



UIAA

International Climbing and Mountaineering Federation
UNION INTERNATIONALE DES ASSOCIATIONS D'ALPINISME

“There are only three sports: bullfighting, motor racing, and mountaineering; all the rest are merely games.” *Ernest Hemingway*

The UIAA of the 21st Century

A UIAA Strategy Working Group's report

Date: June 30, 2018

Contents

	Page
Initial Situation, Goals & Mission	1
Analysis & conclusions	3
The UIAA Brand	4
Services/activities matrix	7
UIAA's external stakeholders	7
How UIAA shall deliver on its brand promise	9
The UIAA and its organization	11
Commissions	13
Strategic and operational processes	16
Next steps	16

Annex:
The UIAA Brand Wheel

1. Initial Situation

Several factors and developments (see section 3) have motivated the Executive Board to create a Strategy Working Group (SWG) composed of senior Management Committee members, federation presidents, Commission presidents and representatives of the Office.

Members of the Strategy Working Group are:

Carolina Adler, President Mountain Protection Commission
Anne Arran, British Mountaineering Council, MC member
Jan Bloudek, President ČHS, Czech Republic
Joachim Driessen, President NKBV, The Netherlands
Georges Elzière, France, MC member
Greg Moseley, South Africa, MC member
Peter Muir, Canada, MC member
Bojan Rotovnik, President PZS, Slovenia
Thomas Kähr, UIAA Executive Board (Chair)
Nils Glatthard, UIAA Director of Operations
Peter Bourne, UIAA Communications Manager

The SWG met for workshops during 2018 on 23/24 January, 14 March and 4 June.

2. Goals & Mission

2.1. Goals

- ❖ Define a unique Brand positioning for UIAA and clear strategic priorities that creates superior value for member federations and other key stakeholders
- ❖ Find an efficient and value-oriented structure with clear roles, tasks and competencies for the UIAA and its bodies

2.2. SWG's mission

To submit proposals as a basis to guide the Strategic Plan 2017 – 2020 review on behalf of the UIAA Management Committee & General Assembly until October 2018.

3. Analysis

Various factors drive a review of strategic direction and motivation for change including:

- ❖ Last Strategy & Structure review was elaborated in 2004/05 by an assigned working group. However, since then, no significant changes have been realized.
- ❖ Competition Sports Climbing and Ski Mountaineering left the UIAA in 2007 and 2011 respectively. Following internal conflicts regarding the organisation of the competitive element of these sports, the end result was breakaway from the UIAA and the creation of two international associative bodies (IFSC, ISMF). Today, the UIAA still has some internal conflicts and pressure related to its role in organising competition sports.
- ❖ The foundation of the European Union of Mountaineering Associations (EUMA) in 2017 and the related difficult discussions inside the UIAA about the role of UIAA have been unanswered so far.
- ❖ Major European UIAA Member Federations (DAV, CAI, OeAV) asked for clarification about the UIAA's strategic priorities (letter dated May 2018)
- ❖ Current Strategic Plan 2017 – 2020 is perceived by some member federations as lacking sufficient strategic orientation and focus.

Figure 1: SWOT analysis compiled by SWG showing serious weaknesses, but also interesting opportunities

S	O
<ul style="list-style-type: none"> • Strong moral/ethical/foundation & heritage • Commission know-how (safety, training) • Worldwide family & diversity 	<ul style="list-style-type: none"> • Growing interest for mountaineering/climbing on all levels & in all sectors → need for training/education/advice in environmental, safety & risk management • Globalization creates new perspectives (mountains/nature/culture) • Growing sensibility for the environment
W	T
<ul style="list-style-type: none"> • Lack of strategic focus • Inefficient/lack of caretakers/slow decision speed & quality • Lack of resources in key areas • Focus on politics instead of services • Low value perception by Member Federations • Centrifugal tendencies inside UIAA (federations, competition sports) 	<ul style="list-style-type: none"> • Access limitations/politics/regulation • Globalization & Mass tourism

Conclusions

- ❖ Strengths and opportunities confirm the importance of UIAA based on the vision of its founders in an increasingly attractive operating field. Hence, UIAA should capitalize on the opportunities offered by this situation. However, focus on a few core competencies and projects will be important to strengthen UIAA's profile and in light of its limited resources.
- ❖ The UIAA has a clear and uncontested global mission and it should focus on this which will allow the organisation to differentiate from and be complementary to the offering provided by continental and national mountaineering federations.
- ❖ Further analysis on all key stakeholder groups is necessary.
- ❖ Internal politics, over-regulation and formalism could hinder UIAA to overcome its major weaknesses and/or capitalize on opportunities as described above.
- ❖ It will be crucial for the further beneficial development of the UIAA to eliminate these weaknesses (low value orientation, inefficiency, formalism, internal politics).
- ❖ Low member federation representation in certain Continents (Central & South America, Southern Asia, Africa) indicate a need for regional analysis and development.

