



# **Strategic Development plan for the period 2024 – 2028**

**April 2024**

## Contents

Ref.	Heading	Page
1.0	Introduction	3
2.0	Mission Statement	3
2.1	Vision	3
2.2	Current WAE goals	3
2.3	Time Frame	3
2.4	Context	3
3.0	Current status	5
4.0	Strategic direction/ focus areas	6
4.1	Organisation and Governance	7
4.2	Support systems (Education, Development & Innovation)	8
4.3	Financial Management	9
4.4	Inclusion and Equality	9
4.5	Competitions and Events	10
4.6	Promotion/ marketing	11
4.7	Sustainability	12
5.0	Continuous plan assessment	12
Appendix A	WAE Membership Associations	13
Appendix B	Demographics	14

# Strategic Development Plan (WA Europe) 2024-2028

## 1.0 Introduction

This strategic development plan supersedes the strategic plan (2021–23) adopted in June 2021. The plan includes general information on World Archery Europe’s mission, vision, goals, a brief history and current status, as well as the goals for the 2024-2028 period and the tasks to achieve them.

## 2.0 Mission Statement

World Archery Europe (WAE) is the continental association that leads the sport of archery in the region. Our aim is to work towards empowering member associations to design and implement plans to achieve high levels of engagement, equality, accessibility and performance to the standards required for a modern Olympic and Paralympic sport.

## 2.1 Vision

Inspire all people to be involved in archery as amateurs, athletes or champions\*

[\*vision published in the 2021 Strategy]

## 2.2 Current WAE Goals (As published in the WAE constitution updated on 1<sup>st</sup> January 2023)

- a) To promote Archery and Olympic and Paralympic ideals and principles, including gender equity;
- b) Not allow any form of discrimination in its actions or decisions, be it discrimination of any kind such as race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status;
- c) Anyone part of the World Archery Europe Family commits themselves by their actions to behave in a non-discriminatory and ethical manner;
- d) To seek to ensure safe and harassment-free environment for all people involved at the events
- e) To promote and support the IOC’s Charter of Athletes’ rights and responsibilities;
- f) Organization of European Championships and International competitions in both genders in all disciplines;
- g) Representation of Archery in Europe;
- h) The education and Development of Archery Associations at all levels.

## 2.3 Time frame of the Strategic Plan

This strategic plan covers the period 2024-2028

## 2.4 Context – Top down approach

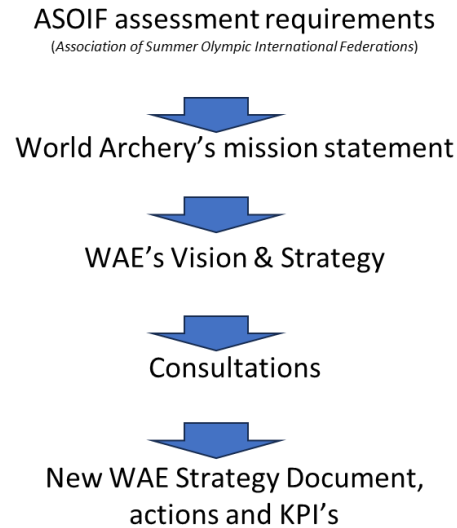
World Archery is assessed every four years by ASOIF (Association of Summer Olympic International Federations)

The review is undertaken under the following key headings:

- Transparency
- Integrity
- Democracy
- Development/Solidarity
- Control systems used to monitor and assess the above

The objectives within this document have been based on discussions with World Archery, the World Archery Europe Executive Board and in consultation with the various sub committees and liaison officers.

### Top down



- WA have challenged WAE to look to the future and be a leading role model in the Governance and Development of our sport.
- We are challenged to develop new initiatives, review our processes, revise our procedures and focus on the future.
- A key goal of WA is to have unified international federal organisations with clear strategies to deliver growth and equal opportunities against measurable objectives.



*"Focus on the future"*

### **World Archery's ethos is published as follows:**

**Vision:** For a world in which everyone has the opportunity to practise, engage with and enjoy the important Olympic sport of archery.

**Mission:** To empower its member associations to make archery a leading sport in nations around the world; To build and regulate an event ecosystem; To grow awareness and engagement with the sport.

