

THE DEVELOPMENT BY-LAWS  
OF THE  
INTERNATIONAL FIELD ARCHERY  
ASSOCIATION (IFAA)





**Development By-Laws of the INTERNATIONAL FIELD ARCHERY ASSOCIATION**



Table of Content

**ARTICLE I** Purpose ..... 3

**ARTICLE II** Scope ..... 3

**ARTICLE III** Assigned powers and duties..... 3

**ARTICLE IV** Definitions ..... 4

**ARTICLE V** Development Programs – Main Steps..... 5

**ARTICLE VI** Rights and Responsibilities related to Programs..... 8

**ARTICLE VII** Minimum Requirements for program execution..... 9

**ARTICLE VIII** Obligations of the Membership ..... 9

**ARTICLE IX** Program Reviews..... 10

**ARTICLE X** Termination of Programs..... 10

**ARTICLE XI** Programs currently under Execution..... 10

**ARTICLE XII** Relationships with other Sports Organisations ..... 11

**ARTICLE XIII** Research and Development projects – Main Steps..... 15

**ARTICLE XIV** Rights and Responsibilities related to Projects. .... 19

**ARTICLE XV** Minimum Requirements for Project execution..... 20

**ARTICLE XVI** Obligations of the Membership ..... 21

**ARTICLE XVII** Project Reviews ..... 21

**ARTICLE XVIII** Termination of Programs..... 22

**ARTICLE XIX** Projects currently under Execution ..... 22

**ARTICLE I Purpose**

- 1) These by-laws are to define in a more detailed way, how the IFAA will actively promote archery, conserve knowledge about archery and establish programmes to educate Athletes, Coaches, Instructors and Officers and/or how the IFAA will actively assist Member Associations to develop and administrate such programs.
- 2) To reach this, overarching goal programs shall be defined – guided by the principles of working from an established in-deep knowledge base, built-up from sound scientific findings, with the focus on relevance and on compliance with the mission statement of the Association.
- 3) Structures, applicable guiding rules and carefully compiled documentation on results and findings shall follow defined minimum standards allowing later generation to follow, understand and comprehend.
- 4) To reach its developmental goals, the Association needs to establish, maintain and extend relationships with other Sports Organisations, Governmental and Non-Governmental Organisations, the Industry and other relevant stakeholders.
- 5) For solid base of understanding, scientific research and documentation may be required on a case to-case base. These by-laws shall outline the rules under which Research and Development Projects shall be conducted and supervised.

**ARTICLE II Scope**

- 1) It is in the best interest of the IFAA to allow a wide ranged field of activities, reflecting the diversity of Archery and all aspects associated to the use of bow and arrows.
- 2) For this, the IFAA will establish and conduct programmes of various nature:
  - a) Programmes to transfer Knowledge about the History of Archery in general and all forms of field archery in particular.
  - b) Programmes to actively learn the Sport in all its forms and shapes.
  - c) Programmes to promote the knowledge of the traditions related to Archery.
  - d) Programmes to actively perform Archery in traditional and modern games.
  - e) Programmes to recognise personal achievements in active sport and gaining knowledge.
- 3) Moreover, this also includes the development of the IFAA itself:
  - a) Training of officers.
  - b) Developing resources for information and knowledge transfer.
  - c) Tutorials and training instructions for Athletes, instructors, and officers alike.
  - d) Seeking recognition by international organisations as governing body for the preservation of knowledge.
  - e) Seeking recognition of Archery in general as an intangible Cultural Heritage.
  - f) Developing Networks to assist the IFAA achieving its goals.

**ARTICLE III Assigned powers and duties.**

- 1) The Vice President Development shall be responsible for the executions of the provisions of these development by-laws.
- 2) He/she is entitled to nominate program directors for approval by the Board of Executives as required.
- 3) He/she shall define a bi-annual budget for the execution of the programs approved and the development of proposals for program as defined herein.
- 4) He/she may, launch activities to seek for funding and / or appoints officers to support fundraising activities and/or management of cost contributions to the program in cooperation with the treasurer.



## ***Development By-Laws of the INTERNATIONAL FIELD ARCHERY ASSOCIATION***



- 5) Any public relation activities as deemed to be required for the development programs in order to be successful are to be coordinated with the President and/or the Secretary.
- 6) the Vice President Development may commit the Association related and limited to the execution of programs and within the general authorisations defined in the Statutes, General and Financial By-laws.

### **ARTICLE IV Definitions**

- 1) Field Archery
  - a) application of archery based on executing archery skills under changing frame conditions.
- 2) IFAA Mission statement
  - a) The preamble to the Book of Rules in General, the Article 2 “Purpose” of the Statutes and Article 2 of the General By-laws.
- 3) Workflow
  - a) The workflow is a defined and/or logical sequence of activities required to achieve development.
  - b) It includes steps of fact-finding, drawing conclusions, addressing consequences and reviewing of results.
  - c) Information, data, elaborations and analysis as well as proposed and approved resulting definitions, rules and guidelines shall be documented following the administrative principles of information transparency and quality management.
- 4) Initiative
  - a) an initiative is a proposal for a program, identifying nature of the proposed program, scope, goals, and proposed funding.
  - b) Any initiative shall provide as a minimum the background, under which of the
  - c) Such initiative is to be accompanied with a concept of
    - i) how the proposed program will be promoted,
    - ii) the expected contribution from the membership to the program, iii) the intended benefits to Athletes and/or communities and iv) the proposed format and frequency of reporting.
- 5) Program
  - a) A program is the practical delivery of an initiative approved by the World Council. It shall contain four stages –
    - i) Program proposal procedure.
    - ii) the planning and development stage and iii) the program execution stage.
    - iv) Review Process stage.
  - b) Each stage may be structured in milestones being subgoals to achieve either by activities or with defined projects.
  - c) Budgets defined for a program shall address stage, the activities / projects identified, main fields of income and expenditures as well as identified risks and contingency provisions for risk mitigation.
- 6) Stakeholders
  - a) Individuals or group of individuals being subject to or concerned with a program / initiative.
  - b) Stakeholders need to be identified by their function, their active contribution and/or impact on the program or projects. When introducing a program, a stakeholder management plan shall be part of the presentation for program approval.
- 7) Project
  - a) A project is a sequence of tasks to be completed in order to obtain a specific result, defined as a required contribution to the overall program.

