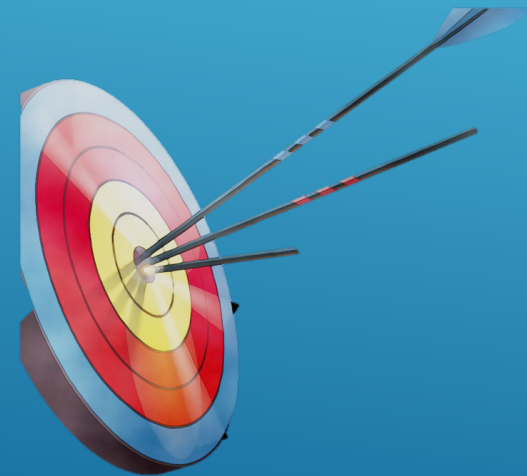




# STRATEGIC PLAN 2021-2023



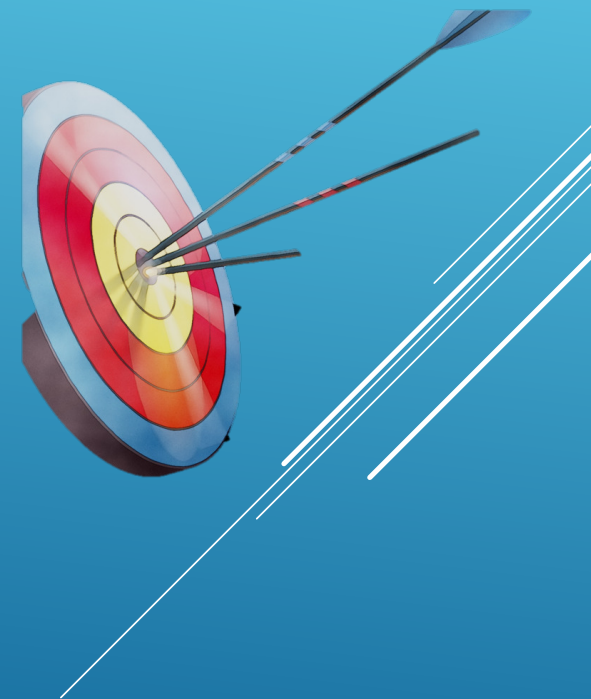


# Our VISION

## ARCHERY FOR ALL

**Our vision is to inspire all people to be involved in archery as amateurs, athletes or champions.**

*By creating a wide range of positive experiences, WAE focuses on giving the possibility to **EVERYONE** in Europe to enjoy archery, discovering all the positive values of our sport.*

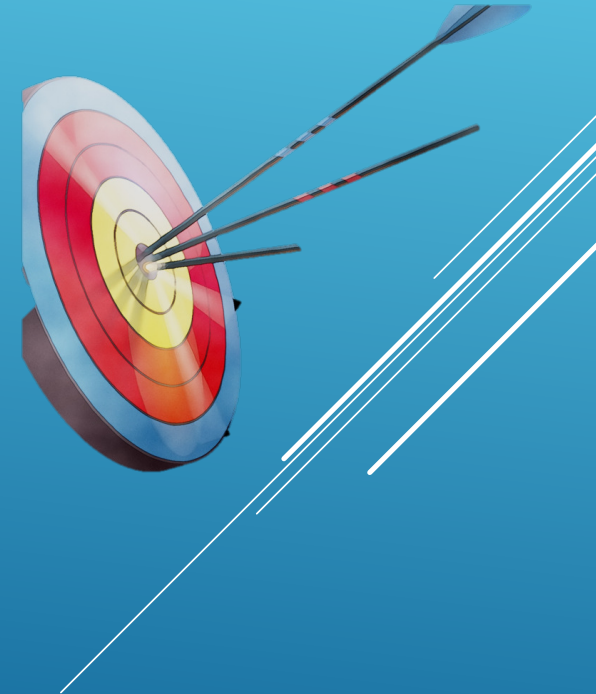




# Our MISSION

**ESTABLISH ARCHERY AS A LEADING SPORT IN EUROPE**

- 🎯 **Promote archery in European countries as well as the Olympic and Paralympic ideals and principles**
- 🎯 **Establish a strong European and International event framework in all disciplines**
- 🎯 **Organise educational and development programs at all levels for archers, coaches and judges in cooperation with WA**