4. The UIAA Brand

4.1. UIAA's core identity and brand

The brand core defines the essence of the UIAA's identity – its higher purpose – and is the starting point of the strategy review. If the UIAA wants to become unique and ubiquitous it has to evolve from a simple name to a brand with a purpose, a clear profile that can answer the question: „Why does the UIAA matter?“ The higher purpose suggests emotional and social benefits coming from choosing the UIAA.

The brand core definition presented below is directly derived from and in line with the Articles 3 (Mission) and 4 (Purposes and Tasks) of the current UIAA Articles of Association.

Hence, all UIAA's activities shall be derived from this purpose, and all UIAA bodies are expected to put this brand purpose in the center of their planning and activities.

The SWG proposes the following definition of UIAA's Brand Core:

We are the UIAA, the International Climbing and Mountaineering Federation. As the leading global network we promote and protect responsible climbing and mountaineering. We advocate for free access to the climbing and mountain ranges. We respect our heritage and care for the mountains, their nature, people and culture. We serve the best interests of our member federations and of our worldwide community. All this is what we understand by „For the Climbers. For the World.“

The major UIAA brand components (Competence, Benefits & Reason Why, Tonality, Iconography) are defined in a separate document „The UIAA Brand Wheel“, see Annex to this report.

4.2. UIAA's core fields of activity

Figure 2: The UIAA will focus on the following fields. This is where the main resources will be allocated.

Strategic field	Content	Strategic projects/tasks
Climbing & Mountaineering	<ul style="list-style-type: none"> ❖ Development of Climbing & Mountaineering, recreational & competitive ❖ Free access to mountain & climbing ranges ❖ Climbers' & Mountaineers' ethics ❖ Youth 	<ul style="list-style-type: none"> ❖ Training standards & programs ❖ Climbing Festivals & Events ❖ Mountaineers' ethics (manifesto) ❖ Mountain culture ❖ Global access advocacy ❖ Competitions ❖ Young climbers' program
Safe Climbing & Mountaineering	<ul style="list-style-type: none"> ❖ Mountaineering & climbing gear safety ❖ Medical expertise 	<ul style="list-style-type: none"> ❖ Gear testing ❖ Safety label ❖ Medical research & advice ❖ Courses & diploma ❖ Documentation & publication
Mountain Protection	<ul style="list-style-type: none"> ❖ Protection of mountain nature ❖ Climbers' & Mountaineers' ethics 	<ul style="list-style-type: none"> ❖ Global advocacy programs ❖ Knowledge sharing ❖ Documentation & publication ❖ Education & advice ❖ MP Award

4.3. UIAA's core competence: the leading global network

From above 4.1., the SWG has outlined a proposal to define UIAA's brand core, that of being the leading global network for climbing and mountaineering. Hence, its core competence shall consist of being the driving force, link and representative for this network globally. Driving this network and providing value added out of it will mean: identifying the right strategic partners, defining joint as well as complementary roles, goals, services and products and ensuring they both work in harmony together and are co-ordinated with UIAA internal resources to guarantee a consistent offering. This complex task will require key skills and capacities on one side but also an open and transparent mindset of collaboration and team spirit. A dedicated project will be needed to elaborate on this network.

Figure 3: UIAA's potential strategic partners

Strategic Field	Strategic Partner (tentative list)
Climbing & Mountaineering	UIAGM, UIMLA, IOC, ARISF, ISF, Unicef, EUMA, UAAA
Safe Climbing & Mountaineering	UIAGM, UIMLA, ICAR, ISMM
Mountain Protection	UIAGM, UIMLA, MRI, IUCN, UNEP, EUMA, UAAA

4.4. Excursus: The UIAA as a „Sports Organisation“

Intensive discussions with input from a wide range of perspectives have been conducted inside the SWG and with different constituents on the question of whether the UIAA can be characterized as a sports organization. While some exponents consider the UIAA primarily as a sports organisation – though a special one – many others believe that climbing and mountaineering are much more than sports as physical activities. The non-physical side of the mountains are also very important to a large number of climbers. They perceive them as a unique passion, a way of life, driven by a specific mental attitude. Advocates of this attitude fear that if the core of the UIAA was focused on being a sports organisation, it could be too much or exclusively attributed with competition sports and other values such as heritage, ethics, safety and social and environmental responsibility would not have the appropriate status. To them, climbing and mountaineering is not about winning or losing a contest but rather a challenge with nature on the basis of respect and humility.