**Values** include: Precision; Intensity; Innovation; Heritage; Fair play; Sport for all. These aims are underpinned by principles of fiscal responsibility, development and sustainability.

The requirement for World Archery Europe (**WAE**) is to support these fundamental principles and to deliver a framework under which European Member Federations (MA's) can be encouraged to develop their own national strategies in support of their membership.

World archery requires Member Associations to report on their activities and membership activities every Olympiad. Failure to do so will lead to potential warnings and, as a final resort, expulsion from the Association for non-compliance.

### 3.0 Current status

World Archery (Europe) is one of five Continental Associations that administer archery under the World Archery organisation. It was founded in 1988, as the 'European and Mediterranean Archery Union' (EMAU) with a published goal to 'promote and encourage archery throughout Europe and the Mediterranean area'. The name was changed to World Archery Europe in 2012.

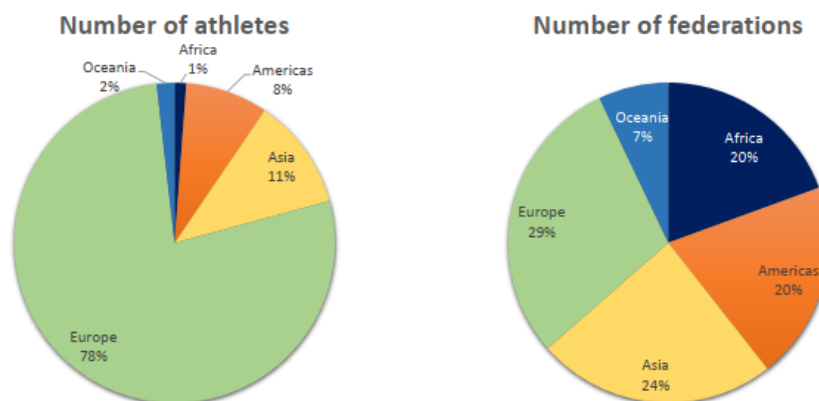
The Continental Association currently has 50 Member Federations (as at July 23) and over 360,000 members - see appendix A & B for details. It is the largest Continental Association by a considerable margin.

WA consider our current outlook is 'old world' and lacking in strategic ambition.

## Member Associations



### Overall comparison between continents



2023 data

The current WAE interim strategy was published in 2021. It adopted a three phase approach Phase 1 aimed to prioritise the development of Para archery, antidiscrimination policies and gender balance.

Phase 2 sought to focus attention on a) governance principles (at both Continental and MA level) and b) the development of a framework of Continental and International events (together with the associated support functions).

Phase 3 emphasised a review of the above leading to a new WAE strategy to be adopted in 2024. (This aim of this new document).

Consultation with members of the WAE Executive Board (July 2023) and discussions with WA (Jan 2023) indicate that some progress has been made on the aspiring targets noted above. However, the general view of the consultees was that there is still much to be achieved and a greater emphasis needs to be given to strategic objectives if progress is to be made during the new strategic period (2024/28).

World Archery encourage WAE taking a more ambitious and innovative approach to development.

#### 4.0 Strategic direction and focus areas

Members of the WAE Executive Board have been consulted on the development of this strategy document which aims to be specific, relevant and measurable.

The strategy has been developed within the context of WAE's goals, the criteria determined by ASOIF and the mission statement set by World Archery.

WAE needs to be visible, inclusive and relevant to its MA's in order to support the growth and development of archery in Europe.



The following key focus areas have been identified as the strategic pillars of the plan.

- Organisation and Governance
- Support systems (Education, Development and Innovation)
- Financial Management
- Inclusion and Equality
- Competitions and Events
- Promotion/ marketing
- Sustainability

## 4.1 Organisation & Governance

Consultees were keen to adopt a new strategy for the period 2024/28.