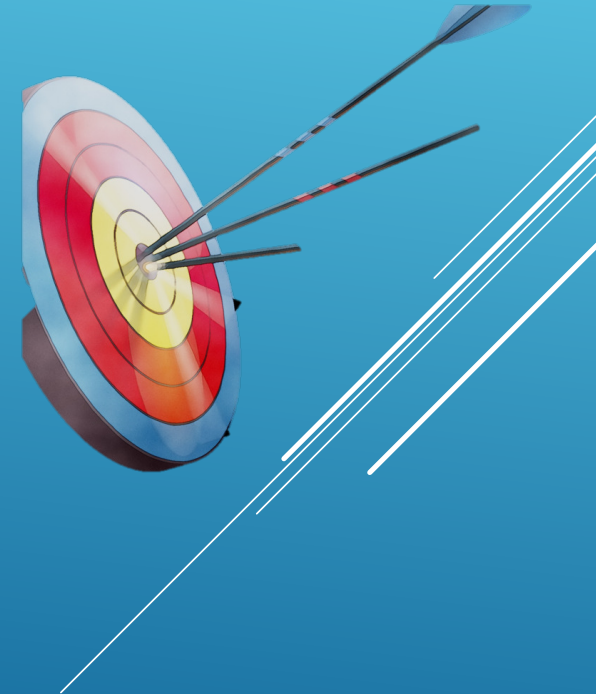




# STRATEGIC PLAN

## PHASES

- 🎯 Phase **ONE** : First steps and current actions (2021)
- 🎯 Phase **TWO** : Short term (2022-2023)
- 🎯 Phase **THREE**: Long term (2024 and on)

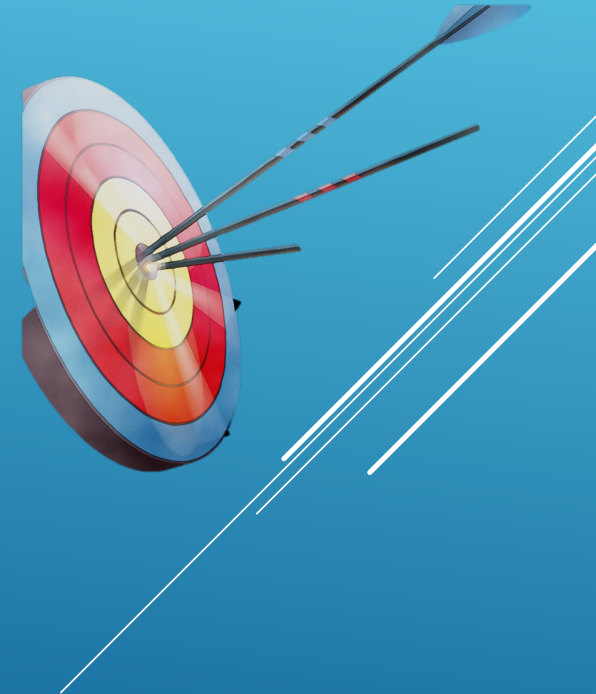




# **STRATEGIC PLAN** **PHASE ONE**

## **MAIN GOALS: GOOD GOVERNANCE STRONG AND ACTIVE MEMBERS**

- ③ **Define within the Executive Board a very short term strategy with immediate and measurable goals**
- ③ **Prepare the agenda and fix a conference call at the beginning of 2021 with the Executive Board and the WAE Committees, so as to consult on the strategic plan**
- ③ **Prepare the agenda and fix a conference call with the 50 MAs, so as to discuss and finalise the WAE strategic plan and it's implementation**
- ③ **Present the final strategic plan to the WAE Congress in May 2021 to be approved**

