

INTERNATIONAL MOUNTAINEERING AND CLIMBING FEDERATION  
UNION INTERNATIONALE DES ASSOCIATIONS D'ALPINISME



**A STRATEGIC PLAN  
FOR THE FUTURE OF THE UIAA**

**RESULTS OF THE SURVEY  
CONDUCTED WITH FEDERATIONS**

*Prepared by the Strategic Plan Team*

*for the Management Committee meeting in Paris, May 2011*



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INTERNATIONAL MOUNTAINEERING AND CLIMBING FEDERATION  
UNION INTERNATIONALE DES ASSOCIATIONS D'ALPINISME

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## **Foreword**

In Bormio the UIAA President, Mike Mortimer, launched the idea of a Strategic Plan to develop the future of the association.

In the following months a dedicated group has worked on the idea and has prepared a survey to be conducted with the member federations.

Thanks to the support of Hancock Research, based in Korea, whose President Icksang Roh offered to support the UIAA in the survey, we are able to distribute the survey and its results to the members of the Management Committee meeting in Paris for the session of May 2011.

The answers from the federation are important for our future.

As requested by policies on surveys, the individual (personal) information of respondents are not included in the report.

## **The Strategic Plan team**

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**The work has been carried out with the help of:**

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**To all Federations,  
From the UIAA President**

**Statement**

In order to determine the UIAA's future direction, the General Assembly approved the development of a Strategic Plan. The Executive Board and the Management Committee are now working on this project so that a draft plan can be presented to the GA in Kathmandu in October 2011 for discussion and approval.

**Situation Analysis**

Over the course of the last few years the UIAA has faced many challenges, both in terms of our structure and how we govern ourselves. This is especially so given our precarious financial situation- not an uncommon problem for many sporting federations. These issues have taken up much of the Board's and Management Committee's time. These challenges placed us in a reactive mode where we were governed by the challenges thrown at us, not the challenges we actually went out to seek. Not a happy situation for mountaineers!

However times are changing and the UIAA now needs to determine its future. A future not only as a association of mountaineering clubs but also as an internationally respected sporting federation, recognized by the International Olympic Committee and the world's sports body, SportAccord.

**Financial Considerations**

While we are restricted in our ambitions by our financial constraints, we are not limited in our potential as the international federation representing mountaineering and climbing worldwide.

**Course of action**

In order for us to plan for the next few years we need to seek the opinion of our federations the UIAA and its work. What are the expectations of the federations from the UIAA? Do the services that we offer fulfil the needs of these federations, especially the smaller ones? Ultimately we need to determine a unified vision of our future and our destiny.

## **Questionnaire**

It is our intention to do much of this work via the electronic questionnaire that we have attached. We should like to ask your federation to participate in this comprehensive survey. By participating in the survey you will help us determine information about the current status and future desires of the federations.

The questionnaire would consist of the following areas of interest

### **1. The present**

- Information about the services currently provided by your federation to your members
- Clarification of the kind of services required by your federation and its members from the UIAA
- Your federation's level of satisfaction with the UIAA
- Your federation's level of satisfaction with the work of the commissions
- Your federation's level of satisfaction with the work of the office

### **2. The future**

- Do we need to grow by attracting new and new kinds of members? Not only from traditional sources but also from new activities (Sky Running being a good example)
- Do we have the right governance structure to help us expand our membership base?
- Are there issues concerning types of membership?
- Is our fee structure fair, given the huge disparity in the size of our federations? (Federations that can vary in size from fifty people to others that have hundreds of thousands of members).

### **Issues not covered**

You will notice that we have not asked any questions about competitive sports and the IOC. The feeling is that these specific topics were debated and voted upon favourably at both the Matsumoto and Tehran general assembly in 2007 and 2008 respectively.

Nor have we asked any specific questions about the financial situation of the UIAA. The complexity of our fiscal situation prevents the ability to make general statements other than ongoing financial prudence is the name of the game.