WAE has an established management and organisational structure but consultees felt that improvements were needed to bring it in line with good Governance guidelines and modern working practice. [Structure, People, Communication, Standards of conduct, Policies & Process]

### Goals to be achieved during the period of the plan

	Task/ Goal	KPI	Completion date
1.1	Adopt this new comprehensive strategy for WAE	Membership presentation	May 24 (Congress)
1.2	Develop and adopt a new Organisation structure	Executive vote to adopt new structure	End April 25
1.3	Adopt procedures to ensure transparent decision making and communication.	Adoption of new policy	End April 25
1.4	Promote greater collaboration between sub committees	Structure and communication review	March 25
1.5	Full review and re draft WAE constitution.	Congress to approve constitution amendments	Congress 26
1.6	Develop a robust set of criteria for succession planning	See 1.5	Congress 26
1.7	Collect data and monitor the number of adopted MA strategic plans with the aim of having 50 plans by the end of the strategic period.	Introduction of annual data collection process and monitoring system	All MAs have published strategic plan by Congress 28



## 4.2 Support systems (Education, Development and Innovation)

World Archery requires MA's to report every four years on the following: High performance programmes; Education (Grassroots development); Membership/ services/financial management; Facilities; Event organisation; Promotion activities.

### Goals to be achieved during the period of the plan

	Task/ Goal	KPI	Completion date
2.1	Establish an MA training programme (as required) to educate regional organisations on WA's key priorities, WAE's strategy, the establishment of local strategic action plans and Olympic solidarity funding.	At least two 'on line' training courses a year. Monitor number of courses run and success.	On going
2.2	Working with appropriate WAE sub committees establish training programmes for Judges, Technical Delegates and Coaches.	Programme of events. At least two training courses a year. Monitor number of courses run and success.	On going
2.3	Incorporate specific child protection and vulnerable adult awareness training.	On line training to be arranged.	On going





### 4.3 Financial management

‘Transparent financial reporting processes are a key component of good governance’

#### Goals to be achieved during the period of the plan

	Task/ Goal	KPI	Completion date
3.1	Establish policies for improved financial management and reporting in line with ASOIF guidance	Formal approval by Executive Green ASOIF assessment	End April 25
3.2	Establish a European wide framework for improved funding opportunities (inc. sponsorship and subsidies)	Formal report	End April 25

### 4.4 Inclusion & Equality

‘European archery events are open to all. Nevertheless, there are still fewer women engaged in archery than men. Also, the growth of participation of youth archery appears under pressure and para events struggle with facilities and costs.’

#### Goals to be achieved during the period of the plan

	Task/ Goal	KPI	Completion date
4.1	Encourage MA's to monitor demographic data with specific emphasis on 'under represented' groups. The overall aim is improve current levels of participation across Europe whilst recognising the differences between an Eastern federal and a western club system.	Establish a monitoring system and collect data	End April 25
4.2	Working with MA's, seek to increase growth and general participation in European archery by 5% from Jan 2023 benchmark levels over the period of the strategic plan.	Introduction of annual data collection process and monitoring system. Monitor annual trends against gender, youth, disability and [age] data as at Jan each year. Benchmark: current reported WAE membership (see appendix B)	On going: End of 28
4.3	As data collection improves focus growth targets on specific archery disciplines.	Introduction of more sophisticated data collection processes	On going:

## 4.5 Competitions and events

‘WAE has the highest number of recorded members in World Archery. Our ambition is to lead an exemplary, well-regulated, high level strategic competition programme throughout Europe across all archery disciplines’.

### Goals to be achieved during the period of the plan

	Task/ Goal	KPI	Completion date
5.1	Review current European competition strategy and sense check this against current WA objectives, cost, media ambitions, programming/ procedures and available resources.	Sub group to be set up and competition consultation report published.	End April 25
5.2	Publish a comprehensive European wide competition strategy following 5.1 above with a clear focus on growth and future ambitions for international archery.	New published competition strategy	End Mar 26
5.3	Establish effective bidding process in line with 5.2 above	New published bidding process	Congress 26
5.4	Integrate and Publish a comprehensive WAE/ International calendar of all events	Coordinated and integrated calendar of events.	Annual



## 4.6 Promotion/ marketing

‘Archery is a minor sport that needs to work hard to promote media interest and sponsorship opportunities. The continuing rise in social media use and direct marketing have opened new opportunities. We seek a strategy to capitalise on current interest levels around the Olympic cycle. WAE’s ambition is to develop a large and engaged audience and to explore sponsorship deals with appropriate brands that want to align with the World Archery Europe and engage with our community and audiences’.