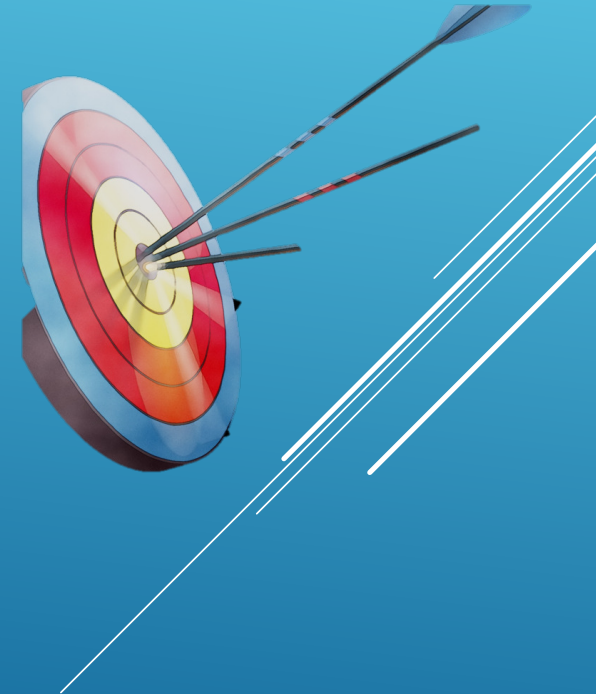




# STRATEGIC PLAN **PHASE ONE**

## STRONG POINTS & LATEST AREA OF ACHIEVEMENT

- 🎯 **Development of Para-Archery**
- 🎯 **Antidiscrimination policies**
- 🎯 **Gender balance**



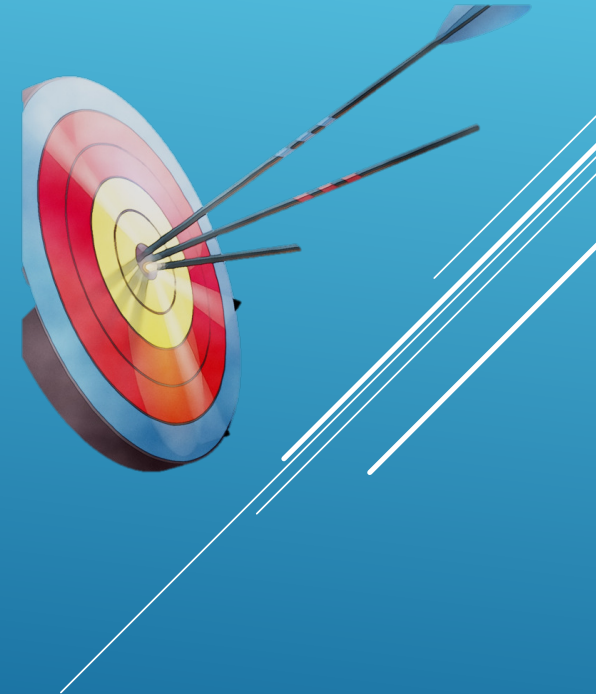


# STRATEGIC PLAN **PHASE ONE**

## OBJECTIVE No 1: DEVELOPMENT OF PARA-ARCHERY

Promotion of the concept that archery is a sport for all, where people of all ages, skill levels and physical abilities can enjoy at all levels.

- 🎯 Encourage and increase the number of participants at the Para Archery European Championships
- 🎯 Secure the success of the Para Archery Cup Circuit by ensuring a final stage every year (except Paralympics year)





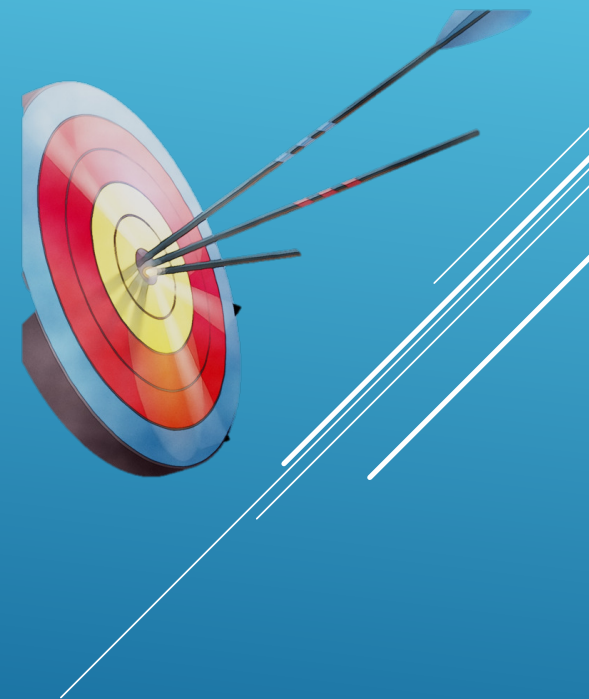


# STRATEGIC PLAN **PHASE ONE**

## OBJECTIVE No 2: ESTABLISH AND PROMOTE ANTIDISCRIMINATION POLICIES

Enable the WAE Vision “ARCHERY FOR ALL” by including the following anti-discrimination policies on religious, racial or sexual orientation in the Constitution:

- ⌚ Not allow any form of discrimination in its actions or decisions, be it discrimination of any kind such as race, color, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status
- ⌚ Ensure that anyone who is part of the World Archery Europe family, commits him/herself to act and behave in a non discriminatory and ethical manner







# STRATEGIC PLAN **PHASE ONE**

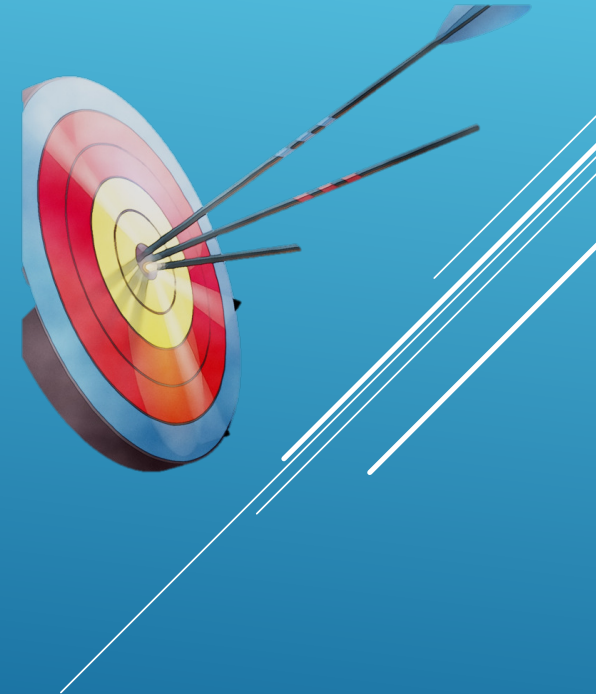
## OBJECTIVE No 3: ENCOURAGE AND IMPROVE GENDER EQUITY IN GOVERNING BODIES

### CURRENT SITUATION:

- ⌚ At the moment the Female representation is one fifth of Executive Board members and one third of Committee members

### ACTIONS:

- ⌚ Give a clear signal towards gender equity by involving our MAs in designated promotional activities (visible on social media) on 25th November for the International Day for the Elimination of Violence Against Women
- ⌚ Encourage gender balance among the Committees and the Judges Commissions designated at European Events



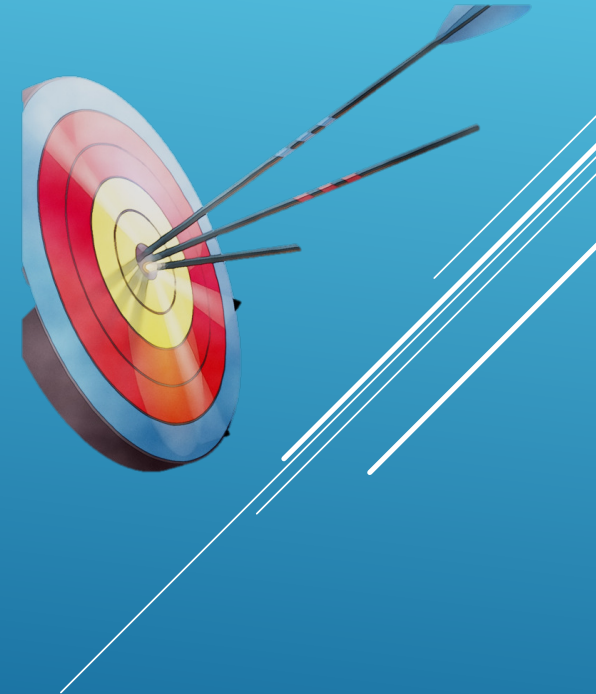


# STRATEGIC PLAN **PHASE TWO**

## FURTHER STRATEGIC OBJECTIVES

### MAIN GOALS:

- ⌚ Establish best practice governance structures and procedures
- ⌚ Empower WAE MAs to make archery a leading sport in Europe
- ⌚ Establish a framework for international and continental events in Europe