## Summary

The ultimate objective of the questionnaire is to allow us to reach a consensus among our federations as to a plan of action as to how we will proceed in the future. The participation of your federation in this questionnaire will help us facilitate this strategic planning process.

*Mike Mortimer*

Mike Mortimer  
UIAA President

### Summary of the survey

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## A. Your Federation

### A1. What federations are you representing?

Replies from 58 Federations.

### A2. What is your function within your federation?

Functions	Number	Percentage
President	26	45%
Vice President	6	10%
General Secretary	7	12%
Board Member	5	7%
Treasurer	0	0%
Executive Director	4	7%
Other	10	17%

Other answers:

Answer 1	Director of Overseas Committee
Answer 2	Director of International Exchange Department
Answer 3	vice secretary general
Answer 4	Executive secretary
Answer 5	coordinator of the ... international activities, representative of ... for public relations
Answer 6	ADMINISTRATION
Answer 7	Member of the Training committee at ... Federation and UIAA contact
Answer 8	... Club Paperwork Guy and UIAA Delegate
Answer 9	SECRETARIO DE ANDINISMO
Answer 10	Secretary of Foreign Affair Section

### A3. What are the activities that your federation is involved with?

Activities in your federations	Fully involved	Somewhat involved	Little involved	Not involved	Not apply
Classical recreational mountaineering and climbing	78%	10%	7%	0%	5%
Organize winter mountaineering activities	55%	22%	10%	10%	2%
Organize summer mountaineering activities	62%	26%	5%	5%	2%
Sport Climbing	67%	10%	16%	2%	5%
Ski-Mountaineering	41%	9%	24%	7%	19%
Ice Climbing	40%	16%	22%	7%	16%
Managing climbing gyms	16%	21%	31%	12%	21%
Expeditions	48%	14%	24%	9%	5%
Educational programs including leadership and training	60%	16%	14%	7%	3%
Youth activities	59%	16%	21%	2%	3%
Search/rescue services, health and medicine	29%	26%	26%	16%	3%
Climbing and rescue insurance	31%	26%	21%	14%	9%
Research on safety of mountaineering equipment	14%	29%	24%	26%	7%
Managing mountain facilities (huts)	38%	9%	10%	29%	7%
Managing climbing areas	35%	29%	21%	9%	7%
Protection of nature and the environment	55%	33%	10%	0%	2%
Access rights (facilitating and protecting)	50%	21%	14%	10%	5%
Publications of Guidebooks and similar materials	36%	29%	19%	10%	5%
Publication of a regular journal	59%	5%	5%	21%	10%
Museums	19%	12%	10%	38%	21%
Libraries	33%	16%	26%	21%	9%

**A4. How can the UIAA support your federations in its activities?  
(You may check more than one).**

Training standards	79%
Insurance issues	61%
Information on reciprocity agreement	64%
Mountain rescue	38%
Solidarity fund	39%
Other (please write)	24%

Other answers:

Answer 1	Environmental issues
Answer 2	advocacy on global climbing issues
Answer 3	Support us to organise some international activity
Answer 4	UIAA hardly can support CAI in its activities, The opposite is more likely
Answer 5	statistics, climbing films, new climbing areas
Answer 6	support in organizing of major international expeditions, sharing experience in the areas of training techniques and mountain guides' activity (conducting int.-l seminars dedicated to those issues)
Answer 8	Access to climbing areas
Answer 9	information about other federations' activities
Answer 10	The UIAA should give the vote on the General Assembly to the Federations that represent in their countries the activities of the UIAA and are members of the National Olympic Committees.
Answer 11	By regaining climber rights, not federation leadership flattery activities
Answer 12	Mountain Culture and National Laws
Answer 13	Development of Winter Mountaineering Program
Answer 14	develop exchanges, seminars and expeditions for instructors

**A5. Who is responsible for the UIAA activity in your federation?  
(You may check more than one).**

President of the Federation	67%
Executive director / Secretary of the Federation	23%
UIAA Commission members	23%
Board members	27%
Others	24%

## B. UIAA image

### B1. Please let us know what your opinion with regards to the UIAA and its image.

You will see below a number of pairs of opposites. Please tick the box which fits the best for you.

