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UIAA STRATEGY PROCESS – RECENT HISTORY AND STRATEGIC PRIORITIES

The first Strategic Plan of the UIAA was presented to the 2011 General Assembly in Kathmandu and covered the period between 2012 - 2016. The plan was revised in 2016 in order to clarify some goals and to ensure that the objectives were in accordance with the so-called SMART criteria (Specific, Measurable, Assignable, Realistic, Time-bound).

The next Strategic Plan was drawn up, by the Executive Board and Management Committee at the time, for the years 2017 - 2020. It defined the goals the UIAA sought to achieve by 2020, based on member surveys and a SWOT analysis. For the years 2017 – 2020, it has served as a basis for UIAA Commissions to prepare their own plans and for the UIAA to work towards those goals.

To prepare the UIAA strategy for the years after 2020, a number of documents were drawn up, developing a new strategy for the UIAA, assessing every aspect of the international federation, its activities and the support provided to its members. Ahead of the 2019 UIAA Management Committee meeting and the General Assembly in Cyprus, a Strategic Working Group (SWG) published their findings and recommendations in a report called 'The UIAA of the 21st Century'.

In the months following the meetings in Cyprus, the UIAA Executive Board presented to the Management Committee and to the Commission Presidents an updated formulation of the UIAA's vision, objectives and role. Carried by the expertise which went into the preparation of the 'UIAA of the 21st Century' report, the resulting document is a compilation of the input received up to now from the various bodies of the UIAA. The new formulation is condensed in the short-form document that follows.

The proposed reworded objectives were approved at meetings of the Executive Board, but they will be presented for further discussion to Management Committee members, to the UIAA Commissions, to former SWG members, and to the GA-voting federations.

RESTATED STRATEGIC PRIORITIES FOR 2020 AND BEYOND – A SUMMARY

MISSION

The mission of the UIAA is to uphold the values and interests of the climbing mountaineering community by and to provide assistance to member federations promoting environmentally responsible, enjoyable and safe mountaineering. The UIAA upholds the interests of climbing and mountaineering federations and their members and maintains rewarding relationships with international sport sector authorities, international partners and agencies, and with international private sector operators.

This mission is carried out by focusing on three priorities:

1. Provide guidance on critical and emerging mountaineering risks

The UIAA aims to contribute to mountain protection and stewardship through responsible behaviour, while providing the UIAA members with international guidance on the increasing climbing and mountaineering risks caused by climate change and by emerging challenges to mountain access. The UIAA also seeks to participate in initiatives to understand and ameliorate adverse changes in the mountain environment due to climate change.

2. Setting and maintaining high standards

Through UIAA Commission activities, the UIAA has led the way in a wide range of fields. The UIAA continues to set standards for climbing and mountaineering in areas such as safety, mountain protection, training, responsible access, mountaineering skills-building, sustainability, ice climbing, sky running and mountain medicine research.