- b) To define a project as a minimum, the following topics are to be addressed:
  - i) Scope of the Project
  - ii) Goal to be achieved. iii) Required Time frame.
  - iv) Key Milestones for progress monitoring v) Budget Estimate vi) Stakeholders involved and the

**ARTICLE V Development Programs – Main Steps**

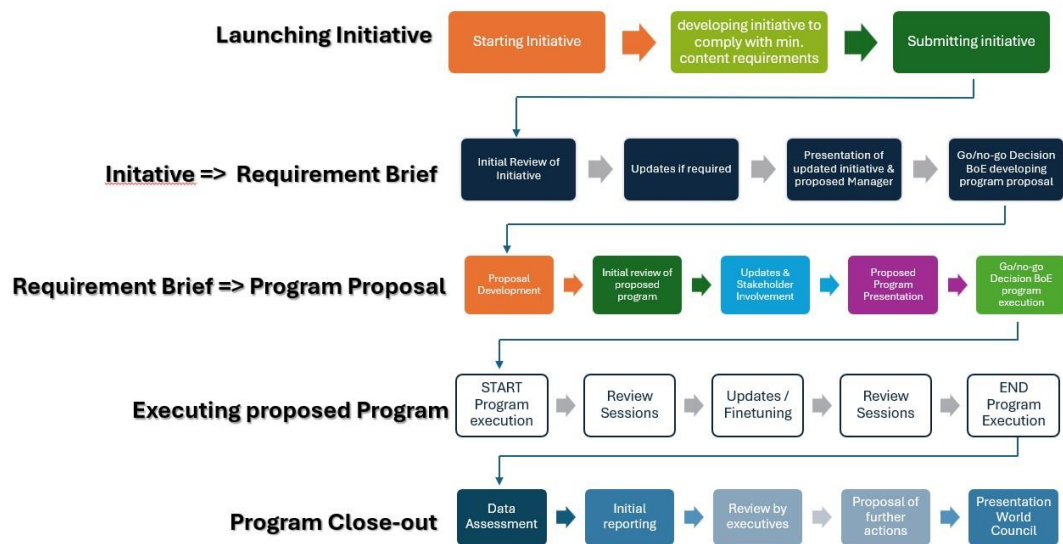
1. General

a. Development Programs shall be conducted in four (4) main steps:

- i. Initiative for a program
- ii. Definition of program
- iii. Execution of program
- iv. iv. Program close-out

**DEVELOPMENT PROGRAMS - Workflow Overview**

Figure 1



*Development Programs Workflow Overview*

b. The intent of a program is to develop formats of Events, Games, Education etc. to promote Field Archery, the styles the Association recognises, to inform about and transfer knowledge about the history of field archery and field archery games.

2. Launching an Initiative

a. An Initiative may be proposed by

- 1. any member of the Executive board
- 2. Delegates of Full Member Associations
- 3. Representatives of Corporate Members

b. The draft initiative shall be addressed to the Secretary with copy to the Vp-Development

c. Vp-Development and/or Secretary may review the initiative and supporting information to comply with the minimum requirements as outlined in Article II and



## **Development By-Laws of the INTERNATIONAL FIELD ARCHERY ASSOCIATION**



### Article

- a. The proposed initiative shall be defined in such way that the minimum provisions as defined in Article III are met.
- b. If patronage is granted by members and/or external parties, the terms and conditions of such patronage have to be clearly and comprehensibly defined.
- c. For open items not possible to be defined entirely, a qualified estimate is required, combined with a risk assessment on consequences if frame conditions are changing and/or unforeseeable aspects occur.

### 3. Translating an Initiative into a Requirement Brief

- a. Approval of initiatives shall be conducted in the following steps:
  - i. Draft initiative issued.
  - ii. Initial Review by Vice President Development & Secretary to check on compliance and completeness – optional an update may be required.
  - iii. Presentation of initiative to Board of Executive. Vp-Development to nominate a director to manage initiative / program.
  - iv. Review by the Board of Executives with the following possible outcomes:
    1. Approved for further development without comments.
    2. Approved for further development with comments.
    3. Request for update with comments.
    4. Rejection of initiative for stated reasons.
  - v. Review of proposed Director and the frame conditions of nominations.  
Result of review may be:
    1. Approval of Candidate
    2. Request for additional information.
    3. Request for revision of frame conditions to be agreed.
    4. Rejection of Candidate for stated reasons.
- b. With approval of initiative and proposed Director the initiative can be taken to the next level – being the program proposal procedure.