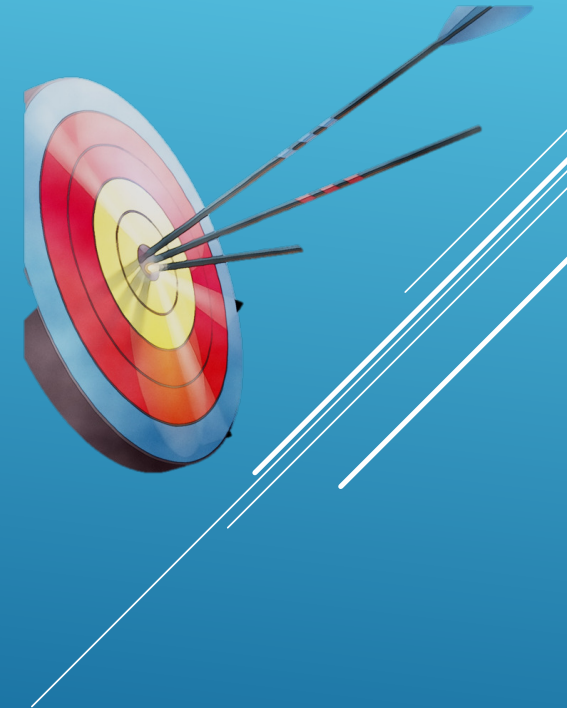


# STRATEGIC PLAN **PHASE TWO**

## OBJECTIVE No1: ESTABLISH BEST PRACTICE GOVERNANCE STRUCTURES AND PROCEDURES

### ACTIONS:

- ⌚ Introduce term limits for elected officials
- ⌚ Clearly define the Finance & Audit Board to be consistent with the concept of transparency
- ⌚ Create a list of people accepted as technical delegates to be appointed at WAE events
- ⌚ Better clarify the bidding process with publicly announced deadlines for continental events
- ⌚ Giving a specific “focus area” to each Board Member for keeping track of how we are doing
- ⌚ Establish an independent Ethics Liaison in charge of ensuring that WAE members abide by the IOC and World Archery’s Code of Ethics



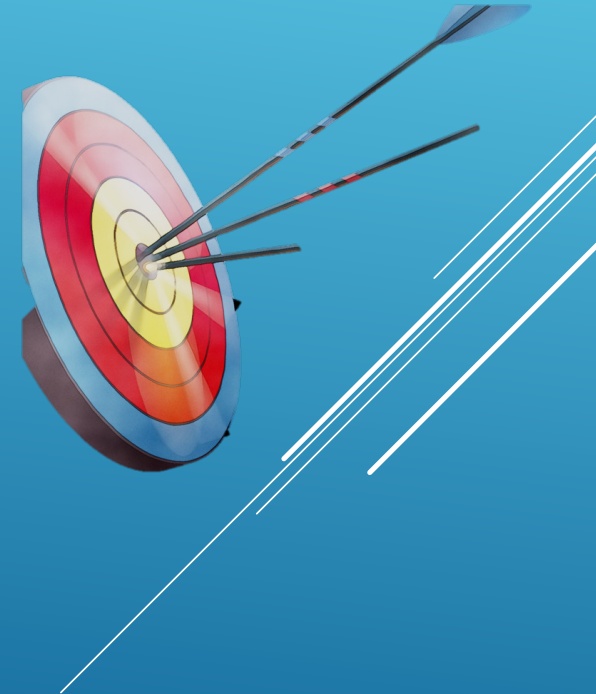


# STRATEGIC PLAN **PHASE TWO**

## OBJECTIVE No2: EMPOWER WAE MAs TO MAKE ARCHERY A LEADING SPORT IN EUROPE

### ACTIONS:

- ⌚ Involving European MAs in designated promotional activities for all the *"International Day Against..."* in order to promote Archery as a sport against every inequality
- ⌚ Focus on assistance to the less active MAs to make them more active, stronger and well governed, by organizing "on-site" experts visits in order to improve their know-how and innovate the approach to managing their organizations