3. Be a helpline to national federations and their members

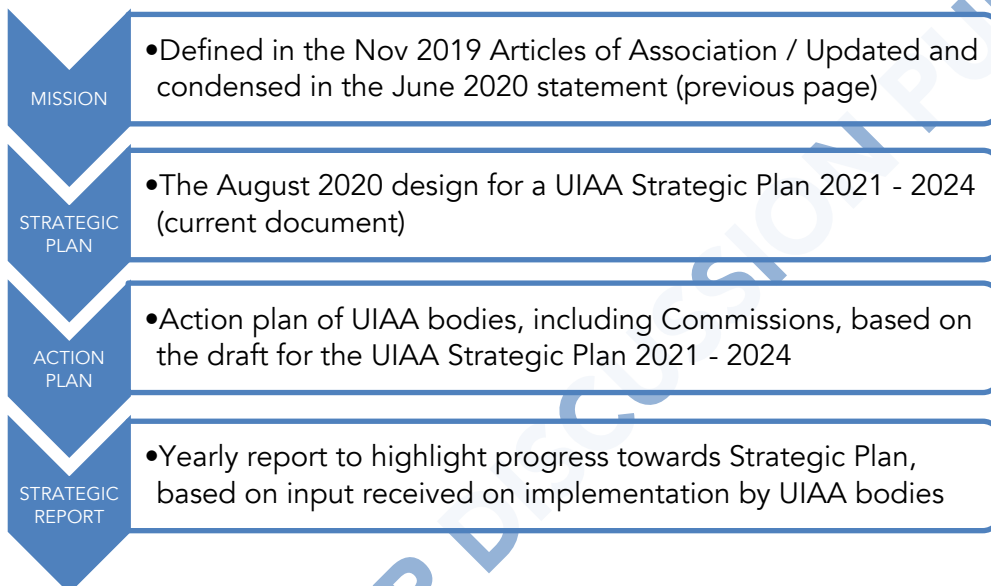
The UIAA exists to serve its members. Its task is to assist national federations, to respond to member inquiries, to defend their interests, to advocate among international and Olympic associations the cause of just and sustainable mountaineering. A pertinent example is the support and worldwide information currently provided during the Covid-19 crisis.

SOURCE DOCUMENTS AND RELEVANT ARTICLES FROM THE ARTICLES OF ASSOCIATION

Source documents

The proposed newly worded UIAA Strategic Plan 2021 – 2024 has made use of the following documents:

- UIAA Articles of Association
- UIAA Strategic Plan 2017 - 2020
- The UIAA of the 21st Century Report
- The 2020 reformulated UIAA Strategic Priorities (as displayed on previous page)
- 2020 Matrix of Commission Projects



Relevant Articles from the Articles of Association

Mission of the UIAA - AoA, Article 3

The mission of the UIAA is:

- to lead the climbing and mountaineering movement
- to gather all countries that have a competent national federation for climbing and mountaineering committed to complying with UIAA statutes and regulations
- to govern climbing and mountaineering competitions throughout the world

The UIAA is working in favor of practice of climbing and mountaineering in the spirit of its traditions, the requirement of the Olympic Charter and the current tendencies in the world sports development.

Purposes and Tasks of the UIAA - AoA, Article 4

The UIAA has defined its purposes and tasks under Article 4 of the Articles of Association. The UIAA will:

- Consolidate and improve its position as the worldwide representative of all mountaineering organizations, without interfering in the internal matters of its member organizations, independently of any political, governmental, philosophical or denominational influence and without financial gain;
- Support member organizations in their climbing, mountaineering and mountain sport activities; it seeks for solutions to all issues of international importance;
- Serve as a permanent forum for member federations and seek durable relations between its associated member organizations;
- Promote and develop mountaineering, climbing and mountain sports, as activities with specific high human and social values, especially for youth, through education and training;
- Urge its member organizations to extend to the members of other member organizations the benefits granted to their own members according to the principle of reciprocity;
- Encourage the development of best practice in mountaineering and other mountain sports;
- Research into and distribute information on mountain medicine;
- Specify safety standards for mountaineering equipment and techniques;
- Promote responsible access and conservation of mountain areas and promote awareness of, and respect for, the environment among all users of mountain terrain;
- Liaise with other relevant organizations;
- Encourage the involvement in its organization of women-athletes and representatives from all continents; in case of need the General Assembly can establish quotas of minimum representation

