars should be held only in English as part of proposed Regulations for the Arbiters' seminars. He thinks that this is categorically wrong and fair as people in the world speak different languages and therefore those whose English is not good, will be deprived from learning and Mr. Freyd is wrong here and he should have sought some consultations. He said that he had spoke to the FIDE President who shared his opinion.

FIDE President said we should make a difference between necessity for IAs to have English proficiency for purposes of conducting their activities and seminars where Arbiters are learning how to do things in chess competitions. And we have already have experience in other Commissions, e.g. Trainers', where seminars are split by regions and those seminars are held in different languages and it is normal. He said it is ok to continue like that while requiring Arbiters to learn English that will help everyone, to provide professional services for chess. We should be balanced here and we should not make revolutions by holding all seminars in English only.

Mr. Freyd said we are introducing new seminars, and the idea is for IAs, not FAs, to speak English. He said that FA seminars continue to be held in various languages. He explained that the Commission's decision had been based on the Board decision last year in Budapest that the IAs should speak English, but if it is different now, they will adapt.

Mr. Dvorkovich reiterated his position that it is advisable that all IAs spoke English on a certain level. However, it does not mean that all seminars should be conducted only in English because to speak English in order to perform arbiter's duties and to understand deeply all details at the seminar is two different things. He said there should be no hurry in implementing these new things and concurred with Mt. Turdialiev that we should be moving to new forms gradually, step by step.

Mr. Freyd said the Commission will adapt as "step by step" is the Commission's motto.

4.05 GSC

Emil Sutovsky/Pavel Tregubov

Discussion has included:

- *Hybrid chess tournaments*

The GSC Secretary Mr. P. Tregubov presented draft online chess tournaments regulations. He acknowledged huge joint efforts in creating the regulations by Qualification, Arbiters, Rules and Global Strategy Commissions. He said that the document consists of three parts- the first refers to the Basic rules of play, then Regulations for online competitions in part two and in the third part - Regulations for online competitions with supervision and Regulations for hybrid

competitions. The online competition with supervision means you play from home and are supervised via a video-conferencing system, while hybrid competitions allow playing online in a club in an actual presence of an arbiter.

He said many provisions were introduced specifically for this purpose and he thanked Ms. Stoisavljevic and Mr. Holowszak for their contribution. Mr. Tregubov also described the process of cooperation between players, arbiters and organisers under the proposed regulations.

Mr. A. Preis from the USCF commented that from their experience, there are some challenges with the hybrid tournaments, but they can be worked out.

4.15 WOM

Eva Repkova

Discussion has included:

- *WOM's plans to attract and keep females in the sport of Chess.*
- *Will include points from Jamaica proposal - FIDE for Women's Chess.*

Ms. E. Repkova, Chairperson of the Women's Chess Commission made a presentation of the activities of her Commission. She said there was a huge support for women in chess and no doubt all would like to see great increase of the number of women in all aspects of chess life. However, without proper procedure, this support would always be ransom. That is why the WOM is working to find powerful practical ways to achieve long-lasting results. She said they were using strategic approach to help empower women in FIDE, and the first important step was taken at the Presidential Board meeting in Astana where the Board accepted the proposal of the Commission to have 25% of females in all FIDE activities and it was a clear signal to everyone that women in FIDE are wanted. Since then the process of education is ongoing to help fill this quota. Ms. Repkova mentioned great interest from women all over the world to participate in the free seminars for arbiters, trainers. Organisers and other educational seminars, and this would be impossible without the participation of other FIDE Commissions. Ms. Repkova took this opportunity and thanked all concerned for the excellent cooperation. She also expressed gratitude to all Continents for their willingness to discuss support with the Commission. However, there is a need in process to make the continental support stable and permanent.

Ms. Repkova informed the Zonal Council that the FIDE Council approved their project for the Year of Woman in Chess – 2022. She said that because in 2020 and 2021 everybody is still focused on fighting the pandemics and no major projects could be carried out, this was the reason for moving this project to 2022.

Ms. Repkova shared the Commission's vision of this project that they would advertise female initiatives, organize mass online tournaments for girls and women, even when the over-the-board events are back, as she believed the online tournaments will stay as part of chess life from now on. To enlarge the role of women in marketing by introducing role-models, have interviews with them, and to have more activities for women in chess in all continents. She added that another important initiative, not only for women, but for everyone, would be to start educational

seminars in sports psychology regarding mental health of all chess players. The main goal for the Year of Women in Chess project will be to encourage the Continents to allocate 25% of their respective development budgets for women. So each Continent should have a working Commission on Women's Chess and it would see to the allocation of this continental development budget part. This would make women part of the decision-making process and part of the continental leadership as well.

Ms. Repkova thanked all colleagues for the support and especially Treasurer Zhu Chen who had been always available and supportive to their Commission.

Ms. Johnson concurred and said that women need the support of all the Zonal Council and women rely on this support.

President of Zone 2.2. Mr.H. Bond thanked Ms. Repkova for the report and said that thinking back about the FIDE President's comments about "The Queen's Gambit", this phenomenal TV-programme, is there any way we can work on this, maybe this would be passing through our collective consciousness quickly. We could invite the actress to an event, or something like.

