



# **REGIONAL MANAGEMENT STRUCTURE (RMS)**

**This document contains:**

- **Description of the FAI Regional Management Structure (including supplemental background information)**
- **Procedures for nomination and appointment of FAI Regional Vice Presidents**
- **Operational guidance for the day-to-day functioning of the FAI Regional Vice President**

# TABLE OF CONTENTS

FOREWORD BY THE FAI PRESIDENT .....	3
<b>1. GENERAL DESCRIPTION.....</b>	<b>4</b>
1.1 THE FAI REGIONAL MANAGEMENT STRUCTURE.....	4
1.2 TERRITORIAL BOUNDARIES FOR THE EIGHT FAI REGIONS.....	4
<b>2. NOMINATION AND APPOINTMENT OF THE FAI RVP .....</b>	<b>5</b>
2.1 NOMINATION .....	5
2.2 APPOINTMENT .....	6
<b>3. DUTIES AND RESPONSIBILITIES OF THE FAI RVP .....</b>	<b>6</b>
3.1 KNOWLEDGE REQUIREMENT.....	6
3.2 DUTIES AND RESPONSIBILITIES DURING TENURE AS RVP .....	6
3.3 REPORTING REQUIREMENTS .....	7
<b>4. ADMINISTRATIVE PROCEDURES VALID FOR THE RVP .....</b>	<b>7</b>
4.1 EXPENSES AND COST CONTROL PROCEDURES.....	7
4.2 REPORTING PROCEDURES.....	8
4.3 CONTACTs WITH THE FAI HEAD OFFICE AND THE FAI EXECUTIVE BOARD - RECOMMENDATIONS.....	9
4.4 LIST OF CONTACT NAMES TO BE UTILIZED BY THE RVP .....	10
4.5 APPOINTMENT LETTER & BUSINESS CARDS.....	11
<b>5. APPENDIX .....</b>	<b>12</b>
5.1 FAI RMS – SUPPLEMENTAL BACKGROUND INFORMATION.....	12

# FOREWORD

The establishment of the FAI Regional Management Structure (RMS) is part of the FAI Strategic Plan, originally presented at the FAI General Conference in Dublin (2010).

After extensive consultation with various stakeholders and subsequent modifications, the following concept was endorsed at the 105<sup>th</sup> FAI General Conference in Belgrade (2011):

- *The FAI Regional Management Structure will be established, starting with a limited number of regions*
  
- *The respective Regional Vice President (RVP) shall be appointed by the Executive Board from the candidates nominated by the NACs in the applicable region*
  
- *The RVP shall be considered part of the FAI executive management and report to the Executive Board*
  
- *The RVP shall function according to the Duties and Responsibilities in this document*

**It must be observed by all parties that the FAI Regional Management Structure is not in any way a regionalization of FAI, but a structure ensuring standardized operation of a number of individual FAI Regional Vice Presidents functioning according to the defined Duties and Responsibilities appearing on pages 6-7 of this document.**

It is our opinion that effective implementation of the FAI Regional Vice President (RVP) function, as described in this document, will result in a much needed vitalization of the FAI management structure, especially in the area of NAC communication/interaction, regional/international representation and the promotion of FAI, inside and outside of the normal FAI strongholds.

John Grubbström,  
FAI President

# 1. GENERAL DESCRIPTION

## 1.1 THE FAI REGIONAL MANAGEMENT STRUCTURE

FAI Regional Management Structure consists of eight FAI regions giving worldwide coverage.

The FAI Executive Board will decide when the Regional Management Structure will be implemented for a specific region, and the applicable RVP will be appointed to coincide with the timing of such implementation.

The objectives of establishing this structure are as follows:

- **Increase the management resources of FAI and provide the Executive Board with a tool for effective regional presence and a mechanism to promote air sports in a particular region**
- **Establish/improve international and regional representation**
- **Improve the service to and communication with the NACs in the region**
- **Facilitate promotion and recruitment to FAI, also for countries not presently represented in FAI**
- **As/if requested, assist the Air Sports Commissions in matters pertaining to the applicable region**

## 1.2 TERRITORIAL BOUNDARIES FOR THE EIGHT FAI REGIONS

The territory regions are based on the FAI regions as appearing in the Sporting Code General Section, but slightly modified to facilitate an effective operation of the FAI Regional Management Structure. It is anticipated that there will be adjustments during the first years of operation.