FOR REFERENCE: UIAA PROFILE AS APPROVED BY UIAA GA 2019

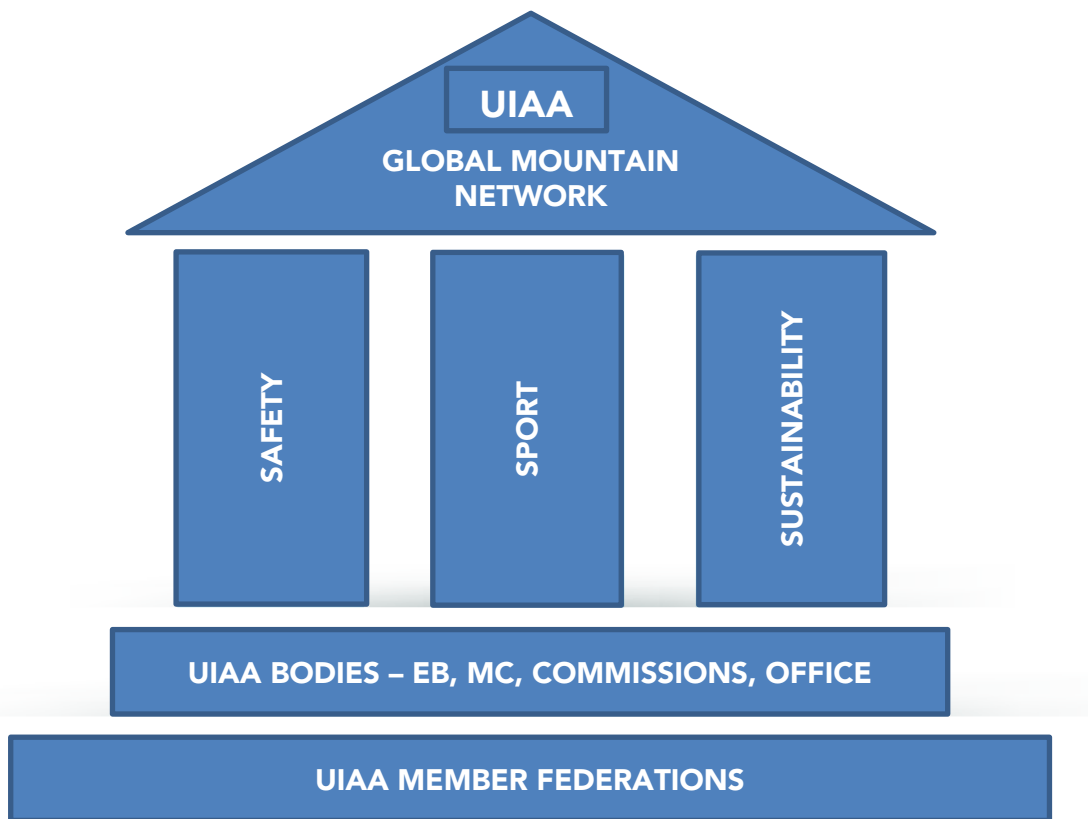
*"The UIAA is the International Climbing and Mountaineering Federation. As the leading global network, we promote climbing and mountaineering and advocate for access to climbing areas and mountain ranges. While looking to our future, we value our heritage and care for the mountains, their fragile ecosystems, vulnerable communities, and cultures. We serve the best interests of our member federations and of our worldwide community. **For the Mountains. For the World.**"*

THE UIAA CORE VALUES – WHAT CLIMBERS AND MOUNTAINEERS STAND FOR

- Freedom, individuality and personal responsibility
- Respect
- Risk awareness and safe practice
- Will power
- Sustainability
- Transparency, credibility and honesty
- Solidarity, cooperation and common goals

THE UIAA 3-PILLAR STRUCTURE

The work of the UIAA GLOBAL MOUNTAIN NETWORK is structured around 3 pillars, whose foundation is grounded on its members and supporting UIAA bodies:



A PROPOSAL FOR THE DESIGN OF A NEW UIAA STRATEGIC PLAN FOR THE YEARS 2021 - 2024

The following pages present possible goals for:

- The UIAA as an organization
- The UIAA's 3 pillars

These following goals epitomize the mission and vision of the UIAA specifically for those four years.