The SWG believes that the question whether the UIAA is a sports organisation or not can and should be left open and it can differ depending on context, for instance when it comes to targeted funding and grants from international sports organisations (IOC) or governments. Finally, the SWG thinks that it is more important to agree on climbing and mountaineering as a physical activity with specific values, such as respect, responsibility, sustainability, risk awareness, heritage and solidarity.

4.5. Excursus: The UIAA and Competition Sports

The SWG believes that competition sports (ice climbing, sky running) shall continue to be a part of UIAA offering younger and ambitious climbers a home, and that there is no intention to attract other disciplines of mountain competition sports. We should be aware that there are fluid boundaries between competition sports and traditional climbing and mountaineering activities. It is not uncommon that young competitive climbers are also great alpinists and expedition climbers or intend becoming mountain guides. Competition sports for many is a pathway to other professions in the mountaineering world. It should not be questioned whether recreational climbing and mountaineering on the one side and competitive activities should be under the same roof. However, competition sports shall follow specific rules such as appropriate resources and structure to act more independently as well as full self-financing. The SWG has been informed that some national federations such as DAV and OeAV are about to define new structures for their competition sports sectors. Therefore, UIAA should co-ordinate its own findings more closely with them.

5. Services/activities matrix

Table 1 shows an analysis conducted by the SWG depicting how the UIAA's main activities/services shall relate to the different climbing and mountaineering activities, according to their importance for the UIAA. The relevance of UIAA is broader than expected. Furthermore, this matrix illustrates what the UIAA's core competence as the leading network in climbing and mountaineering should be, and therefore justified.

Table 1

	Mountaineering				Climbing		
	Alpinism (summer/winter)	Via Ferrata	Hiking	Sky Running Ski Mountaineering	Rock	Ice/ Dry Tooling	Indoor
Access	1	1	1	2	1	1	--
M. Protection	1	1	1	1	1	1	--
Tech. Safety	1	1	3	3	1	1	1
Training	1	1	1	1(Ski)	1	1	1
Youth	1	2	1	3	1	2	1
Medical	1	1	1	1	3	2	3
Competition	--	--	--	2	2	2	--

1 Core, 2 Important, 3 Marginal, -- Not relevant

6. UIAA's external stakeholders

Why is a clear view on the major stakeholders so important? If the UIAA intends to focus its services, the question has to be answered for whom UIAA is delivering value in priority. Hence, it matters to define the stakeholders (i.e. for whom are we doing this) and to weight them.

Stakeholders are organizations, groups or persons with interest or concern in the UIAA. They can affect the UIAA or be affected positively or negatively by UIAA's actions, objectives and policies.

The SWG proposes to differentiate the following groups of stakeholders:

6.1. UIAA as an overall entity

Direction is given by the brand core definition stating:

„ We serve the best interests of our Member Federations and of our worldwide community.“

6.1.1. Key Players

Although member federations are stakeholders in a technical sense, we consider them as the core reference for our doing. They are UIAA's „owners“ and the reason why the UIAA exists. Hence, they deserve this special status as „primi inter pares“. However, we should bear in mind that unilateral dependency on member federations can also bear risks for UIAA. And remembering that there is not a mountaineering federation in every country and if there is it is not necessarily a member of the UIAA. As a consequence, the SWG believes that the worldwide community of climbers and mountaineers shall be in the same category as the UIAA member federations.

This group has typically a high interest as well as a high power of influencing the UIAA and its relevant environment. Substantial resources and attention are attributed to these „key players“ and an intense and systematic dialogue with them has to be maintained. We have to engage, involve and consult them regularly.

6.1.2. Defenders

These stakeholders have a high interest/low influence power profile. We call them „Defenders“. We make use of their interest through involvement on low risk areas, keep them informed and consult them on their area of interest. This group includes potential supporters and goodwill ambassadors. They have to be monitored because they can evolve into the key player segment or become apathetics.