### 4. Development of Program Proposal

- a. Initial development step
  1. While the approved initiative is to be seen as a requirement brief, the proposal for the program shall elaborate on how the requirements defined will be addressed.
  2. Starting point is the Definition of plan of approach explaining the proposed steps for the initial development, the time frame and planned management measures.
  3. It is understood that when mapping out a program proposal not all aspects of the proposed program are clearly defined or even identified. Therefore, an important part of the program proposal is the management plan of the SWOT (Strengths, weaknesses, opportunities and threats) identified as soon as becoming aware.
  4. As a minimum, it needs to be explained how the execution of the proposed program will be executed. For this, SMART (specific, measurable, achievable, relevant and time-bound) goals are to be defined, allowing for minimum four (4) phases of the program:
    - I. Initial Phase



1. With the successful update the program proposal is to be presented to the Board of Executives before starting program execution.
  2. The proposal shall be distributed prior to the presentation in such timely manner that it can be carefully studied.
  3. The presentation shall elaborate on the main points of the program especially its defined goals, the plan of approach of how to reach the goals, the proposed timeline and the budgetary estimate / proposal on how the program will be financed.
- e. Review by the Board of Executives with the following possible outcomes:
1. Approved for further development without comments.
  2. Approved for further development with comments.
  3. Request for update with comments.
  4. Rejection of initiative for stated reasons.
- f. Program Approval
1. Each program and/or initiative must meet the following criteria to be acceptable for the Association to follow:
    - I. Being in line with the general purpose of the IFAA.
    - II. Do not violate any policies related to good governance and best practise as established by the IFAA.
    - III. Having clearly defined goals and qualities from which progress and success can be measured against.
    - IV. Having a roadmap with milestones to achieve including but not limited to: Start Point initiative, end point initiative, start point development stage, end point development stage, start point program execution stage.
    - V. Having a concept of funding and a specified framework to establish budgets approved by the Treasurer and the Audit Committee.
  2. Based on the intended dimension of the Budget, approval processes are either conducted by the Vice President Development, the Board of Executives, or the General Assembly. For details reference is made to the Financial By-laws.

**ARTICLE VI** Rights and Responsibilities related to Programs.

- 1) In General, the Vice President Development shall be responsible to define and develop programs.
- 2) To support him/her, a Director for the Program may be appointed. For this, a scope of responsibilities and rights is to be defined by the VP Development and to be approved by the Board Executive
- 3) The appointment criteria shall include, as a minimum the following:
  - i Required prequalification.
  - ii Estimated time to be contributed on a weekly / monthly base.
  - iii Compensation / payment / draft appointment letter
  - iv Duration of appointment
- 4) Once established, Sport-related initiatives and programs fall under the responsibility of the Vice President Sport whilst the administration of all programs and initiatives fall under the responsibility of the Secretary.
- 5) To assist on the development of programs, the Vice President Development may appoint officers supporting the development of initiatives and the execution of the programs.

**ARTICLE VII** Minimum Requirements for program execution

- 1) To conduct a program, formal procedures need to be established, addressing the following requirements as a minimum:
  - a) Rules for Engagement.
  - b) Defined quality criteria.
  - c) Involvement definition for the individual stakeholder groups.
  - d) risk assessments and mitigation plans.
  - e) Exposure management for the Association and its membership.
  - f) Communication plan with the distinct groups of stakeholders / the public.
- 2) Approvals for initiatives and/or subsequent programs may only be granted if these items have been addressed either comprehensively or with an acceptable plan of approach.
- 3) As indicated above in Article V Clause 4f, approval is pending on the exposure of the Association and the impact caused by the proposed Program.
- 4) Notwithstanding any required approval by the General Assembly due to other reasons than stated herein, the Vp-Development shall, prior to start of the program and after the start in periodical cycles report on the program's development, including but not limited to
  - a) General progress related to the initial program timeline.
  - b) Status of funding efforts / budget administration
  - c) Identified requirements to adopt / modify / change.
  - d) Achieved goals and
  - e) Forecast on next steps to be completed within the next reporting period.
- 5) Members of the General Assembly may, at any given time, require information on status or specific queries and the VP Development shall address these queries in due course, latest at the next upcoming formal workgroup meeting dealing with the program.

**ARTICLE VIII** Obligations of the Membership

1. General
  - a. All full members are committed to actively support the development of the Association and by this they will support the development efforts associated to the individual programs as deemed manageable. This includes but may not be limited to
    1. Train / educate officers if so required.
    2. Adopt the program to its own standards and national frame parameter.
    3. Conduct active trials / seminars / workshops / training camps as deemed to be required or as defined in the program:
    4. Address quality assurance requirements.
    5. Report back to the responsible officers of the IFAA on obstacles, required modifications to the program to gain acceptance by authorities if applicable etc.
  - b. All corporate members and all temporary members are invited to contribute to programs defined and may actively participate in workgroups and test groups as deemed required.
2. Other Support and contributions
  - a. In general, all programs required support in terms of resources such as workforce, usable venues, volunteers for active contribution etc. Whenever required, full members shall actively assist in securing resources for programs.



- b. In case funding requires involvement of National Associations, full members are expected – to actively involve themselves in applications for funds from the public / governmental sources as deemed to be appropriate.
- c. In terms of financial exposure of members participating in programs of the Association, the conditions of the Statutes and the General By-laws apply unless specific agreements on co-financing and/or financial risk sharing have been entered into.