If you have no opinion regarding a pair, please do not tick anything in that row.

(Only one of a pair can be selected: for example the UIAA cannot be Modern and Old).

A	Apply precisely	Apply slightly	Apply slightly	Apply precisely	B
Modern	23%	42%	32%	3%	Old
Reliable	42%	52%	2%	5%	Unreliable
Active	35%	42%	20%	3%	Passive
Practical	24%	40%	33%	3%	Bureaucratic
Competent	45%	36%	14%	2%	Incompetent
Credible	47%	47%	3%	3%	Not credible
Future Oriented	30%	39%	29%	2%	Not future oriented
Information sharing	42%	35%	23%	0%	Shares little information
Proactive	21%	44%	27%	8%	Reactive
Member oriented	23%	30%	35%	12%	Autocratic
Useful	29%	44%	23%	5%	Useless

## C. Institutional questions

Membership fees are currently regulated by the rules approved by the General Assembly in Tehran in 2008.

Some small Federations from poor countries have submitted the request to have a reduction in fees following criteria used by other international organizations like UNESCO.

At present the UIAA has the solidarity fund available to support federations for Commission activities

In the future, changes to this rule must be approved by the General Assembly, under a program that defines small federations, criteria for the reduction and financial implications

### C1. Is your federation in favour of a program to support small federations?

Yes	70%
No	11%
No opinion	19%

UIAA allows the admission of more than one Federation per country, with three types of membership:

- regular member with full voting rights;
- associate member with voting rights only on financial issues;
- observer members with no voting rights.

Some countries have up to a total of 4 members following that possibility, with only one federation being the full member. Other Federations strongly object that they do not want other federations from their country admitted to the UIAA

**C2. Does your federation support the UIAA rule that allows more than one member per country?**

Yes	46%
No	39%
No opinion	15%

Commercial organization can take part and benefit from UIAA programs (training standards, environmental label) under specific rules to be decided.  
At the same time the UIAA could benefit from the financial support from this organizations, provided that decisions remain in the hands of mountaineering associations

**C3. Does your federation support new types of membership?**

○ **Commercial organizations**

Yes	47%
No	36%
No opinion	17%

○ **Non-profit organizations**

Yes	68%
No	15%
No opinion	17%

○ **Supporters (friends or partners)**

Yes	71%
No	17%
No opinion	12%

UIAA is working in specific projects to develop Training standards and Environmental label. Such programs will require additional costs for development and management which will add to the expenses of the organization.

**C4. Does your federation think that the cost of these additional services should be included in the membership fees, which may be increased, or should they be considered additional services, to be paid separately if used.**

Included in the membership fee	21%
To be paid separately if used	79%

## D. UIAA Commissions

Commissions are a valuable resource for the Executive Board and the Management Committee as this is where the real work of the UIAA takes place.

**D1. Please check the UIAA Commissions or Working Groups in which members from your federation are nominated. (You may check more than one)**

Access Commission	21%
Medical Commission	30%
Mountain Protection Commission	24%
Mountaineering Commission	35%
Legal Experts Working Group	8%
Training Standards Working Group	23%
Youth Commission	36%
Safety Commission	24%
Ice Climbing Commission	20%
Anti-Doping Commission	5%
Expedition Working Group	21%

**D2. Why your Federation is not interested in the work of the (name) Commission/Working Group?**

	<b>We are not interested in Commission's work</b>	<b>We would like to take part but we can not afford the cost</b>	<b>We have never been invited</b>	<b>We have no appropriate person</b>	<b>We have no similar activities in our federations</b>	<b>We don't know the work of the commission</b>
Access Commission	6%	27%	29%	17%	12%	42%
Medical Commission	7%	24%	26%	22%	26%	30%
Mountain Protection Commission	10%	28%	26%	20%	10%	32%
Mountaineering Commission	9%	37%	21%	23%	9%	28%
Legal Experts Working Group	18%	13%	15%	38%	18%	28%
Training Standards Working Group	12%	29%	26%	29%	4%	24%
Youth Commission	7%	26%	21%	29%	12%	21%
Safety Commission	12%	24%	24%	32%	8%	20%
Ice Climbing Commission	11%	17%	17%	30%	25%	21%
Anti-doping Commission	17%	17%	21%	38%	22%	24%
Expedition WG	13%	29%	17%	21%	15%	27%