### Goals to be achieved during the period of the plan

	<b>Task/ Goal</b>	<b>KPI</b>	<b>Completion date</b>
6.1	Appointment of a Consultant to assist WAE with their promotional and sponsorship aspirations. [Appointment subject to a termination agreement if campaign fails - linked to clear objectives to generate additional income].	Cost v's additional revenue	Review every six months from appointment date
6.2	<i>Promotion goals:</i>		
	Grow interest and engagement among archery fans across Europe	Establish benchmark and monitor	6 monthly review
	Strengthen relationships with European athletes in our sport	Establish benchmark and monitor	6 monthly review
	Improve the content experience to attract new audiences	Establish benchmark and monitor	6 monthly review



## 4.7 Sustainability

'Archery has a relatively small carbon footprint but public perception is a key issue in this significant international matter. Any contribution our sport can make towards increasing awareness and reducing wastage and unnecessary travel should be considered across all aspects work of our operations'.

### Goals to be achieved during the period of the plan

	Task/ Goal	KPI	Completion date
7.1	Establish a sustainability liaison to lead this initiative	Agree the appointment	Congress 2024
7.2	Develop a policy for key sustainability drivers linked to WA competition bidding process.	Publish agreed policy	End March 25 for 2026 season

## 5.0 Continuous plan assessment

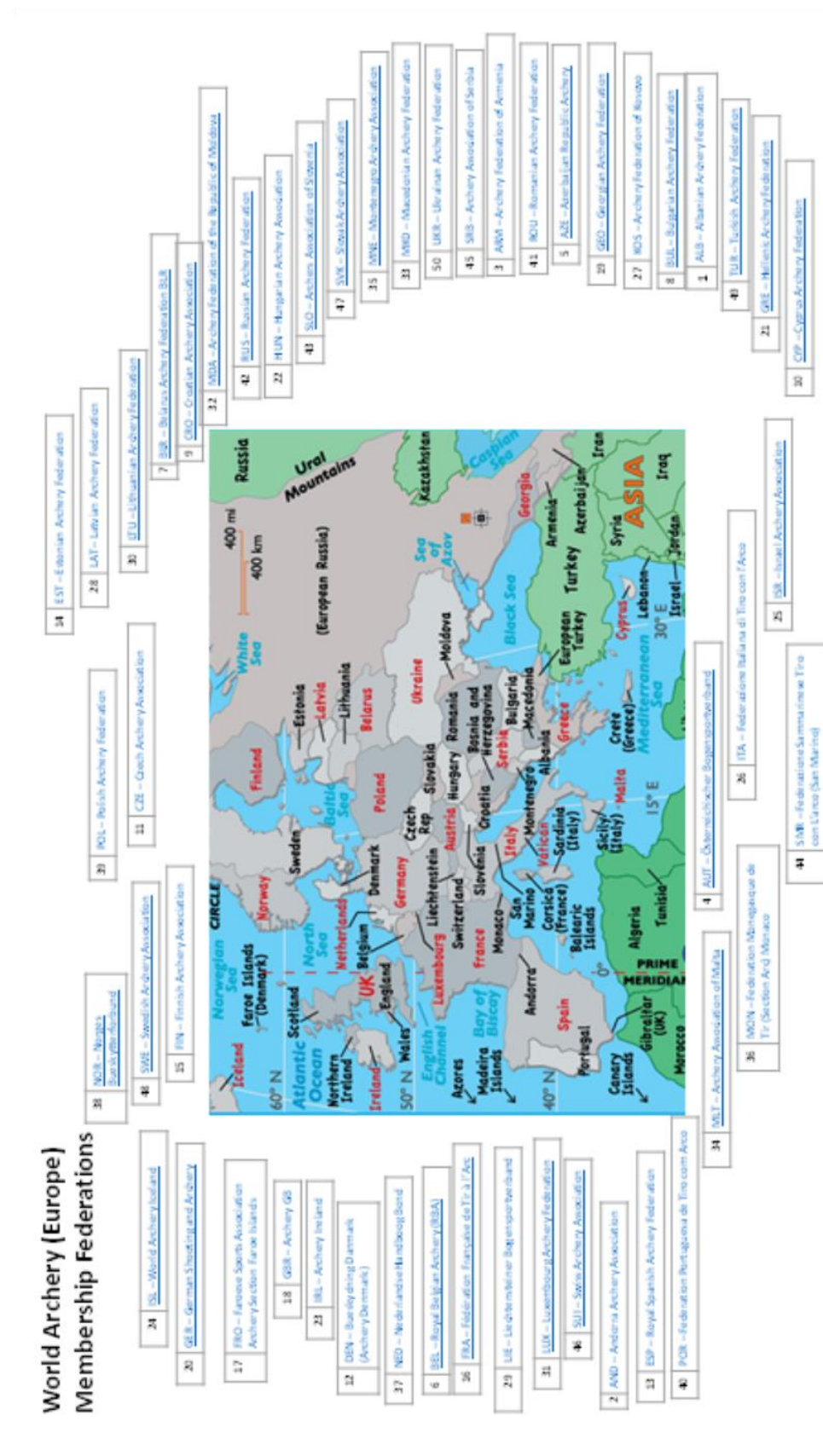
The proposed goals within the strategy will require regular assessment and a reporting process will be necessary to ensure steady progress against the objectives.