**ARTICLE IX Program Reviews**

- 1. Quality management
  - a. Quality Management should be reasonable.
  - b. Based on the quality plan provided with the presentation reporting criteria shall be defined which periodically will be reported to the Board of Executives and /or the General Assembly.
  - c. Program plans shall always include a quality assurance plan introducing Key Quality Indicators (KQIs) being reliable sensors to quality developments.
- 2. Reporting
  - a. All programs are to be reviewed periodically.
  - b. Purpose of the reviews is to understand:
    - 1. whether programs as executed are in line with the initial initiative and/or modification to the frame parameters agreed on.
    - 2. Programs are in general within the budget with allowance to reasonable fluctuations.
    - 3. Programs fulfil their purpose and achieve their goals.
    - 4. The format of programs is accepted by the stakeholders involved.

**ARTICLE X Termination of Programs**

- 1. Programs shall be terminated if:
  - a. End date for the program has been reached.
  - b. Majority decision by the Executive Board has been made in favour of termination.
  - c. Proposal to end the program made by a full member reaches a majority vote in the General Assembly of the Association.
- 2. Upon Termination of the Program, a Final Report shall be provided summarizing the aspects of the program, including but not limited to:
  - a. Achievement of goals
  - b. Lessons learned.
  - c. Proposed follow-on activities.
  - d. Other aspects

**ARTICLE XI Programs currently under Execution**

- 1. General
  - a. Regional and World Championship Programs have been transferred under the responsibility of the Vice President Sport.
- 2. Other programs currently executed.
  - a. Educational Program “Qualification Program for instructor trainer and officers” 1. This program has been established in 2011 by the President of the IFAA
    - 2. Its purpose is to train Instructors for Archery and to train the trainers.

3. It also provides qualification program for officers supporting this educational program:
  4. Its status is “development stage.”
  5. The associated policy is DP01 – Qualification Program for instructor, trainer, and officers.
- b. Educational Program “Technical Officer Qualification Program”
1. This program has been established in 2017 by the President of the IFAA
  2. Its purpose is to train Officers to perform technical task such as Equipment Inspection, Material approvals or Range inspection. It also is to train trainers.
  3. Its status is “development stage.”
  4. The associated policy is DP02 – Technical Officer Qualification Program

## **ARTICLE XII Relationships with other Sports Organisations**

1. TAFISA
  - a. Background of relationship
    1. The Association is member of TAFISA since 2011.
    2. Since TAFISA’s general objectives and mission statement is in line with the Associations self-understanding of being a Body for “The Family of Archers” following an inclusive approach, the IFAA is in full compliance with the TAFISA’s requirements for International Members.
  - b. Liaise officer role.
    1. Appointment
      - I. A liaison officer shall be appointed by the President and shall be managed by the VP Development to coordinate the cooperation with TAFISA offices in general.
      - II. Appointment is limited to a term of four years, with the possibility of reappointment.
      - III. The Liaise officer is entitled to apply for a budget for Travel Expenses in order to join the various TAFISA Events and to represent the IFAA. Such budget is subject to approvals in line with the IFAA Financial Bylaws.
      - IV. The President and / or the VP Development may also attend such Events travelling on their individual budget. Any participation fee (registration fee) shall be included in these budgets.
2. Rights and Responsibilities
  - I. The Liaise officer is to facilitate communication and collaboration between the two organisations on several levels.
  - II. The liaise officer shall serve as a bridge, connecting and coordinating efforts to ensure smooth cooperation and trustful relationships.
  - III. These rights and responsibilities may also extend to other members of TAFISA with consent by the VP Development

- IV. Periodically, minimum twice per year, the Liaise officer shall report to the Board of Executives on the status of the relationships, upcoming TAFISA events and the planned contribution as well as potential initiatives for programs / projects associated to the TAFISA membership.
  - V. At TAFISA congresses, accompanied by the VP Development or the President, the Liaise officer may execute the Voting rights in general.
  - VI. With the consent of the Board of the Executive, the Liaise officer may also enter into temporary limited commitments.
  - VII. Commitment, temporary unlimited and/or exceeding limits defined in the IFAA Statutes and By-laws, are to be reviewed and approved by the General Assembly prior to binding commitments.
3. Reporting
    - I. Regardless of other provisions herein, the appointed Liaise Officer shall report periodically to the Board of Executives on status and pending topics.
    - II. For the General Assembly, the Liaise Officer shall prepare a comprehensive Management Summary Report on activities related to TAFISA, subject to review by the Board of Executives prior to presentation to the Assembly.
- c. Point of Contact
    1. The Liaise Officer shall be the point of contact for all IFAA members when seeking contact to TAFISAs organisational structure and shall be briefed by member associations on any activities towards TAFISA.
    2. Member Associations are entitled to apply for TAFISA membership as National Sport Organisation but under their membership obligations, they shall collaborate with the Liaise Officer in avoiding contradictive messages / commitments / positions.
    3. For this, the Liaise Officer shall chair a TAFISA Workgroup which shall meet on a monthly basis coordinating all TAFISA related activities including but not limited to the Position related to TAFISA programs / projects, the participation on TAFISA Games, Congresses and Meetings as well as contribution / commitments to TAFISA Projects.
  - d. TAFISA Sanction of regional and World Events
    1. TAFISA offers Sanction of Events, and it is in the best interest of the Association to conduct its Championships with Sanction by TAFISA to display international recognition of titles awarded and achievements made.
    2. The Liaise officer shall therefore, after award of Championships and before start of registration apply for Sanction. To provide all relevant information, the application shall be coordinated with the VP-Sport and/or the appointed TCO of the relevant Event.
    3. The Liaise officer shall be involved in the fine tuning of Hosting Agreements to cover the provisions related to the TAFISA Sanction and supervise the usage of TAFISA insignias by Hosts / Organisers and the Association.
  - e. Training and Scholarship Programs
    1. The Association may cooperate with TAFISA on Training and Scholarship programs for junior officers. Such program shall be in close cooperation with IFAA members assuring their support for the entire duration of the programs and afterwards.