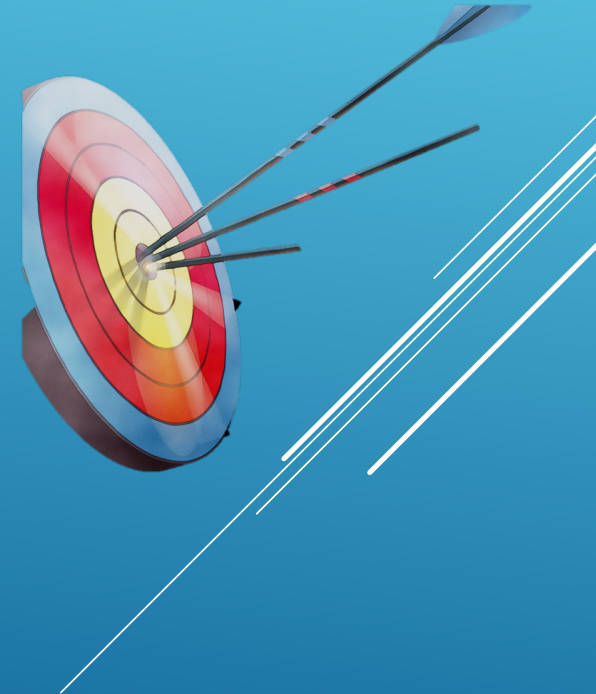


# STRATEGIC PLAN **PHASE TWO**

**OBJECTIVE No3 : ESTABLISH A FRAMEWORK FOR INTERNATIONAL AND CONTINENTAL EVENTS IN EUROPE**

## **ACTIONS:**

- 🎯 **Define which are our major events (European Championships) and concentrate our efforts on their successful organization and media coverage**
- 🎯 **Focus on Youth participation at Youth Cups through concrete and financial incentives**

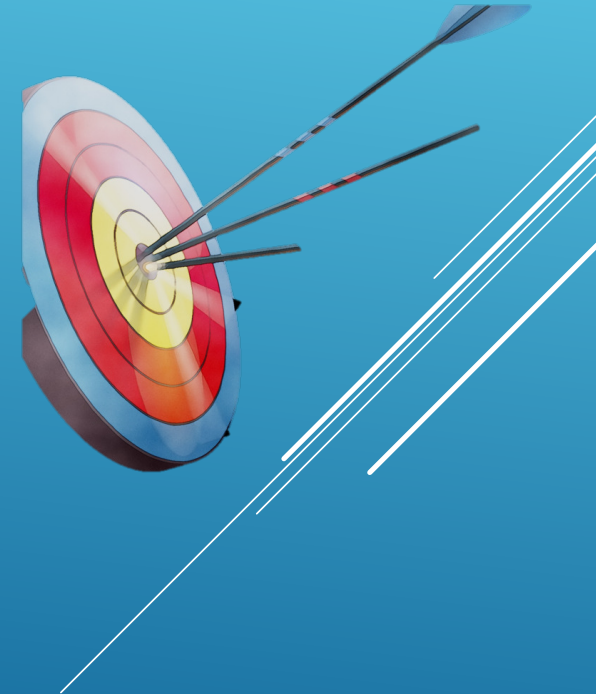




# STRATEGIC PLAN **PHASE THREE**

## CONCLUSIVE PHASE (FROM 2024)

- 🎯 Provide a list of achieved objectives and focus areas still in progress, based on self-assessment
- 🎯 Define a new strategy ahead of 2024 General Assembly, with new goals and/or continuing objectives





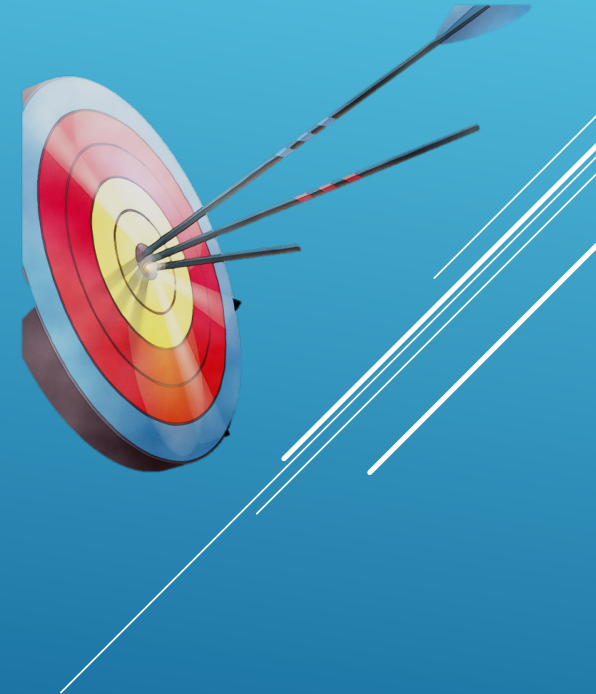


# STRATEGIC PLAN

## MAIN STRATEGIC AREAS OF FOCUS

Each FOCUS AREA is linked to one EB Member:

1. **Good Governance** - **HILDA GIBSON**
2. **Archery for all** (*inclusivity and support to Para Archery Liaison or Committee -if voted at Congress*) - **DOMINIQUE OHLMANN**
3. **Establish and promote anti-discrimination policy** (*this topic is strictly connected to the previous item "Archery for all"*) - **ROLF LIND**
4. **Encourage gender balance** - **DTAC**
5. **Assistance to MAs to make Archery a leading sport** (*local structures and know-how improvement*) - **CHRISTIAN LAFOREST**
6. **Events A** (*create block in the European calendar in order to avoid any overlaps with WA events/define a bidding process*) - **DANIEL PAVLOV**
7. **Events B** (*TDs Seminar and selection of the right person at the right event/recomandations on the submitted bids and allocations*) - **HAKAN CAKIROGLU**







# STRATEGIC PLAN

## AREAS OF ACTIVITY TO BE LINKED TO STRATEGIC OBJECTIVES

🎯 Relationship with MAs

🎯 Athletes

🎯 Medical

🎯 Events

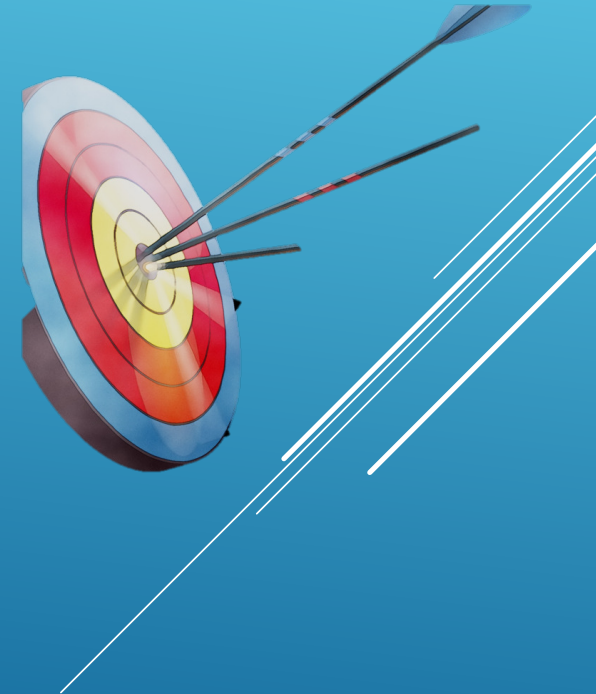
🎯 Judges

🎯 Para

🎯 Youth

🎯 Development

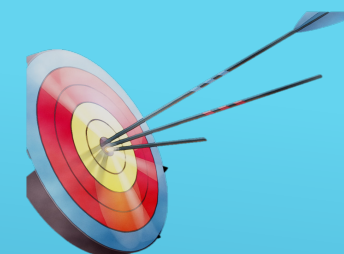
🎯 3D & Field





# STRATEGIC PLAN

## EXAMPLE ACTIVITIES - GOOD GOVERNANCE



### World Archery Europe Strategy 2021-2023

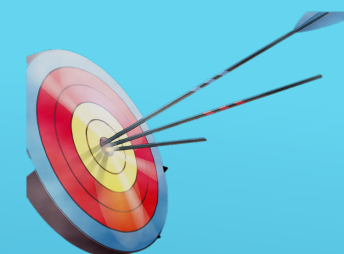
Focus Area	Objectives	Actions
Good Governance	<b>Transparency</b> by 2023 establish transparency of WAE strategy and financial processes	Publish initial (2021-2023) strategy by end 2021
		Publish annual financial reports and allowances of elected officers by end 2023
	<b>Democracy</b> by 2023 establish term limits for elected officers	Establish term limits for Executive Board by end 2021
		Establish term limits for Committees by end 2023
	<b>Integrity</b> by 2023 establish procedures to ensure WAE abides by the IOC and WA Codes of Ethics	By end 2021 establish and appoint Code of Ethics liaison to progress definition of process for dealing with breaches of Code of Ethics
		Process for dealing with Code of Ethics breaches in place by end 2023

In addition, actions in Anti-discrimination Policy, Gender Balance and Events Focus Areas also contribute to improved Governance.