THE UIAA AS AN ORGANISATION

GENERAL

GOAL # 1

Be at the service of UIAA member associations

- by upholding their interests
- by assisting national federations
- by responding to member inquiries
- by aligning UIAA activities with the needs of its member associations

GOAL # 2

Improve good governance and internal procedures, among others

- by promoting and fostering diversity at all levels of the UIAA
- by defining the implementation and consequences of declared conflicts of interest
- by outlining processes concerning elections, budget proposals and interaction with the UIAA Commissions

GOAL # 3

Cooperate with other international mountain related and relevant mountain sport organizations

- by addressing the common threats of climate change and access restrictions
- by advocating among international and Olympic associations the cause of just and sustainable mountaineering, including certain competition-oriented activities
- by assisting and representing the interests of UIAA Unit Members

GOAL # 4

Increase the number of UIAA member countries, in particular in Africa and South America

- by encouraging new federations and being open to special circumstances when in the best interests of UIAA
- by strengthening relationships, providing training instructors and assisting in areas of need

COMMUNICATION AND MARKETING

GOAL # 5

Strengthen the image of the UIAA and the climbing and mountaineering community

- by further developing and using the most effective and professional communication platforms
- by developing and disseminating content of high quality
- by highlighting the successes and achievements of UIAA member associations
- by regularly reporting regularly on the work of UIAA commissions
- by improving internal communication and transparency among all levels of the UIAA
- by promoting the significance of the UIAA as the entity that has united climbing and mountaineering worldwide for almost 100 years.

GOAL # 6

Increase the added value and relevance of the UIAA for its members, partners and sponsors

- by inviting the member federations to identify potential UIAA ambassadors across all ages and levels to promote the UIAA and its activities and projects
- by demonstrating the alignment of UIAA goals with partner and sponsor values and corporate culture
- by articulating and promoting the value sponsors receive from the UIAA

FINANCE

GOAL # 7

Achieve a diversified and stable income stream with fees, sponsorships/grants and income generating projects and partnerships

- by generating additional income from services, projects and sponsorships
- by further developing the UIAA donation/fundraising platform

THE UIAA'S SPORTS PILLAR

GOAL # 8

Supporting the growth and development of climbing and mountaineering sports worldwide

- by increasing the focus on youth, training and "sport for all" activities
- by strengthening relationships within the world of climbing and mountaineering, especially our Member Associations and Unit Members
- by promoting among member federations the joy and benefits of mountain activities in summer and winter, not only for young and active-adult age citizens, but also for senior citizens and persons of limited physical or mental ability
- by defining more precisely the position and the role of sports and competition sports within the UIAA

GOAL # 9

Encouraging safe, environmentally and culturally responsible open access for climbing and mountaineering

- by effectively addressing access issues
- by regularly communicating regularly about new access problems

GOAL # 10

Successfully coordinate and further develop the UIAA Ice Climbing World Events

- by cooperating with the global ice climbing community to develop the sport with a focus on athletes' welfare, safety, enjoyment and environmental sustainability
- by following the most up-to-date World Anti-Doping Agency (WADA) Code
- by actively cooperating with local organizing committees, host cities and partners
- by cooperating with the IOC, IF, partner federations and Unit Members to meet highest international standards and by working towards the "Olympic Dream"

THE UIAA'S SAFETY PILLAR

GOAL # 11

The UIAA is the leading developer of global standards for climbing and mountaineering equipment

- by maintaining the highest level of standards through continuous research and revision
- by developing new standards where applicable

GOAL # 12

The UIAA is the global certifying body for climbing and mountaineering equipment

- by increasing the number of accredited testing laboratories and UIAA Safety Label holders
- by marketing UIAA standards to major global retailers in emerging and fully developed markets

GOAL # 13

The UIAA is the leading organization for defining and improving skills to enhance safety and enjoyment of mountain activities and sports

- by introducing and developing training qualifications for climbers and mountaineers through our member federations
- by increasing the number of UIAA certified training instructors
- by continuously revising and re-publishing the Alpine Handbook