**D3. How satisfied is your Federation with the work of the (name) Commission/Working Group?**

	High	Medium	Low
Access Commission	36%	64%	0%
Medical Commission	60%	35%	5%
Mountain Protection Commission	38%	50%	12%
Mountaineering Commission	35%	57%	9%
Legal Experts Working Group	40%	60%	0%
Training Standards Working Group	53%	33%	13%
Youth Commission	54%	33%	13%
Safety Commission	56%	44%	0%
Ice Climbing Commission	62%	23%	16%
Anti-doping Commission	33%	67%	0%
Expedition Working Group	21%	43%	37%

**D4. Do you think that communication between the Commissions and your federation can be improved?**

Yes, how (please see open answers below)	56%
No	14%
No opinion	30%

Open answers:

Answer 1	keeping in touch
Answer 2	HELP FEDERATIONS TO IMPROVE THEIR ACTIVITIES
Answer 3	improving global communication from UIAA to Federations about Commissions work, above the information given by single commission members
Answer 4	more feedback on commission activity
Answer 5	Regular brief bulletins
Answer 6	to invite to commission meetings and to send materials by email
Answer 7	communication!
Answer 8	more direct communication and copy staff
Answer 9	regular news updates over the email, interactive message board
Answer 10	more interaction
Answer 11	We would like to receive information from the Commission, in which PZS doesn't have its representative. It would be really good to receive also some guidelines from those fields, mountaineering topics and some strategy, which are supported by UIAA Commissions and UIAA. We'd appreciate a lot, thank you.
Answer 12	Personal contacts.
Answer 13	more information
Answer 14	more useful information from UIAA
Answer 15	to get info from all commission meetings
Answer 16	reports
Answer 17	better information of specific results of their work
Answer 18	asking our opinion about the task in with the commission is involved

Answer 19	information sharing
Answer 20	By frequent updates of their work
Answer 21	information sharing
Answer 22	Asking questions and sending some feedback after the Commissions Meetings.
Answer 23	Regular mails
Answer 24	By frequent updates of their work
Answer 25	Sending reports from all the commissions activities
Answer 26	More frequent communication (newsletter?)
Answer 27	sharing the activities of the commissions before the GA
Answer 28	mediate services of new technologies
Answer 29	using new technologies and targeting specific objectives

## E. Working with the UIAA Office

The UIAA Office works in Bern to provide support to governing bodies (Executive Board and Management Committee) and to Commissions. It maintains relations with all Federations.

**E1. Please rate your federation's level of satisfaction with the work undertaken by the UIAA office.**

The UIAA Office functions	Very satisfied	Satisfied	Unsatisfied	Very unsatisfied
Quality of work	29%	65%	6%	0%
Responsiveness	30%	58%	9%	3%
Communication	41%	47%	11%	1%
Attention to members	29%	61%	8%	3%

**E2. Please tick the box which best corresponds to your opinion regarding the usefulness of each means of communication from the UIAA.**

Communication within the UIAA	Very useful	Useful	Slightly useful	Not applicable
Email system	73%	23%	5%	0%
Newsletter	44%	44%	12%	0%
UIAA Website	50%	45%	5%	0%
Facebook	5%	33%	40%	23%
Twitter	3%	26%	42%	2%
Annual report	No response	No response	No response	No response

**E3. Does your federation distribute information on the activities of the UIAA to your members?**

Yes	73%
No	23%

**E4. If yes, how is information on the activity of the UIAA distributed to your members. (You may check more than one)**