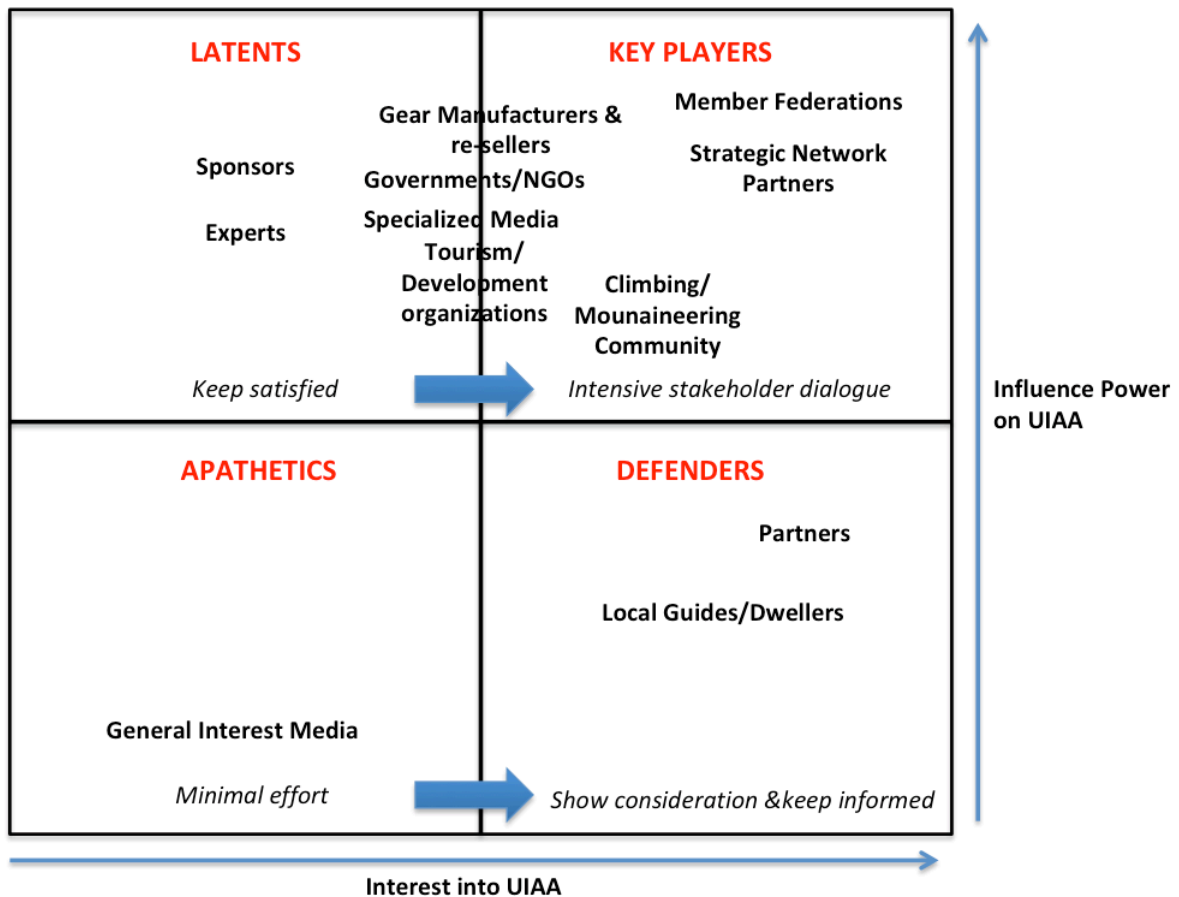
6.1.3. Latents

Latents have a low interest/high influence profile. We engage and consult them on their interest area and try to increase their level of interest. Our aim should be to move them into the key player area.

6.1.4. Apathetics

This group has typically a low interest and a low influence power into UIAA. We inform them via general communications such as newsletters, website, mail shots. These stakeholders may move to the defenders’ box.

Figure 4: The Mendelow Stakeholder Matrix: Clustering by influence power and interest into the UIAA



6.2. Commission Stakeholders

A survey conducted with the presidents (after consulting their commissions) of the existing UIAA commissions by the SWG has shown that every commission focuses on different stakeholders. Please note the importance given to the „climbing and mountaineering community“ by nearly all the commissions. This feeds into the importance of the mass of general climbers and mountaineers worldwide – not just the federations per se.