- **North America**
  - All that area north of Panama and including the Caribbean nations
- **South America**
  - Panama and all nations south to the south
- **Europe**
  - All nations north of the Mediterranean Sea, including Russia, Israel, Turkey, Belarus, Ukraine, Moldova, Azerbaijan, Georgia and Armenia
- **Middle East**
  - Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Palestine, Qatar, Saudi Arabia, Syria, the UAE and Yemen (The countries defined by ICAO as the "Middle East" region)
- **Africa**

- All states in Africa, except Libya and Egypt, but including the adjacent island countries of Madagascar, Mauritius, Cape Verde and Seychelles
- **Central Asia**
  - India, Bangladesh, Pakistan, Turkmenistan, Uzbekistan, Kazakhstan, Kyrgyzstan, Tajikistan, Afghanistan, Nepal and Butan
- **East and South Asia**
  - China, Mongolia, North Korea, South Korea, Japan, Chinese Taipei, Philippines, Myanmar, Thailand, Laos, Cambodia, Vietnam, Malaysia, Brunei, Singapore, Indonesia, East Timor and Hong Kong China
- **Oceania**
  - All states in the Pacific from Papua New Guinea and Australia to the East

## **2. NOMINATION AND APPOINTMENT OF THE FAI RVP**

### **2.1 NOMINATION**

An FAI Regional Vice President is nominated by one or more FAI Active Members (NACs) within the applicable region.

Nomination will be requested by the FAI in a letter from the FAI Secretary General to the FAI Members in the applicable region to which an RVP appointment is planned.

A person nominated as FAI Regional Vice President should fulfil the following requirements:

- be of outstanding reputation, skill or accomplishment in the fields of aeronautics and/or astronautics, or similarly distinguished individuals
- have experience in NAC or FAI management-, sport- or administration activities
- have good command of English, in addition to a main language(s) of his/her region.
- have the necessary time and resources available to successfully fulfil the RVP mission, attend the FAI General Conference and periodically submit reports on the activities in the region to the FAI Executive Board
- be domiciled in the region for which he/she is elected

A nomination submitted to FAI for the position of RVP shall be accompanied by a CV, in order to give the Executive Board background information about the candidate.

## **2.2 APPOINTMENT**

The FAI Regional Vice Presidents will be appointed by the FAI Executive Board, one for each of the FAI regions defined for this purpose, at a time coinciding with the decided implementation schedule.

The appointment will be from a list of nominated candidates compiled by the FAI Secretary General.

A formal Appointment Letter shall be issued by FAI. Such appointment letter shall be according to the format outlined in Chapter 4 of this document. The appointment shall be for a specific time period, and be signed by the FAI President and the Secretary General.

## **3. DUTIES AND RESPONSIBILITIES OF THE FAI RVP**

### **3.1 KNOWLEDGE REQUIREMENT**

To fulfill his/her duties, the FAI Regional Vice President shall have a good knowledge of FAI aims, structure and activities, and in particular of FAI Statutes, By-Laws and Strategic Plan.

### **3.2 DUTIES AND RESPONSIBILITIES DURING TENURE AS RVP**

The FAI Regional Vice President reports to the FAI Executive Board, according to the contact recommendations appearing in 4.3 in this document. The general duties and responsibilities are listed below, but the RVP should be prepared to handle specific tasks delegated to him/her by the Executive Board:

- Representing FAI in the respective region, while serving FAI's overall aims and interests.
- Supporting FAI by actively communicating with the NACs in their region about the FAI, its activities and programs.
- Attending and/or arranging relevant meetings in his/her region. Such meetings shall have a documented purpose to further air sports in the region, and must be approved by the FAI Head Office in advance.

- Establishing and documenting a program for recruiting/promotion for his/her region. *Activities should include promotion activities in countries not presently having FAI affiliated members, as and if applicable.*
- Informing FAI about the problems and challenges that air sports are facing in the region, as well as the successes and opportunities
- Advising on specific issues in the region, such as membership issues, strategic air sports issues, new/changed regulations, air space restrictions, etc.
- Promoting FAI programs in the region, such as anti-doping, education of young people, FAI competitions and awards, protection of FAI intellectual property, identifying potential FAI sponsors etc.
- Supporting Air Sport Commissions activities in the region, if and as requested by the respective Air Sport Commission President.
- When required, represent FAI at international meetings when the FAI President and/or the FAI Executive Director holding the Regional Management Structure in his portfolio request such representation.