2. For any such program, the liaison officer shall function as initiator, coordination with the VP Development the further development to a Requirement Brief a seeking approval for developing a program proposal.
  3. If the other duties assigned to allows, the Liaison officer shall support the development of the program proposal and / or train the appointed Program Director.
- f. TAFISA Project Support
1. It is in the best interest of the Association supporting TAFISA and its Project to maintain a strong and well-respected Sports organisation as this indirectly contributes to the Associations own reputation.
  2. For this, the Association is committed to supporting Projects and Games planned by TAFISA within reasonable parameters:
    - I. Prior to any commitments, budgets, funding, resourcing and general conduct of the Event, the Association is asked to contribute to shall be known and agreed on.
    - II. Sufficient lead time is provided to recruit volunteers, contact and engage member associations and/or to establish new member organizations with the IFAA.
    - III. Any project proposed shall comply with the provisions of this by-laws, in particular with the provisions of Article V. If required, the liaison officer shall develop standardised workflows assisting both TAFISA and the IFAA to efficiently develop and assess projects.
- g. TAFISA Games
1. TAFISA organises periodically GAMES tailored to demonstrate the sport of its member Organisations.
  2. This Games involve demonstrations, friendly competitions, cultural events, shows, conferences and expos.
  3. The VP Development shall develop, based on the initiative from the President, a Format of competition that reflects the bandwidth of the Associations sports.
  4. With the National Associations and/or the regional committees responsible for the place the Games are planned, a project shall be defined including but not limited to the conduct of Sport events, presentations, workshops, shows, etc.
  5. The format of such Games / events / workshops shall support the Associations view on TAFISAs key focus areas.
    - I. Capacity building
    - II. Active cities
    - III. Traditional sports and games
    - IV. Gender equality
2. World Archery (WA)
- a. Background of Relationship
    1. The Association is in regular contact with World Archery since many years.
    2. Since 2011, the Association and the World Archery are executing a Memorandum of Understanding (MOU) which is subject to update from time to time.
    3. It has been agreed that WA member Associations may join the IFAA provided their organisational structure does not constitute any potential conflict of interests and

they are committed to the IFAA Membership Requirements as stipulated in the IFAA Book of Rules.

b. Liaise officer role.

1. Appointment

- I. A liaison officer has been appointed by the President and is managed by the VP Development to coordinate the cooperation with WA-Office in general.
- II. Appointment is limited to a term of four years, with the possibility of reappointment.
- III. The Liaise officer is entitled to apply for a budget for Travel Expenses in order to join the various WA Events and to represent the IFAA. Such budget is subject to approvals in line with the IFAA Financial By-Laws. IV. The President and / or the VP Development may also attend such Events travelling on their individual budget. Any participation fee (registration fee) shall be included in these budgets.

2. Rights and Responsibilities

- I. The Liaise officer is to facilitate communication and collaboration between the two organisations on several levels.
- II. The liaise officer shall serve as a bridge, connecting and coordinating efforts to ensure smooth cooperation and trustful relationships.
- III. Periodically, minimum twice per year, the Liaise officer shall report to the Board of Executives on the status of the relationships, upcoming WA events and the planned involvement as well as potential initiatives for programs / projects associated to the MOU.

c. Workgroup

1. Appointment

- I. The president appoints three (3) individuals to a joint workgroup with WA.
- II. Appointment is limited to a term of four years, with the possibility of reappointment.

2. Internal preparation for workgroup meetings

- I. For internal work sessions, the VP Development shall be the chair, the appointed Liaise officer shall be the Recorder in cooperation with the IFAA Secretary.
- II. Recommendations on positions shall be presented to the Board of Executives prior to formal communication to WA.
- III. On negotiation items, the recommendation shall include the ideal goal as maximum, the minimum goal as minimum position to be approved by the Executives. Cannot the minimum be achieved; the topic shall be postponed and subject for further negotiations / clarification on positions.

3. Reporting

- I. The appointed Liaise Officer shall report periodically to the Board of Executives on status of progress.
- II. For the General Assembly, the Liaise Officer shall prepare a comprehensive Management Summary Report about activities related to WA since the last reporting has been made, subject to review by the Board of Executives prior to presentation to the Assembly.

**3. Other Sports Organisations**

**a. Networking**

1. The Executive officers shall actively participate in building up relationships to other sports organizations, the IFAA has substantial interest in collaboration / cooperation.
2. The VP Development shall maintain a List of Network Organizations IFAA is in contact with, including contact persons.
3. Collaboration Strategies shall be defined by the VP Development, reviewed and approved by the Board of Executives.

**b. Assigning Liaison Officers**

1. To focus on the collaboration, develop mutual understandings and to explain the Associations self-understanding and Mission Statement to the Network Partners organisation, the VP Development may appoint a Liaise officer based on the following conditions:
  - I. Definition of a clear scope and job profile has been approved by Board of Executives
  - II. Budget for travels and activities have been approved.
  - III. Appointment is limited to a term of four years, with the possibility of reappointment.