Figure 5 features the universe of commissions' stakeholders

Commission (existing organization)	Main Stakeholders
Mountaineering	Member federations Climbing & mountaineering community Training organisations Local/regional communities
Youth	Member federations Climbing & mountaineering community
Safety	Gear manufacturers Test laboratories Climbing & mountaineering community End users: Industry, rescue, armies, fire fighters
Mountain Protection	Member federations Mountain dwellers & local communities Environmental NGOs Researchers & related networks
Access	Governments Parliaments Media NGOs
Medical	Medical experts & doctors Climbing & mountaineering community
Ice Climbing (analogously for Sky Running)	Athletes Climbing & mountaineering community Local organisers Sponsors Media
Anti-Doping	See Ice Climbing

7. How UIAA shall deliver on its brand promise

7.1. Current situation

The analysis has clearly shown (see section 3 above) that one of the major weaknesses of the UIAA consists of a low value perception by its major stakeholders, mainly the member federations, the outdoor gear manufacturers and the climbing and mountaineering community worldwide. For the latter, the name „UIAA“ does not stand for a clear profile with a convincing value proposition. In too many member federations there is an ongoing discussion about whether a UIAA membership is worth the money and the energy put in it. A similar perception can be observed with the climbing gear manufacturers, and the UIAA „Safety Label“, once one of the core elements of the UIAA's existence, is getting weaker. In short: the UIAA is nothing more than a follower instead of being a leader and creator in its strategic fields. This situation is alarming and cannot be taken seriously enough. The only remedy against this is a consistent focus on stakeholder value without any compromise.

7.2. What is „value“?

To make the value for its major stakeholders as visible and tangible as possible should be the ultimate goal of UIAA. This „value proposition“ should be experienced by the respective stakeholders at every interaction touchpoint with the UIAA. Value as „serving the best interests“ of the stakeholders can be provided by „functional (measurable) benefit“ or „emotional benefit“. With regard to the functional benefits, NGOs like UIAA should establish a measurement and accountability system to show how it delivers on its own promises. On the other hand, one should not forget that the UIAA can provide a large portion of value by offering a global community platform where everyone can share and be part of the exciting worldwide „climbing and mountaineering family“. In developing UIAA’s value proposition, we should not underestimate this huge emotional potential in a field where UIAA can be truly unique.

7.3. Value overview broken down by major stakeholders

We would also like to refer to the attached „Brand Wheel“ document where a summary of the UIAA’s value proposition is shown.

Figure 6 summarizes the benefits of major stakeholders

Stakeholder	Value provided
Member federations (small/medium/large)	<ul style="list-style-type: none"> ❖ Know-how transfer & sharing via commissions ❖ Worldwide climbing & mountaineering network ❖ Experience sharing ❖ Personal relationship network ❖ Training certificates & programmes ❖ Advocacy support ❖ Research & advice (e.g. medical) ❖ Community feeling
Climbing & mountaineering Community	<ul style="list-style-type: none"> ❖ Safety through: gear testing & labeling, training, medial advice: „for climbers by climbers“ ❖ Targeted training ❖ Community feeling
Gear Manufacturers & re-sellers	<ul style="list-style-type: none"> ❖ Safe products through gear testing: „for climbers by climbers“ ❖ Marketing/sales „support“ with strong Safety Label (indirect)

7.4. Broad internal value dialogue: the UIAA way of listening

The SWG recommends conducting a broad dialogue with member federations and other key stakeholders on how their organization should deliver on its brand promise. This dialogue shall not just rely on conventional surveys, but also integrate stakeholders in an ongoing exchange of value. Starting point of this process shall be the UIAA General Assembly 2018. This dialogue shall build the core of every following General Assembly.

8. The UIAA and its organisation

8.1. Current situation

The last attempt to reform UIAA's structures and organisation was started in 2004/2005 with an assigned work group making specific recommendations. According to the former members of this group nothing had been realized since then. In the aftermath of these reform discussions, parts of competition sports (Sports Climbing, Ski Mountaineering) left the UIAA forming their independent organizations. One can argue that this outcome did not strengthen the community.

Today, the UIAA is largely perceived as a rather inefficient, formal, bureaucratic, over-regulated organization focusing too much on internal politics than on creating real value for its stakeholders. Discussion with a series of representatives, mainly commission presidents and members, have shown a sluggish and hierarchical structure hindering decisions to be taken at the appropriate level and time. This situation is not only damaging the UIAA's ability to achieve results and provide benefit. It is also de-motivating volunteers and professional staff who are expected to deliver services and solutions.