GOAL # 14

The UIAA disseminates the most up-to-date medical advice for mountaineers, climbers and athletes

- by revising recommendations and advice papers regularly
- by publishing existing and new recommendations when applicable
- by offering training and certification in mountain medicine
- by creating greater visibility, in more countries, to the achievements of the Medical Commission

THE UIAA'S SUSTAINABILITY PILLAR

GOAL # 15

Reinforce the role of the UIAA as a recognized key player at international level and among members concerning environmental issues in the mountains

- by advocating an active involvement with authoritative conferences with themes relevant to the UIAA's objectives and strategy
- by fostering relations with organizations that are sharing our concerns
- by leading by example

GOAL # 16

Supporting and rewarding sustainable practices and innovative initiatives in low impact mountain recreation and mountain protection

- by supporting and further developing the "UIAA Mountain Protection Award"
- by supporting the further development of projects and initiatives such as Respect the Mountains and the UIAA Sustainability Guidelines

GOAL # 17

Include sustainability in all aspects of the UIAA

- by embedding sustainability principles in daily operations of the UIAA
- by including sustainability criteria in decisions and in the procurement of goods and services, as well as events organization (meetings, conferences, etc.)
- by reducing UIAA travel impact and offset its carbon emissions

DRAFT TIMELINE - 27 July 2020 – rev 11 September

What	Who	When (end)	Comments
<ul style="list-style-type: none"> Combine relevant AoA articles, SWG report/GA decisions, strategic priorities and Commission projects (as annex) into 1 document – “final version” 	Office (NG, CK)	31 July	S
<ul style="list-style-type: none"> Review, finetune and pre-approve final version 	FV, LB, PM	7 August	S
<ul style="list-style-type: none"> Send to EB (supporting document for 14 August meeting) 	Office	8 August	S
<ul style="list-style-type: none"> Pre-meeting EB feedback 	EB	13 August	S
<ul style="list-style-type: none"> EB meeting, recommend final version to MC 	EB	14 August	S
<ul style="list-style-type: none"> Deadline for proposals for inclusion in the GA agenda 	Members	14 August	G
<ul style="list-style-type: none"> Send calling notice for additional MC e-meeting on 26 September, include final version 	Office	17 August	G
<ul style="list-style-type: none"> Deadline for submission of all supporting documents 	Members, EB, MC, Commissions	21 August	G
<ul style="list-style-type: none"> Deadline for release of final GA agenda and supporting documents Send MC draft agenda to MC, Commissions 	Office	28 August	G
<ul style="list-style-type: none"> Send comments/feedback re final version to Office 	MC, Commissions	28 August	S
<ul style="list-style-type: none"> Review feedbacks, amend final version 	FV, LB, PM	11 September	S
<ul style="list-style-type: none"> Add amended final version to MC and GA supporting documents, ask members for comments/feedback 	Office	14 September	S
<ul style="list-style-type: none"> EB meetings, prepare MC/GA agendas and presentations 	EB	17 September 16 October	G
<ul style="list-style-type: none"> Send final MC agenda and supporting documents 	Office	26 September	G
<ul style="list-style-type: none"> MC meeting to discuss SP 2021 – 2024, recommend final version to GA 	MC	26 September	G
<ul style="list-style-type: none"> MC meeting 	MC	17 October	G
<ul style="list-style-type: none"> GA, present final version GA, vote on final version 	EB	23 October 24 October	G
<ul style="list-style-type: none"> Implementation 	EB, ALL	25 October	G
<ul style="list-style-type: none"> Annual review process as above 	EB, ALL	June - October	G
<ul style="list-style-type: none"> Annual progress report to GA 	EB, ALL	October	G
<ul style="list-style-type: none"> Present priorities/goals/activities for following year to GA (= Annex 1 of SP) 	EB, ALL	October	G

S: strategy-related

G: general UIAA target dates