### **3.3 REPORTING REQUIREMENTS**

It is very important that the RVP keeps the FAI Executive Board and the FAI Head Office well informed about the situation in the applicable region. Prompt and frequent reports of challenges and opportunities will be crucial in ensuring effectiveness of the Regional Management Structure.

Reporting shall be according to the procedures in Chapter 4.2 below, and to/via the contacts specified in Chapter 4.3. It should be noted, however, that these procedures should at no time prevent the RVP to contact the FAI President, any Executive Board Member or the Secretary General if and when he feels this is necessary and/or a matter of urgency.

## **4. ADMINISTRATIVE PROCEDURES VALID FOR RVPs**

### **4.1 EXPENSES AND COST CONTROL PROCEDURES**

It is important to control expenses and cost in order to ensure that the system of RVPs operates within our financial constraints, and as close as possible to budget.

Budget details planned for each RVP position will initially be set by the Executive Director – Finance in cooperation with the Executive Director holding the Regional Management Structure portfolio and the FAI Head Office, but for subsequent tenure periods, the RVP will be consulted in the budgeting process in order to balance the budget and the level of planned activities and cost levels associated with such activities.

The following are highlights that should be observed as far as practicable:

- Claims for refunds shall be according to the procedures laid down by the FAI Head Office, and the forms developed for that purpose should be utilized
- All travel and living expenses must be accompanied by the original receipts
- Claims should not be unduly delayed; very old claims produces extensive extra work for the administration, and may also be challenged
- The FAI strives to reduce air travel costs, and our policy is to utilize low cost economy fare. The same is valid for trains and buses.
- Use of own car for transportation to/from meetings and/or airports must be validated by map distances etc., and will be reimbursed according to the rates per kilometer set by the FAI Head Office.

(Ref. FAI document “Guidelines to claiming expenses” version 1.2, January 2010)

## **4.2 REPORTING PROCEDURES**

It is expected that the RVP adhere to the spirit of the Reporting Requirement in Chapter 3.3 above.

The RVP shall submit the following reports to the FAI Head Office, as appearing below, and according to the submission deadlines specified for each report type.

### **a. RVP Annual Report**

The FAI expects a written Annual Regional Report from the RVP, which should be available 30 days before the FAI General Conference. This report should contain the following:

- General status of activities relevant to FAI in the region since the last FAI General Conference or the time of appointment (whichever latest), with special focus on:
  - Promotion activities to recruit new Members to FAI
  - Representation and communication with aviation authorities relevant to FAI
- Short status of each Member Association (numbers / activities / developments)



- Main challenges facing Air Sports in the Region, in particular to areas of regulation, airspace and other strategic areas where FAI activities faces problems
- An outline of planned activities for the coming year, with focus on the challenges and opportunities existing in the Region.
- Other applicable items of interest

#### **b. RVP Activity Reports**

In addition to the RVP Annual Report, the RVP shall submit a short Activity Report to the FAI Head Office, giving a brief description of the present activities, challenges and opportunities.

The RVP Activity Report shall be submitted 3 times a year, and shall contain the following:

- the most important changes since last Activity Report or Annual Report, as applicable
- the most important short term activities planned
- main problems/challenges – if any
- proposals to FAI Head Office/Executive Board – if any

The RVP Activity Reports shall be issued on (or not later than):

- 15 March
- 15 June
- 15 December

#### **Other communication issues**

In addition, it is expected that the RVP will communicate with FAI Head Office and/or applicable Executive Board Members whenever considered important or of interest to the FAI.

It is also expected that the RVP keeps in contact with Air Sport Commissions whenever issues surfaces that is considered of importance or interest.

The RVP should endeavor to utilize modern technology to ensure effective and frequent exchange of information, such as e-mail, social media, SKYPE and other applicable tools facilitating improved communication.

### **4.3 CONTACTS WITH THE FAI HEAD OFFICE AND THE FAI EXECUTIVE BOARD - RECOMMENDATIONS**

The main contact point in issues involving the day-to-day RVP activities is the FAI Secretary General and/or the FAI Members & Services Manager.

For matters considered important and/or of high priority matters, the RVP will at times need to communicate with the FAI Executive Board. This should normally be done through the Executive Director having the Regional Management Structure within his/her portfolio, or - if required - to the FAI President directly.