8.2. Need for structural change

The situation as described above calls for a significant structural change aimed at clarifying roles, tasks, responsibilities and competencies through the entire UIAA organisation structure. This change should increase decision speed and quality at different levels. It shall mainly be achieved by a systematic delegation of decision power from „top to bottom“.

A proposal for a more efficient and stakeholder needs-oriented structure elaborated by a member of the Executive Board leads to the idea to create a modular organisation based on the specific needs of the individual member federations. According to this idea, members would only pay for services they chose zu use. A minimal central framework of a few umbrella functions would act on behalf of all these specific service units. Although it recognised benefits from this lean organisation, the SWG rejected this model because of its inherent danger of jeopardizing the joint idea of a universal climbers and mountaineers platform and of giving up the UIAA's synergy potential.

8.3. The levels of UIAA's organizational structure

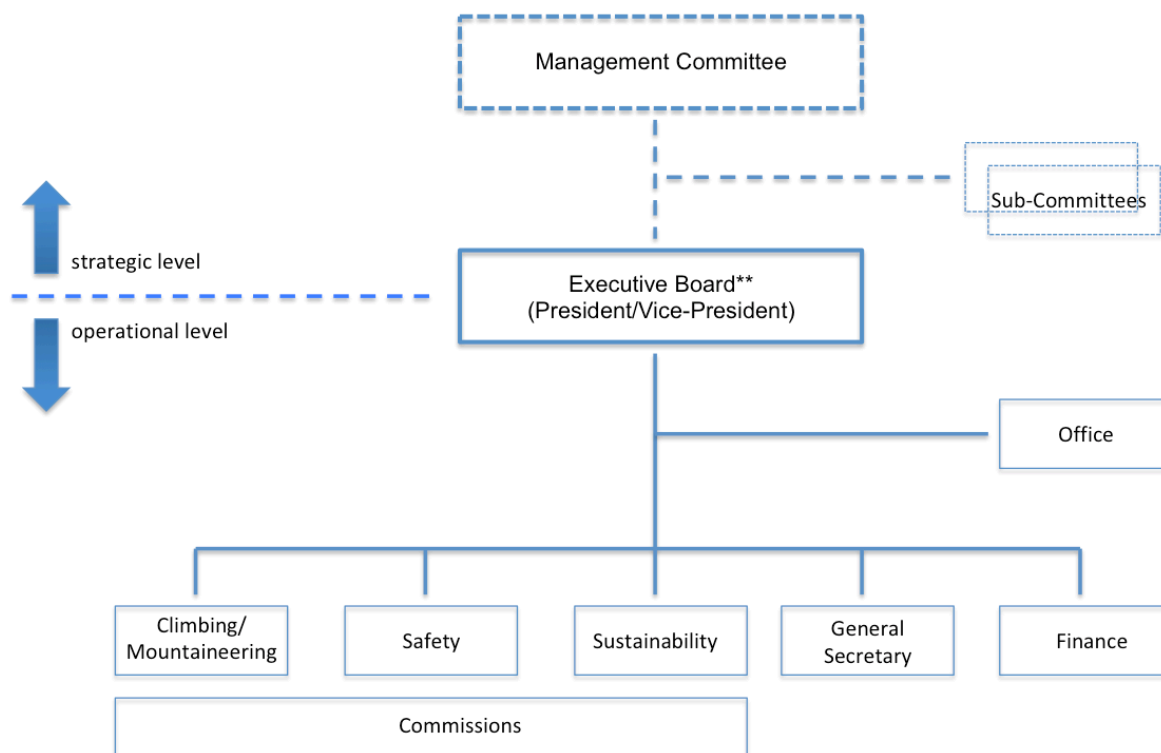
The following brief description clarifies the role sharing inside the UIAA's organization structure. Based on this, AoAs and derived regulations shall be revised once the organizational principles and the basic structure have been approved by the General Assembly.