Mr. Dvorkovich said we will certainly invite her to one of the events, and there is a commitment to bring her.

Ms. Repkova said that her female chess friends and she had already been approached after this series and it was really a huge success which was a certain boost for women and chess in many countries as the series was No 1 in more than 30 countries. It is a lucky moment for us and for our cause but we need to act quickly.

**4.25 pm Overview of Federation Management Handbook
Councilor**

Tshepiso Lopang, PDC

Topics that have been discussed:

- *Federation Handbook*
- *FIDE PDC Resource Area- incorporating idea from Jamaica on Planning Library.*

Ms. Lopang presented the FIDE Management Handbook and informed the Zonal Council, the adoption of which would lead to the promotion of values based leadership and improving of the leadership performance. She thanked Ms. Pilinci another Core Team Member, from Albania, who is a certified IOC trainer, for her cooperation during the project.

The purpose of the manual is to provide a framework for the chess management risks and opportunities. It will provide basic information for administrators and is important so that we could eliminate risks by taking effective preventive and protective measures. Ms. Lopang described the scope aiming at each Federation and ideas for building chess base in each country

and connecting to various aspects and platforms, e.g. Chess in Schools, we also want Federations to build their Federation brand, and chess responsibilities.

She said as Federations managers, we need to be committed to whatever we are doing, be responsible and accountable. She addressed the Zonal Council members and said each Zonal President is accountable for the Zone, mentioning some unfortunate cases, like in Zone 4.1. where out of seven countries, only one showed up. Another important point is to have effective policies, compatible with direct objectives and Federations' policies, as well as continuous evaluation of the processes and monitoring of the system. She also said the manual content should be integrated into the Federation's business processes. After that the Zonal Council was introduced the contents of the Management Manual. The Team used the IOC Manual and the FIBA Federation Handbook as main sources of information. The draft manual can be found on the PDC webpage.

Ms. Johnson thanked Ms. Lopang and Ms. Pilinci for their work and said the final document shall be posted on the PDC website.

4.40 pm Special Session: The Importance of Good Governance Francois Strydom/Sonja Johnson

EDC Chairman F. Strydom and PDC Chairperson S. Johnson made a presentation on the good governance.

Ms. Johnson reminded the definition of "sport governance" and why it is important to have "good governance" as it builds trust and affects the organisation's reputation. She gave an example of FIDE creating Athletes' Commission as a good initiative which is the first step in building trust as players will participate in this body. She has also given other examples of good governance: gender equality and performance evaluation, based on the IOC principles of Good Governance. She said on all levels we must strive for the highest level of competence, integrity and ethical level and transparency. She said FIDE President and Executive Director are very dedicated to transparency and openness in all FIDE activities.

Ms. Johnson also underlined that there should be commitment, participation and care of athletes which are almost self-explanatory issues. Also, she underlined that all activities of each organization should be in compliance with respective legislations of each country and FIDE as we do not operate in a vacuum and it should be in abidance with each respective jurisdiction.

Chairman of the FIDE Ethics and Disciplinary Commission Mr. F. Strydom said it was a privilege to address such a distinguished audience as all the attendees were leaders in their own right and came to a certain level in Federations, Zones and Continents as well as FIDE. He said that the idea of PDC is to give leadership in the Federations and to empower them. He said very often Presidents of Zones or Federations do not have tools to give back to their own Federations. He opined that the wheel should not be reinvented and as we in FIDE benefit from collective wisdom, and "copy-paste" so to say what we can get from other Federations. He said that the

self-motivation guru from the USA, A. Roberts once told, that if you want to reach success, what you must do, you must pick your idol and you copy him. This is the trick.

Mr. Strydom said, regarding democratic process and internal controls, first of all underlined the basic principle of democracy is to have equal rights. So we do not want one person to be in a Federation to rule for 20 years and to keep all power to himself (autocracy), we must rotate, we should empower the Federation, we should not prevent young people to come to power. Therefore there should be a process where after two or four years somebody else should take over and be in charge.

Next important issue and a big part of a democratic process in a Federation is an election process to secure fair and transparent elections. Mr. Strydom outlined the highlights and said the elections must be regular. He also gave an excellent example of the FIDE President who has changed the FIDE Statutes by limiting the term of the FIDE President to two terms so this precedent we can follow in our National Federations' Constitutions at home. There must also be rules and transparency for the elections. It is also advisable to have an Elections officer to control the elections, or a Committee to do so. FIDE has included into the new Charter such a Committee consisting of the Chairs of Verification, Constitutional and Ethics Commissions. This ex-officio Committee will be dealing with all aspects of elections, vetting the candidates, delegates and so on. He advised Federations to copy this procedure from FIDE. The next step in elections should be the nomination for candidates and then the Elections Committee checks the eligibility of them as we do not want to have anyone with criminal record or violations of the Code of Ethics as President. So there should be rules to allow disqualifying candidates, to avoid embarrassment for a Federation. Also someone must check the credentials of voting members so that they are in good standings. Only elections held at a meeting with a quorum are valid, no matter, by secret or open ballot, the provision should be included in the Federation's Constitution. The count of votes should be made by Scrutineers and then the announcement of the results follows.