An agreement on who will undertake this task will be taken by the WAE Executive.

It is anticipated that the WAE Secretary General will prepare an updated dashboard report to the Executive every six months.



## Appendix A – European Membership Associations





## Appendix B - WAE demographics (Based on World Archery data):

Membership by income group - Europe				
World Archery, December 2022				
Country	NOC	Continent	World Bank Income group - 202	Number of athletes**
Albania	ALB	WA Europe	Upper Middle Income	20
Andorra	AND	WA Europe	High Income	71
Armenia	ARM	WA Europe	Upper Middle Income	250
Austria	AUT	WA Europe	High Income	12,254
Azerbaijan Republic	AZE	WA Europe	Upper Middle Income	5
Belgium	BEL	WA Europe	High Income	3,852
Belarus	BLR	WA Europe	Upper Middle Income	487
Bulgaria	BUL	WA Europe	Upper Middle Income	1,151
Croatia	CRO	WA Europe	High Income	1,050
Cyprus	CYP	WA Europe	High Income	1,000
Czech Republic	CZE	WA Europe	High Income	2,573
Denmark	DEN	WA Europe	High Income	2,786
Spain	ESP	WA Europe	High Income	19,350
Estonia	EST	WA Europe	High Income	630
Finland	FIN	WA Europe	High Income	2,403
France	FRA	WA Europe	High Income	69,405
Faroe Islands	FRO	WA Europe	High Income	60
Great Britain	GBR	WA Europe	High Income	30,869
Georgia	GEO	WA Europe	Upper Middle Income	80
Germany	GER	WA Europe	High Income	70,000
Greece	GRE	WA Europe	High Income	2,500
Hungary	HUN	WA Europe	High Income	1,592
Ireland	IRL	WA Europe	High Income	1,112
Iceland	ISL	WA Europe	High Income	831
Israel	ISR	WA Europe	High Income	472
Italy	ITA	WA Europe	High Income	23,203
Kosovo	KOS	WA Europe	Upper Middle Income	450
Latvia	LAT	WA Europe	High Income	164
Liechtenstein	LIE	WA Europe	High Income	10
Lithuania	LTU	WA Europe	High Income	158
Luxembourg	LUX	WA Europe	High Income	430
Moldova	MDA	WA Europe	Upper Middle Income	58
North Macedonia	MKD	WA Europe	Upper Middle Income	50
Malta	MLT	WA Europe	High Income	42
Montenegro	MNE	WA Europe	Upper Middle Income	35
Monaco	MON	WA Europe	High Income	60
The Netherlands	NED	WA Europe	High Income	9,727
Norway	NOR	WA Europe	High Income	4,200
Poland	POL	WA Europe	High Income	1,328
Portugal	POR	WA Europe	High Income	611
Romania	ROU	WA Europe	High Income	452
Russia	RUS	WA Europe	Upper Middle Income	29,000
Slovenia	SLO	WA Europe	High Income	1,782
San Marino	SMR	WA Europe	High Income	130
Serbia (former SCG)	SRB	WA Europe	Upper Middle Income	1,000
Switzerland	SUI	WA Europe	High Income	4,396
Slovak Republic	SVK	WA Europe	High Income	604
Sweden	SWE	WA Europe	High Income	8,959
Türkiye	TUR	WA Europe	Upper Middle Income	49,000
Ukraine	UKR	WA Europe	Low Income	3,000
<b>TOTAL</b>				<b>363,652</b>