**ARTICLE XIII Research and Development projects – Main Steps**

**1. General**

**a. Research and Development projects are structured as follows:**

1. Initiative for a project
2. Definition of requirement brief
3. Request for proposals from qualified professionals.
4. Contracting and supervision of project execution
5. Closing out the project and transfer of knowledge into relevant programs

**DEVELOPMENT PROJECTS - Workflow Overview**

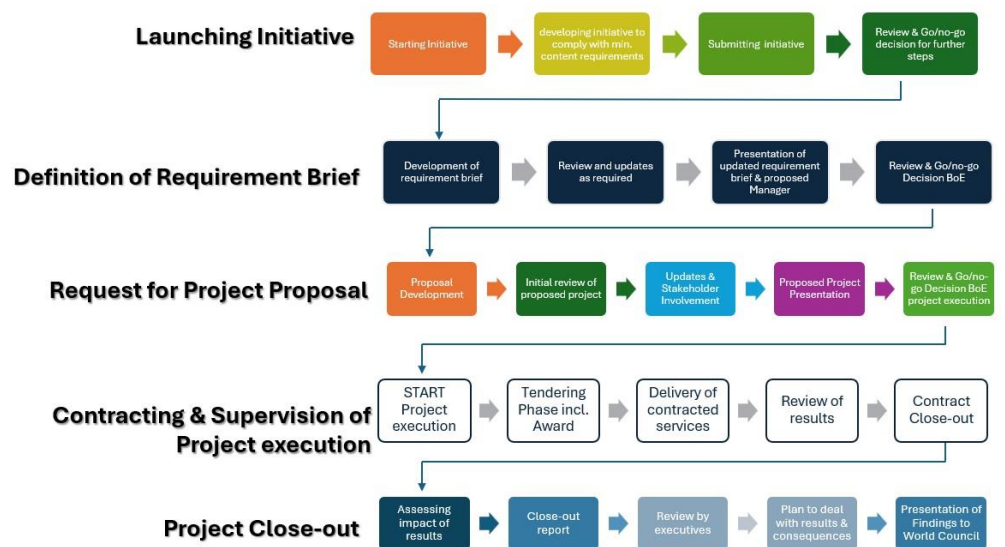


Figure II Workflow Overview Development Projects

2. Initiative for a project
  - a. Starting Initiative
    1. An Initiative may be proposed by
      - I. any member of the Executive board
      - II. Delegates of Full Member Associations
      - III. Representatives of Corporate Members
      - IV. Appointed Officers
    2. The draft initiative shall be addressed to the Secretary with copy to the VP-Development.
  - b. Check compliance with minimum requirements.
    1. Vp-Development and/or Secretary are to review the initiative and supporting information to check compliance with the minimum requirements as outlined in Article II and Article IV of this by-laws.
    2. For finetuning consultation with the party that launched the initiative has to take place and any proposed modification needs to be confirmed as in line with the original intent.
    3. For open items not possible to be defined entirely, a qualified estimate is required, combined with a risk assessment on consequences if frame conditions are changing and/or unforeseeable aspects occur.
  - c. Submitting initiative
    1. The submittal procedure shall follow this workflow:
      - I. Notification of Executives on Initiative pending for initial BoD review
      - II. Online Presentation of initiative by the proposing party
      - III. VP-Developments assessment of initiative / available resources
  - d. Review and first Executive Go/no-go Decision.
    1. The Board of Executives shall assess the initiative in view of its relevance to the mission statement of the association in general.
    2. Decision needs to be documented and may comprise the following alternatives:
      - I. Rejected for reasons stated.
      - II. Initiative needs to be revised for reasons stated.
      - III. Approval postponed due to reasons stated with indication on duration of postponement.
      - IV. Approved with comments to be considered when developing Project Proposal
      - V. Approved without comments.
    3. The results are to be communicated to the parties involved within 2 weeks after BoE decision has been made.
    4. As part of the communication strategy, the VP-Development may inform about the initiative status and the planned next steps.
3. Translation of initiative into requirement brief
  - a. Development of Requirement brief
    1. The requirement brief shall translate the initiative information into a specification suitable to allow qualified professionals estimate efforts and time required to achieve set goals.

2. It shall elaborate on the background of the initiative, define the framework conditions, terms under which a project shall be executed, the minimum requirements on reporting and documentation, the deliverables expected and the program to which the services shall be conducted.
  3. It shall stipulate the basis information available and shall define the scope of services and the level of detail results are expected.
  4. With the assistance of the secretary and the treasurer, a draft contract agreement shall be prepared which shall be also included in the inquiry package.
  5. Terms of payment as well as the standard procedure to accept payment applications shall be defined as well as terms of termination and / or variation orders.
- b. Review of proposed requirement brief
1. The draft requirement brief shall be provided to the party that launched the initiative for review for confirmation that the proposed draft requirement brief reflects the initial intent and the details provided are in line with the expectations.
  2. The VP-Development may, as deemed necessary, involve a temporary project manager at this stage to coordinate input from the different lines of activities, seek first feedback from professional service providers on their expectation and making a first estimate on budget and time required.
  3. As part of the review, a plan of approach shall be stipulated on how to continue in case of approval.
- c. Presentation to the BoE
1. The second checkpoint for the BoE is the presentation of the proposed requirement brief, the results of the review assessment and the suggested plan of approach for the next steps in case of approval.
  2. The Vp-Development shall also present with the plan of approach the appointed manager for confirmation by the BoE.
- d. Decision by BoE.
1. The Board of Executives shall decide in a first step on the proposed requirement brief and, in case of approval, in the second step on the proposed Manager.
  2. Decision needs to be documented and may comprise the following alternatives:
    - I. Rejected for reasons stated.
    - II. Initiative needs to be revised for reasons stated.
    - III. Approval postponed due to reasons stated with indication on duration of postponement.
    - IV. Approved with comments to be considered when developing Project Proposal
    - V. Approved without comments.
  3. The results are to be communicated to the parties involved within 2 weeks after BoE decision has been made.
  4. As part of the communication strategy, the VP-Development shall conduct an informal presentation to the Delegates, providing further details on the intended project, its background and goals, the expected duration and potential impact on National level.
  5. The VP-Development may inform about the initiative status and the planned next steps.