Forwarding the UIAA newsletter	48%
Presenting UIAA activities during meetings/events	56%
Printing reports in federation press and other communications	33%
Distributing reports by Commission members	33%
Featuring UIAA in your federation's annual report	33%
Linking to the UIAA website	62%
Other (see open answers below)	13%

Open answers:

Answer 1	Copying invitations for events and sending to appropriate persons
Answer 2	newsletter and emails
Answer 3	publishing the translated news from the UIAA newsletter at our website and in .... Newsletter; publishing the news from the UIAA website at the .... website and ... newsletter; promoting and publishing UIAA YC camps, GYS camps, ICC events at the ... website, in ... newsletter, sending press releases; publishing the UIAA Commission members Reports.
Answer 4	informally, via word of mouth
Answer 5	Writing texts for the Federation's Magazine and website on the UIAA activities.
Answer 6	Individual Climber Discussion

**E5. What website(s) does your federation use to get information regarding mountaineering topics?**

UIAA website	89%
Other websites (please see open answers)	38%
None	2%

Open answers:

Answer 1	<a href="#">alpfederation.ru</a> , <a href="#">risk.ru</a> , <a href="#">baurock.ru</a> , <a href="#">summitpost.org</a> , <a href="#">alpinist.com</a> , <a href="#">mouteverest.net</a> , <a href="#">www.mountainguides.co.uk</a>
Answer 2	American Alpine Journal, etc.
Answer 3	national and international websites
Answer 4	IFSC, ISMF website
Answer 5	ifsc
Answer 6	<a href="#">www.mountain.ru</a> , <a href="#">summitpost.org</a> , <a href="#">risk.ru</a>
Answer 7	<a href="#">www.alpenverein.it</a> and links from there
Answer 8	too many to list
Answer 9	<a href="#">planetmountain</a>
Answer 10	<a href="#">desnivel</a> , <a href="#">everest news</a>
Answer 11	many
Answer 12	separate national federations' websites
Answer 13	<a href="#">www.desnivel.com</a> ; <a href="#">www.barrabes.com</a> ; <a href="#">www.explorersweb.com</a> ; <a href="#">www.fedme.es</a> ; <a href="#">www.altamontanha.com</a>
Answer 14	Many
Answer 15	<a href="#">www.climbing</a> / Separate national federations websites
Answer 16	many mountaineering websites
Answer 17	<a href="#">www.desnivel.com</a> <a href="#">www.alpinist.com</a> argentinean media web
Answer 18	Other federation websites, and others
Answer 19	Diverse sites
Answer 20	FEDME; FECC.

## F. Communication within the UIAA

UIAA activity is governed by the Management Committee (two meetings per year) and the Executive Board (four meetings per year).

**F1. Does your federation think that it receives enough information regarding the activities of the Management Committee and Executive Board?**

Information on activities	Enough	Not enough
Management Committee	44%	56%
Executive Board	45%	55%

**F2. Is your Federation satisfied with the work of the Management Committee and Executive Board?**

Satisfaction	Yes	No
Management Committee	70%	30%
Executive Board	77%	23%

The GA is the central point of the activity of the UIAA in its relations with member federations.

**F3. Does your Federation regularly attend the UIAA General Assembly?**

- Yes (68%)
  - Are you satisfied with the general Assembly?
    - Yes (82%)
    - No (18%)

- no (32%)
  - What is the main reason?
    - a. costs (economic reasons) (57%)
    - b. lack of relevance (10%)
    - c. other (33%).....