Figure 7 defines the roles of the different UIAA bodies

Body	Role	Comment
General Assembly	Supreme and legislative body	The GA should be the annual community sharing & dialogue platform providing high value to participants
Management Committee	Strategic and oversight body.	A new name is needed!
	New sub-committees: - Audit (financial management) - Governance & nomination (recruitment senior functions)	Proposal: Strategy Committee
Executive Board	Leading the execution of the UIAA strategy	Shall be organizationally separated from the MC because of Governance aspects
Commissions	Service providers and innovators	
Office	Professional support and coordination entity	

8.4. The new UIAA organizational structure

Figure 8 shows the clear distinction of strategic and operational levels



**number can be enlarged by additional functions

8.5. Summary of structural/organizational proposals

The SWG proposes the following structural/organizational changes:

1. Systematic delegation of decision power from top to bottom.
2. Management Committee shall focus on strategic issues/decisions. Two (strategic) sub-committees shall be formed: the Audit Committee and the Governance/Nomination Committee. The Management Committee shall be re-named. Continental/Member representation shall be untouched.
3. The Executive Board shall be separated from the MC for reasons of good governance. The EB focuses on the interface between strategy and execution. The EB members representing a specific area of activity shall have a defined field of independent decision power.
4. The Commissions shall gain more flexibility and speed in providing services and making decision (details see below section 9). They shall report to their Department Head (Executive Board member) directly (details see section 8.6. below).
5. The UIAA office shall receive more decision autonomy at an operational level.

8.6. The organization of the Executive Board

Figure 9 shows the tasks of the different Executive Board members

Function	Tasks	Allocated commissions/groups
President	- Chair of GA, MC, EB - External representation	--
Vice-President**	- Deputy of President	--
General Secretary	- Good governance - Legal - Membership matters	- Legal Expert Working Group - Collaboration: Governance & Nomination Committee
Head of Finance	- Planning & reporting - Treasury	- Auditors - Collaboration: Audit Committee
Head, Climbing & Mountaineering Department	- Training - Free Access - Rock climbing festivals - Young climbers's programme - Competition sports	- Mountaineering Commission - Ice Climbing Commission - Anti-Doping Commission - Youth Commission - ISF
Head, Safety Department	- Technical Safety label(s) - Medical activities	- Safety Commission - Medical Commission
Head, Sustainability Department	- Mountain Conservation	- Mountain Protection Commission

**in combination with another EB function

9. Commissions

9.1. Current situation

The UIAA commissions should be considered as the core service providers and innovators. Today, this is only the case in part and commissions are too much self-referenced and the value they should provide for their major stakeholders is not entirely clear. Furthermore, commissions are not integrated into a systematic and structured reporting and planning process. Quality of commission membership as well as leadership need to be improved.

9.2. Areas of improvement

Commissions are core for the UIAA representing its accumulated climbing and mountaineering expertise. If commissions shall fulfil their role as the core service providers and innovators, the following principles followed by specific measures have to be respected:

- ❖ Quality increase: Ensure leadership skills, talent selection, recruitment criteria & incentives for commission presidents & members
- ❖ Management education & training for commission presidents
- ❖ Smaller commissions with few core/full members, expenses paid by UIAA
- ❖ Clear tasks, goals, accountability & competencies
- ❖ Structured reporting & planning process
- ❖ Better structured cross-commission work & communications**
- ❖ Electronic data base & collaboration platform**
- ❖ More funding for commission projects**
- ❖ Delegation of decision power & autonomous operation mode**
- ❖ More efficient administrative & organizational support**
- ❖ Quicker support & decision making**

**according to a survey with commissions conducted in May 2018, most commissions claim more autonomy in decision making and how to run a commission. It is significant that most commissions want to select and elect their commission members themselves.

9.3. Commission organization in the strategic context

9.3.1. Preferred option

This exhibit shows the new commission organization proposed by the SWG:

- ❖ Mountaineering Commission: re-named Climbing & Mountaineering Commission
- ❖ Access Commission integrated into Climbing & Mountaineering Commission (see below 9.2.2.)

Figure 10 defines strategic core fields with allocated projects and commissions

Strategic field	Content	Strategic projects/tasks	Commissions assigned
Climbing & Mountaineering	<ul style="list-style-type: none"> ❖ Development of Climbing & Mountaineering, recreational & competitive ❖ Free access to mountain & climbing ranges ❖ Youth 	<ul style="list-style-type: none"> ❖ Training standards & programs ❖ Climbing Festivals & Events ❖ Mountaineers' ethics (manifesto) ❖ Mountain culture ❖ Global access advocacy ❖ Competitions ❖ Young climbers' program 	Climbing & Mountaineering (ex Mountaineering, Access) Ice Climbing Sky Running (via ISF) Youth
Safe climbing & mountaineering	<ul style="list-style-type: none"> ❖ Mountaineering & climbing gear safety ❖ Medical expertise 	<ul style="list-style-type: none"> ❖ Gear testing ❖ Safety label ❖ Medical research & advice ❖ Courses & diploma ❖ Documentation & publication 	Safety Medical
Mountain Protection	<ul style="list-style-type: none"> ❖ Conservation of mountain nature ❖ Mountaineers' ethics 	<ul style="list-style-type: none"> ❖ Global advocacy programs ❖ Knowledge sharing ❖ Documentation & publication ❖ Education & advice ❖ MP Award 	Mountain Protection