4. Requesting proposals from qualified professionals
  - a. Content of requests for proposals
    1. As a minimum, but not limited to, any request for proposals to deliver projects to the association shall contain the following:
      - I. Commercial Requirement Part
      - II. Execution Requirement Part
      - III. Project Specific Part
    2. If so decided by the Board of Executives, the Project may be executed in various phases – each phase being subject to the principal steps of I. binding offer for the phase / entire project.
      - II. Notice to proceed by the Association.
      - III. Execution Reporting
      - IV. Phase Close-out report and proposal for next phase
    3. Any request for proposals shall include the draft Terms and Conditions of the commercial part of an agreement to be entered into upon successful bidding. Such terms shall include but not be limited to:
      - I. Parties of the Agreement
      - II. References of relevance i.e. The associations book of rules III. Rights and Responsibilities of either party
      - IV. Agreed compensations and payment terms.
      - V. Termination clauses incl. rights for termination and compensation upon termination.
      - VI. Indemnifications & Protections for the Association, Professional Indemnity, Insurances required, minimum coverage of insurances.
      - VII. Terms for modification, amendment and expansion
5. Assessing & Evaluation of bids
  - a. Assessment & Evaluation of bids shall follow the following principles:
    1. Prequalification requirements met in case prequalification is deemed to be necessary.
    2. Assessment of completeness and compliance with requirements specified.
    3. Proposed duration and cost
    4. Required exposure of the Association in the day-do-day business.
  - b. For Assessment and Evaluation, the VP Development and/or the appointed manager shall provide an Assessment / Evaluation matrix which shall include the following:
    1. Compliance assessment per requirement stated.
    2. Evaluation concept (point system and allocation of weigh factors if deemed necessary)
    3. Basis for Recommendation of Award
  - c. The Results of assessment, evaluation and the recommendation of Award shall be summarized in a Report which has to be provided to the Vp-Development and/or the Board of Executives in line with the rules stipulated in the financial by-laws.
6. Contracting and supervision of project delivery
  - a. The Contracting shall comprise the following steps:

1. Notice to proceed.
2. Clean Agreement Document approved.
3. Signed Agreement
- b. Terms of Supervision
  1. The terms for supervision shall be specified in the requirement specification provided for bidding purpose and shall be executed as prescribed.
  2. The VP-Development may, if deemed to be necessary subcontract a professional expert to supervise the execution – subject to approval by the Executive Board.
  3. The Board of Executives may, pending on the exposure and impact of the project, required a professional expert to supervise the execution. In such case, a Professional expert shall be employed prior to start of the project proposal Phase.
  4. The supervising party shall be clearly identified in agreements as point of contact.
- c. Progress Reporting
  1. As part of the execution risk mitigation concept, periodical reporting formats shall be established providing progress information.
  2. By the end of each month, latest by the 10<sup>th</sup> of the next following month (or the next working day if the 10<sup>th</sup> is a holiday) a written progress report shall be provided indicating the achieved progress in terms of level of completion estimated, summary of project management key performance indicators, summary of risk management plan execution status, findings / pending decisions and/or instructions, potential new threats identified subject to be implemented to the risk management plan, resources employed, involved 3<sup>rd</sup> parties and their contribution, potential legal implications to be clarified / safeguarded.
7. Close-out of project /stages of projects
  - a. Close out of a project / stage includes but is not limited to:
    1. Management report on achievements made / reasons why set goals may not have been accomplished within the given framework.
    2. Database / references of relevance / scientific proofs of findings/results
    3. Summary on envisioned impact of project findings to the Associations business
    4. Identified dependencies on groundwork not been done / excluded from the scope and therefore identified as limitation to the validity / relevance of findings made.
    5. Proprietary aspects / recommendations.
    6. Any other information of relevance
    7. Close-out invoice (in case compensation has been agreed in instalments)
  - b. Close-out is required whenever a stage is completed which requires a formal notification to proceed with the next following stage.
  - c. Close out of projects require formal acceptance by the VP-Development. It is the responsibility of the VP-Development and/or the appointed Manager to verify that completion has been achieved or, in case completion has not been achieved, to verify justification of non-completion is reasonable.

**ARTICLE XIV** Rights and Responsibilities related to Projects.

- 1) In General, the Vice President Development shall be responsible to define Projects.

- 2) To support him/her, a Project Manager may be appointed. For this, a scope of responsibilities and rights is to be defined by the VP Development and to be approved by the Board Executive, referred to as Job Description.
- 3) The appointment criteria shall include, as a minimum the following:
  - a) Required prequalification.
  - b) Estimated time to be contributed on a weekly / monthly base.
  - c) Compensation / payment / draft appointment letter
  - d) Duration of appointment
- 4) Once awarded, the supervision of project execution falls under the responsibility of the Vice President Development and / or the appointed Project Manager whilst the financial controlling of the project falls under the responsibility of the Treasurer.
- 5) In case a research project is a joint effort with other sports organisation, a responsibility matrix and a project agreement shall be in place defining as a minimum but not limited to:
  - a) Individual Role of the Associations
  - b) Share of cost coverage
  - c) Format of control instruments
  - d) Seats in the Steering workgroup, power and authorities
  - e) Project Supervisory Team and roles of team members
  - f) Compensation / payment of team members if any.