Other answers:

Other 1	We are to small, we give our proxy to ...
Other 2	just joined as observer member
Other 3	long distance
Other 4	Not having the vote on general matters.
Other 5	Just became a Associate member
Other 6	Invitation to the sessions

**F4. Should we extend the time assigned for discussion of mountaineering topics in the General Assemblies?**

Yes	58%
No	42%

**F5. Should extra events continue to be included in the program for the General Assemblies?**

Yes	77%
No	23%

**F6. In the past years extra events have been organized before and after the General Assemblies to debate issues related to mountaineering. Which extra events have you attended and where they useful?**

<b>UIAA extra events at the GA</b>	<b>Attended</b>	<b>Not attended</b>	<b>Useless</b>	<b>Useful</b>	<b>Very useful</b>
<b>Social events (diners)</b>	68%	32%	9%	69%	22%
<b>Mountain excursions</b>	33%	67%	9%	63%	27%
<b>Seminar on Climate change in Banff 2006</b>	24%	76%	25%	50%	25%
<b>Conference on Mountain Ethics in Porto 2009</b>	23%	77%	20%	60%	20%
<b>Conference on Expeditions in Bormio 2010</b>	41%	59%	4%	70%	26%
<b>Seminar on huts in Bormio 2010</b>	27%	73%	11%	67%	22%

## G. Vision for the future

The following table includes a list of random definitions which define a possible course of action.

**G1. Please tick a box in each row according to your vision for the future of the UIAA.**

	<b>Not necessary</b>	<b>A little necessary</b>	<b>Somewhat necessary</b>	<b>Absolutely necessary</b>
<b>The UIAA should appear to the public as a mountaineering and climbing association</b>	3%	3%	11%	83%
<b>The UIAA should be politically involved at the international level to promote the interests of mountaineers and their federations</b>	5%	8%	27%	61%
<b>The UIAA should be the international leader for mountaineering affairs</b>	3%	2%	21%	74%
<b>The UIAA should work with commercial companies to increase its financial base</b>	5%	11%	33%	52%
<b>International ice climbing competitions should be supported by the UIAA</b>	15%	26%	27%	32%
<b>The UIAA should continue its work on environmental issues in mountain regions</b>	3%	9%	18%	70%
<b>The UIAA should be involved in sustainability issues in mountain regions of the world</b>	6%	14%	29%	52%
<b>The UIAA should continue its youth program at a global level</b>	1%	6%	20%	73%

<b>The UIAA should continue its work on medical advice and research for mountaineering</b>	3%	9%	30%	58%
<b>The UIAA should continue its work promoting the safety of climbers and mountaineers</b>	3%	3%	15%	83%

## ADDITIONAL NOTES

Note 1	The UIAA should be involved in developing global insurance program for climbers
Note 2	UIAA should manage an international observatory for the defence of ACCESS and the RIGHT TO TAKE RISKS
Note 3	mutual aid association of climber and mountaineer
Note 4	Reciprocity between federations at member level
Note 5	accumulation of information on national federations
Note 6	The UIAA shall be a general source of information about the mountains and mountain activities in the world, it should also be an ultimate liaison between the mountain federations from different countries helping them communicate, share experience and information
Note 7	The UIAA should be organized also by continents, suggestion European mountaineering Association (like already organized in South America and Asia).
Note 8	Long-term re-integration of IFSC and ISMF
Note 9	Training standards and actual on site training for Federation without the experience and knowledge base sufficient to do it themselves We need to act as coaches and mentors
Note 10	essential for the sport to stay in IOC
Note 11	'green' mountaineering and tourism
Note 12	The UIAA should improve its work promoting climbing ethics and environmental conscious behaviour between climbers and mountaineers
Note 13	The UIAA should lead national federations, and teach them how to develop themselves and their membership
Note 14	The UIAA should be careful with money
Note 15	Seminars to share information about federal actions toward youth by example
Note 16	The UIAA should be careful with money

Note 17	Climbers' rights
Note 18	Extend Youth Programs to small federations
Note 19	International body for all climbing and (ski)mountaineering competitions
Note 20	The UIAA should promote exchange programs in order to increase sharing experience and friendship
Note 21	promoting the studies of mountain leaders and instructors to a professional level in their different activities.