Then Mr. Strydom depicted the decision-making process and said the most important thing is to consult. He said the FIDE President is a wonderful example of how widely a leader can consult. Mr. Dvorkovich consults Federations on a regional level, consults experts and chess players also.

In the decision-making process there are certain steps and Mr. Strydom made a comparison to a book "Think like a Grandmaster", he said as he was in a very distinguished company of chess players, e.g. GM Bologan inter alia, and he said that actually the decision-making process is similar to a chess game, where you think move per move, and thus it is very helpful in the management process. He said that as we are based on democratic processes, therefore everyone's voice matters as well as structure. So the most work is done on the level of Commissions and Committees and if this works, then the General Assembly receives a well-prepared report which has been made beforehand, and only ratifies it. It means the work should not be done at the General Assembly, while it is together with the Zonal Council and the Management Board, carrying out the day-to-day activities of the organization, are also part of the decision-making process. There are such tools as social media now and whatsapp and Facebook groups, to solicit opinions and gather ideas.

Mr. Strydom also spoke about internal control as part and parcel of a smooth running of organization. He said that the internal control protects the organization from financial, strategic and reputational risks. There should be three types of internal control: detective, preventative and corrective. He said in FIDE some of the risks are addressed by three independent elected Commissions: Verification, Ethics and Constitutional – for imbalance of the power; abuse of power and unethical conduct. Mr. Strydom said that the idea of creating a Constitution for every Federation is to write a document to provide sound principles of good governance, to prevent abuses of power, imbalance of it and unethical conduct.

He presented the ideas for internal controls, from the separation of powers, creation of rules, to avoid the abuse and conflict of interest, to make sure there is no personal benefit and to work with skills, care and diligence. He spoke about the ethics area of the internal control by presenting a principle of legality (no crime without a law). He said there cannot be any room for invention rules afterwards, all sanctions and punishments have to be defined in advance. These rules should be binding for any member of a Federation and the members should be aware of them. Rules cannot be bent to apply for situations where they are not intended for. However, it is not good just to name the rule, there should be clear what will happen if someone breaches it. Mr. Strydom has given an example from a real practice of the Ethics Commission where the decision of a Federation was found to be disproportionate as there was no ground for it.

Mr. Strydom proposed tools for control regarding Ethics aspects: Code of Ethics and a Disciplinary Code. He said the name of the FIDE Commission had been changed to Ethics and Disciplinary Commission, as the Disciplinary Code deals with very specific offences, while the Code of Ethics makes sure certain values are preserved within the organization: integrity, non-discrimination, confidentiality etc. It was also mentioned that the Federation Management Handbook which was being prepared by the PDC, was a wonderful document and it even contained a precedent Constitution. He suggested to Ms. Johnson that a precedent Code of Ethics could be also included. He said he had found out that there was a need for Grievance codes in Federations, where an individual, a player could bring management of a Federation to order, including procedural codes, to outline what an individual can do and should do. Mr. Strydom once again underlined that Federations should make use of all good things provided in FIDE and apply them in their activities.

Mr. F. Ameku, President of Zone 4.2 asked whether this presentation can be also applied to a Zone in FIDE as some Zones have their Constitutions and teams but some of them only have Presidents, and so to what extent these could be applied to a Zonal Structure.

Ms. Johnson replied that there would be a separate discussion with Zones on all the issues.

5.00 pm Summary of session and closing remarks

President

Ms. Johnson invited questions to the FIDE President.

Mr. A. Jankovic, President of Zone 1.2, asked about chess in multisports events. He said he was aware that chess would be in the Asian Games, but as there were many other events, such as Olympic Youth Games, European Games, where chess could be a exhibition game, whether there was any progress in that direction.

FIDE President A. Dvorkovich replied that he had been in touch with all the organisers of such events and there were chances for chess to feature in various forms. He said the best chance to promote FIDE and chess would be the next May in Yekaterinburg, Russia, at the SportAccord and GAISF Forums, where FIDE would do its best to achieve these results. He agreed that Europe is crucial in this matter, but unfortunately his meeting on this matter had been postponed to January.

FIDE Vice President L. Turlej added that there was a very good chance to have chess in the European Games 2023, and hopefully this would be announced at the very end of 2020. FIDE was in touch with the Organisers. The Games are supposed to take place in Krakow, Poland. FIDE President expressed his readiness to participate, should it be necessary.

He thanked everybody for excellent presentations and said the remarks had been very useful. He said all these should be published on the FIDE website and in social media so that everyone could have an access to these presentations. He invited suggestions and proposals and said he was open to receiving them. He invited all to the FIDE YouTube-channel where the meeting was being broadcast. President said that the Zonal and Continental issues should be discussed very soon within the framework explained by Ms. Johnson.

Ms. Johnson joined Mr. Dvorkovich in thanking all the presenters and attendees for the meeting.