**ARTICLE XV Minimum Requirements for Project execution**

- 1) To conduct a project, formal procedures need to be established in the project execution plan, addressing the following requirements as a minimum:
  - a) Rules for Engagement.
  - b) Defined quality criterions.
  - c) Involvement definition for the individual stakeholder groups.
  - d) Risk assessments and mitigation plans.
  - e) Exposure management for the Association and its membership.
  - f) Communication plan with the distinct groups of stakeholders / the public.
- 2) Approvals for initiatives and/or subsequent projects may only be granted if these items have been addressed either comprehensively or with an acceptable plan of approach.
- 3) As indicated above in Article V Clause 3f, approval is pending on the exposure of the Association and the impact caused by the proposed Project.
- 4) Notwithstanding any required approval by the General Assembly due to other reasons than stated herein, the Vp-Development shall, prior to start of the program and after the start in periodical cycles report on the program's development, including but not limited to
  - a) General progress related to the initial program timeline.
  - b) Status of funding efforts / budget administration
  - c) Identified requirements to adopt / modify / change.
  - d) Achieved goals and
  - e) Forecast on next steps to be completed within the next reporting period.
- 5) Members of the General Assembly may, at any given time, require information on status or specific queries and the VP Development shall address these queries in due course, latest at the next upcoming formal workgroup meeting dealing with the program.

**ARTICLE XVI** Obligations of the Membership related to Projects

1) General

- a) All full members are committed to actively support the development of the Association and by this they will support the development efforts associated to the individual projects as deemed manageable. This includes but may not be limited to
  - i provide historical data / experience reports.
  - ii Assign contact persons to assist.
  - iii Agrees to perform trials / tests of proposed resolutions and report on findings.
  - iv Attend pilot Events / briefing on pilot events formats.
  - v Report back to the responsible officers of the IFAA on obstacles, required modifications to the project to gain acceptance by authorities if applicable etc.
- b) All corporate members and all temporary members are invited to contribute to projects defined and may actively participate in workgroups and test groups as deemed required. Corporate members shall disclose information to that level as required to support scientific studies on materials qualities.

2) Other Support and contributions

- a) In general, all project- related support in terms of resources such as workforce, usable venues, volunteers for active contribution etc. Whenever required, full members shall actively assist in securing resources for projects.
- b) In case funding requires involvement of National Associations, full members are expected to actively involve themselves in applications for funds from the public / governmental sources as deemed to be appropriate.
- c) In that role they accept patronage on projects.
- d) In terms of financial exposure of members participating in projects of the Association, the conditions of the Statutes and the General By-laws apply, unless specific agreements on cofinancing and/or financial risk sharing have been entered into.

**ARTICLE XVII** Project Reviews

1) Quality management

- a) Quality Management should be reasonable.
- b) Based on the quality plan provided with the presentation reporting criteria shall be defined which periodically will be reported to the Board of Executives and /or the General Assembly.
- c) Project plans shall always include a quality assurance plan introducing Key Quality Indicators (KQIs) being reliable sensors to quality developments.

2) Reporting

- a) All programs are to be reviewed periodically.
- b) Purpose of the reviews is to understand:
  - i) whether programs as executed are in line with the initial initiative and/or modification to the frame parameters agreed on.
  - ii) Programs are in general within the budget with allowance to reasonable fluctuations.



iii) Programs fulfil their purpose and achieve their goals. iv) The format of programs is accepted by the stakeholders involved.

**ARTICLE XVIII** Termination of Projects

- 1) Projects shall be terminated if:
  - a) End date for the program has been reached.
  - b) Majority decision by the Executive Board has been made in favour of termination.
  - c) Proposal to end the project made by a full member reaches a majority vote in the General Assembly of the Association.
- 2) Upon Termination of the project, a Final Report shall be provided summarizing the aspects of the program, including but not limited to:
  - a) Achievement of goals
  - b) Lessons learned.
  - c) Proposed follow-on activities.
  - d) Other aspects

**ARTICLE XIX** Projects currently under Execution

- 1) General
  - a) A comprehensive list of projects currently under Execution shall be provided by the VP Development when reporting to the General assembly every other year.
  - b) General Progress information may be provided as news to Delegates and Officers and/or information on the IFAA blog as deemed necessary to keep stakeholders informed.
- 2) World Intangible Heritage Project
  - a) Intension
    - i) It is part of the mission statement of the Association to preserve the knowledge about archery on a world-wide basis.
    - ii) Due to the relevance to the development of societies, we believe it is of substantial importance to the World Community to protect knowledge associated to archery skills and the impact archery had on civilisations.
    - iii) It is the intension to seek “World Intangible Heritage” Status for the fundamental knowledge related to archery and by this building a scientific base to identify specifics applicable to certain regions, cultures or societies.
    - iv) The Association sees itself as the supervisory body for such project qualified because of its backgrounds to conduct on behalf of the World Community such Protection Program and report frequently to the governing body about progress and usage of funds.
  - v) The Project Status
    - i) Having defined the intention, the project is currently in the launching phase of the initiative.