**Feel free to add any more comments to this survey or to add new proposals**

1	Thank you!
2	We are a small federation with a too little critical mass but with passionate mountaineers. Implementing more environmental issues at UIAA and link them to the youth activities would bring in new energy: I'm sure!
3	nothing further to add thanks!
4	This is very useful survey. Good luck!
5	TO ORGANISE JOINT TRAINING AND SHARE EXPERIENCE AND GIVE ADVICE HOW TO DEVELOP MOUNTAINEERING SPORT IN THE SMALL COUNTRIES SUPPORT THEM TO PARTICIPATE IN THE WORLD ACTIVITIES IN THE MOUNTAINEERING FIELD.FOR EXAMPLE.WE HAVE A FINANCIAL PROBLEM WHEN WANT TO TAKE PART IN THE ACTIVITIES ORGANIZED BY UIAA.
6	On question E.1., on the level of satisfaction of the federation with the work undertaken by the UIAA Office, the information available on the work of the Office is too little to allow an assessment.
7	that kind of survey and communication yearly needed
8	Concern about the use of "small" federations when asking about possible financial assistance. It is the federations with weak Third World

	currencies that have problems with meeting UIAA membership costs rather than small federations.
9	We would like to take part in festivals, in competitions between schools and universities
10	The language used may be a little sophisticated for many nations. The idea of a survey excellent. We look forward to collaborating with you on a regular basis.
11	I would like a more executive summary of the decisions that various representative from our Federation are asked to participate in. It seems complicated to me.
12	We consider that UIAA is the top management organization of world mountaineering. Therefore, top organization of each country (eg. TMF) should be the direct member of UIAA and that others in the countries should be the member of their countries top organisation. If there is a top organisation in a country and clubs are the members of it, then clubs in that country should not be direct member of UIAA, If there is no federation than clubs can be a member of UIAA.
13	good luck with all the good work that you are doing!
14	Thanks for this work.
15	We suggest thinking about modern mountaineering sports ? would be good to react and to share with us (federations) UIAA opinions about them, to have strategy. Thank you for this Survey, you've put good questions. In my name and in the name of the president of PZS I wish UIAA Board, Commissions, Working groups and UIAA Office all the best at your demanding work!
16	We welcome initiatives to re-integrate UIAA, ISMF and IFSC.
17	Declaration on conservation of mountain environment
18	In our Association a substantial part of membership fee we back to the members for their particular activity in expert commissions. This form is not sufficiently expressed in UIAA commissions, particularly if some UIAA member has underdevelopment of these activities or have concrete

	problem which alone can not solve.
19	This check will be useful. No proposal
20	to avoid congress tourism
21	UIAA should actively promote exchange programs to help all federations help each other and grow. Youth programs need to be aligned on training standards. All communications from UIAA should be reviewed by "associated" commissions. Ex.: the ice video by Ines Papert from the ice climbing commission could have consulted with the MC TWSG to share this opportunity of making that video and see if the TWSG would have wished to add any content.
22	I would appreciate if UIAA office would answer our emails in future. Kind Regards Marek Wlerzbowski, Secretary General , Executive Board Member PZA
23	It was difficult to answer some of questions as there was no possibility to tick "I do not know", "no opinion" etc. Due to this fact I answered some questions just because to progress in questionnaire.
24	UIAA needs to change the financial system
25	Free access to all mountains, also for commercial groups should be possible!
26	As a means of eliciting useful information such surveys have severe limitations. The software is poor in that in may cases it demands a response where we have none to give - some answers have been invented to allow the process to be completed. The new team at the AC have little experience of the UIAA as yet, so our response is bound to be very limited at the present time. The survey makes no allowance for this and completing it has therefore been a frustrating process.
27	Bien cordialement,
28	Would be more involved in the UIAA. I.e be a member of the Training Committee
29	The vision of UIAA in .... is of a distant European organization, mainly involved with alpine mountaineering and other European issues. We