# STRATEGIC PLAN

## EXAMPLE ACTIVITIES - GENDER BALANCE



### World Archery Europe Strategy 2021-2023 - DTAC

Focus Area	Objectives	Actions
Encourage Gender Balance	<b>Structure</b> - by 2021 the theme "Gender Equity" is anchored in the WAE structure and research is promoted	Establish and appoint Gender Equity Liaison in order to deal with common goals by end 2021
		Publish annual statistics of female/male participation in WAE tournaments (athletes, coaches, officials) by end 2021
	<b>Positioning</b> - lead by example by setting promotional activities by 2021 and by signing international declarations by 2023	Set annual promotional activities on the "International Day for the Elimination of Violence against Women" (Nov. 25th) by end of 2021
		Sign the "Brighton Plus Helsinki 2014 Declaration on Women and Sport" by end 2023
	<b>Participation</b> – WAE Tournament Judge Commissions reflect the average percentage of available female WAE Judges and increase female coaches participation in WAE events	Encourage MA's to send more female candidate judges to WAE Judge Seminars
		Encourage MA's to support, nominate and educate more female coaches



# STRATEGIC PLAN

## EXAMPLE ACTIVITIES – EVENTS/ASSISTANCE TO MA'S



### World Archery Europe Strategy 2021-2023 – FIELD & 3D

Focus Area	Objectives	Actions
Events	Establish a clear process to train Technical Delegates for WAE events	Field & 3D Committee help finding people who might be interested to attend the seminar, with a further focus to find women (Gender Balance)
	Create a list of people accepted as Technical Delegates to be appointed at WAE events	Field & 3D Committee helps to “evaluate” people they have worked with
Assistance to MAs	Define which are your major events and concentrate efforts on their successful organization and media coverage	With WAE Judges Committee train WAE judges in Field & 3D (seminars, invite judges to countries experienced in Field & 3D, hold seminars for national judges in the MAs, etc.)
	Assistance to less active MAs to make them more active, stronger and well governed	Hold seminars on how to build Field & 3D courses and how to hold Field & 3D tournaments. Offer “onsite” expert’s visits for organizers



# STRATEGIC PLAN

## EXAMPLE ACTIVITIES – ENLARGE THE YOUTH COMMUNITY



### World Archery Europe Strategy 2021-2023 – Youth Committee

Focus Area	Objectives	Actions
<b>Archery for All Enlarge the Youth Archery community</b>	Encourage young athletes to enter a higher level of archery	Promote regional Youth competitions with a duration of max 3 days between neighbor countries
		Promote the EYCs to MA out of the European borders
	Support coaches and officials involved with youth national teams	Support the Youth National teams of MAs to overcome the pandemic to encourage a generation of young athletes back into Archery
		Organise ZOOM meetings with coaches/officials of youth teams and exchange ideas regarding the motivation of young athletes
	Assist the young athletes to their transition to senior categories	Create a network between European Youth National teams
		Assist developing countries to enter the Youth Cup via a grant system



# STRATEGIC PLAN

## EXAMPLE ACTIVITIES – JUDGE COMMITTEE



### World Archery Europe Strategy 2023+ Judge Committee

Focus Area	Objectives	Actions
<b>Encourage Gender Balance</b>	Appoint Judge Commissions that are as balanced as possible	Propose to the EB that a Continental Judge (CJ) can chair a Judge Commission (as well as a WA International Judge) for European events
		Propose to the EB that each MA may have no more than 8 CJs with a maximum of 4 male and 4 female
<b>Assistance to MAs</b>	Assistance to less active MAs to make them more active, stronger and well governed	Judge Committee to offer assistance to MAs with the training and development of judges with their country
<b>Events</b>	Create a European Indoor Circuit	Propose to the EB a new circuit consisting of several indoor competitions (with a minimum of 300 competitors) with qualification, eliminations, finals and a European Indoor Cup Finals at the end of the Winter season





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