9.3.2. Other evaluated options

The SWG discussed and evaluated the following other potential options:

- ❖ Integration of Access Commission into Mountain Protection Commission. This option has been dropped because access issues are typically isolated cases while mountain protection encompasses universal values that are represented in long-term oriented projects.
- ❖ Access Commission stays independent. This option has been dropped because access issues are mostly related to climbing and mountaineering aspects and should therefore treated in this broader context. Furthermore, there is already an Access Working Group within the existing Mountaineering Commission that fulfils this role for legal cases. By integrating Access into Climbing & Mountaineering we can reduce co-ordination complexity.

9.4. Commissions' future tasks & goals

The SWG proposes the following new commission landscape based on section 9.3.1. above.

Figure 11 shows future commissions and their main tasks/goals

Commission	Tasks/Goals
Climbing & Mountaineering (ex Mountaineering, Access)	<ul style="list-style-type: none"> ❖ Develop & promote recreational climbing & mountaineering ❖ Promote & advocate for free access to climbing & mountain ranges ❖ Develop & promote training standards & programmes ❖ Provide training label („Red Label“) ❖ Promote ethical standards (Climbers' Manifesto) ❖ Publish documentations/provide advice
Safety	<ul style="list-style-type: none"> ❖ Develop , promote & market technical standards for climbing & mountaineering gear ❖ Promote Safety Label („Blue Label“) ❖ Publish documentations & provide advice
Mountain Protection	<ul style="list-style-type: none"> ❖ Develop & promote best practice for cultural & environmentally responsible behaviour ❖ Advocate for environmental & sustainable behaviour in the mountains ❖ Provide research, documentation & publications ❖ Provide education & advice in the field ❖ Develop & promote awards & programmes ❖ Advocate for mountain protection at global policy platforms ❖ Provide eco label („Green Label“)
Youth	<ul style="list-style-type: none"> ❖ Develop & promote young climbers' programmes ❖ Provide educational services & advice
Medical	<ul style="list-style-type: none"> ❖ Provide research, documentation & advice ❖ Promote courses & diploma
Ice climbing	<ul style="list-style-type: none"> ❖ Govern ice climbing competitions
Anti-Doping	<ul style="list-style-type: none"> ❖ Govern anti-doping in competition sports, incl Sky Running

10. Strategic & Operational processes

Efficiency and decision quality on all levels depend not only from content but at a large portion from defined planning and reporting processes. At UIAA, there are only rudimentary approaches in this field. The SWG thinks it being important that process quality should be improved. Therefore, a project under the leadership of an Executive Board member should be established.

The SWG proposes the following framework:

10.1. Strategic Planning

- ❖ Planning period: 3 years
- ❖ Approval: General Assembly
- ❖ Process owner: EB, Vice-President or Treasurer
- ❖ Mandatory framework for all UIAA bodies

10.2. Operational Planning

- ❖ Planning period: 1 year
- ❖ Approval: Management Committee (Board of Directors)
- ❖ Process owner: EB, Vice-President or Treasurer

10.3. Planning process cornerstones (Example for Business Year 2020)

- ❖ Spring 2019: Commissions & EB Division Heads Review & Projects/Budget planning
- ❖ May/June 2019: EB consolidates planning
- ❖ Summer 2019: plan adaptations if necessary (commissions & EB)
- ❖ October 2019: Presentation & approval at MC (BoD)
- ❖ October 2019: Presentation (information) at GA

11. Next Steps

The SWG believes that many of the proposed changes need a broader discussion inside the UIAA, especially with Management Committee, commission members and member federations before final decisions are taken. Some of these decisions will lead to changes in the Articles of Association and derived regulations. Although change processes will be slower by involving a broad internal audience, the SWG believes that this will be beneficial for the quality and sustainability of the decisions.

Therefore, the Strategy Review shall be the core of the discussions at the coming meetings of the Management Committee, the commission presidents and the General Assembly in October 2018 in Mongolia. The Executive Board will elaborate a detailed programme with several „themed“ breakout sessions dealing with items discussed in this report. Final decisions will then be elaborated on the basis of this broad stakeholder dialogue and proposed to the bodies concerned in 2019.