The RVP shall use his best judgment to utilize contact points relevant to the specific issue, its importance and priority. The contact list below shall in no way prevent the RVP from contacting any other person within the FAI organization if this is deemed necessary and/or desirable.

#### **4.4 LIST OF CONTACT NAMES TO BE UTILIZED BY THE RVP**

##### **Contacts at FAI Head Office (name, e-mail and office phone)**

- FAI Secretary General
  - Jean-Marc Badan
    - [sec.gen@fai.org](mailto:sec.gen@fai.org)
    - +41 213451070
- FAI Members & Services Manager
  - Segolene Rouillon
    - [members@fai.org](mailto:members@fai.org)
    - +41 213451070

##### **Contact with the FAI Executive Board (name, email and mobile phone)**

- FAI President
  - John Grubbström
    - [president@fai.org](mailto:president@fai.org)
    - +46 704841110
- FAI Executive Director (RMS portfolio)
  - Otto Lagarhus (East and South Asia + South America)
    - [lagarhus@fai.org](mailto:lagarhus@fai.org)
    - +47 91314675
  - Frits Brink (Africa + Middle East)
    - [brink@fai.org](mailto:brink@fai.org)
    - +31 348 437 060

## **4.5 APPOINTMENT LETTER & BUSINESS CARDS**

In connection with the appointment, the FAI Head Office shall issue:

**a. A formal Appointment Letter, containing:**

- a. Region and countries for which the person is appointed FAI RVP
- b. Time period for which the appointment is valid
- c. Any specific information pertaining to the Duties and Responsibilities of the applicable RVP in the region, such as special representation duties on behalf of the Executive Board and/or FAI Head Office.
- d. The Appointment Letter shall be signed by the FAI President and the Secretary General
- e. Copies of the Appointment Letter shall be sent to all FAI Members, and to all prospective/inactive members in the applicable region
- f. A list of appointed RVPs shall be readily available on the FAI Internet site, clearly depicting the regional responsibilities and boundaries

**b. FAI Business Cards**

- a. Due to the specific role of representation and promotion, the RVP shall be issued a sufficient number of FAI Business Cards, providing clear information of name, position and contact details

## 5. APPENDIX

### 5.1 FAI RMS – SUPPLEMENTAL BACKGROUND INFORMATION

Following the 2010 Dublin General Conference, the FAI Executive Board tasked Otto Lagarhus (FAI Executive Director) with the following:

*“Preparing and providing the Board with a discussion paper on the role and duties of FAI Vice Presidents. According to FAI's goal to strengthen the organization, the paper should also consider the potential role & benefit of FAI Regional Vice Presidents, especially in terms of effective FAI promotion/recruitment”*

The original report was based on studies of the FAI Statutes, the work and documentation performed by the Statutes Working Group during 2007-2009, and work performed by FAI Executive Director Bengt-Eric Fonsell during 2007-2008.

The report was presented to the FAI Executive Board Meeting on 06 March 2011, together with a presentation of suggested implementation plan and schedule. The findings (executive summary), conclusion and implementation plan were accepted with minor modifications.

Otto Lagarhus was tasked with providing a document, which in detail explains the FAI Regional Vice Presidents (RVPs) and FAI National Representatives (FNRs) introduction and implementation, in cooperation with Robert Henderson. The report was forwarded to the FAI Headquarter on 18 March 2011.

#### **Preliminary conclusion by the Executive Board in the March 2011 meeting**

- A system of FAI Regions, each under the responsibility of a Regional Vice Presidents (RVPs) should be established.
- A system of FAI National Representatives (FNRs), one for each FAI affiliated country should be established to replace the present FAI VP System.

#### **Consultations & subsequent modification**

The Executive Board presented the original concept at the ASC Presidents Meeting (May 2011) and the NAC Presidents Meeting (August 2011)

As a result of input and subsequent discussions, it was decided that the following changes to the concept should be implemented:

- No change in the present VP system, retaining today's setup, which means that the suggested system of FAI National Representatives (FNRs) will be deleted from the proposal
- The FAI Regional Management Structure, as presented, will be part of the FAI executive management structure
- Each FAI region will be under the responsibility of a Regional Vice President, who will be nominated by a NAC in the region and appointed by the Executive Board

**This concept was then presented to the 105<sup>th</sup> FAI General Conference. Feedback (including voting) resulted in a modified document, the main change being a gradual implementation with corresponding evaluations before full implementation.**