	never got the opportunity to participate actively in its Assemblies or Commissions because of the high costs involved, that are mainly due to the long distances we would have to cover to participate. To be really member oriented, I think UIAA board members shall visit other countries outside Europe and participate in meetings and climbing activities in these "far countries". We would be pleased if one of you could visit Brazil and have a personal contact with us.
30	Establish standard protocols, specific, precise and agile for the approvals of training. Expedition committee: There is a notch work to do to establish agreements specific to each country that is beneficial for both sides: that country has mountains and expeditions country. Exclude commercial expedition.....or no....???
31	We are happy to help the UIAA
32	cheers, Silvio - this was a good idea - thanks for the reminder to fill it out. Of course the survey is not quite reflective of how information and communication with the UIAA happens for Canada, since usually it is Mike calling me out to lunch so he can complain about the latest irritant, or me talking informally with various of the ACC Board and staff about different topics and happenings with the UIAA
33	For the poor federations the supporting time must be limited
34	Sharing national experiences about topics of development or difficult issues as growing cost of insurance concerning our mountaineering activities considered as too much risky.
35	Will do in the times to come
36	I hope i have contributed for a stronger UIAA.
37	For the poor federations, the supporting time must be limited.
38	Make a simple organizational structure, matching the nature of actual mountain climbers who go climbing instead of perpetually organizing and reorganizing themselves. Represent actual mountain climber concerns, not organizational bureaucrat and groupie illusions used as excuses to spend money to feel

	<p>important.</p> <p>Do not try to "get more money". Instead, do what climbers do, keep costs low, and do actual climbing things to the extent of the rationally available money, TO THUS credibly represent actual climbers.</p> <p>If somebody wants UIAA to do something, tell them UIAA will do it when they send the money.</p> <p>If a UIAA leader wants to do something, and wants somebody besides himself to pay for it, publicly ridicule him out of UIAA.</p> <p>Stop trying to be everything to everybody to impress United Nations bureaucrats who exist to flatter organizations to be flattered by organizations, for a useless mutual admiration society.</p> <p>Design the annual General Assembly Banquet as a grand party to attract more climbers for more international, personal discussions among climbers. Consider TWO such banquets, on successive nights, to attract more climbers to have more fun.</p> <p>Credibly represent MOUNTAIN CLIMBERS ONLY.</p> <p>Let other people credibly represent their interests with separate organizations. We are mountain climbers, and therefore we have FUN. We are not self-flattering world organization leaders who have no concept of how to have FUN.</p> <p>UIAA leaders should stop trying to be more than mountain climbers are. UIAA should not exist at climber expense and effort, for a gaggle of older climbers who learned nothing from the mountains, who want to imagine themselves as important world organization leaders leading an organization for ego gratification.</p> <p>The UIAA leaders who want to be "important organization leaders" should join an environmentalist group to "save the world", and leave the international mountain climbers to represent themselves as fun-loving, excitement seeking mountain climbers whose primary interest is their human RIGHT to do just that in the mountains. Laugh robustly at the comical humans, and keep on having entirely too much fun.</p>
39	Thanks!
40	Too many projects. Please focus and manage the outcome!

41	The UIAA could provide a fruitful platform for fulfilling the lack of training by sharing experience, knowledge. The UIAA should get rid of being EUROPEAN-oriented activities and discussions. Not political but more practical and fruitful meetings are required.
42	I think there are some commissions which are unnecessary or some that can be absorbed by others. They have to be more agile, and some should expand their work. There is need for authorized training and establish a specific protocol, unified & particular for this subject. The commission of expeditions, has much to say about the world of big mountains, and reach agreements between countries and the UIAA...
43	<p>Most of the UIAA documents are not translated into Spanish, which makes it difficult to track their activities.</p> <p>This questionnaire should have questions about decisions already taken by the Assembly of the UIAA. For example: The exclusion of the UIAA for ski racing &amp; mountain climbing. For our Federation, we were the closest to these sports when we belonged to the UIAA</p> <p>Should promote the interaction and agreements between Federations. FEDME should not be the only bridge(gate) of the UIAA to the South American Federations.</p>
44	

**We thank you sincerely for your valuable assistance.**