



***IBU* PRESIDENTS' MEETING**

GOVERNANCE

12.09.2021 - Munich, GER

01 WHY GOVERNANCE

02 IBU ACTION PLAN

03 NF GOVERNANCE

04 NEXT STEPS

AGENDA

CHAPTER 01

WHY GOVERNANCE?



WHY WORK ON GOVERNANCE?



Biathlon report outlines corrupt conduct, favors for Russia

What Is the Role of Sport in Society?

NEWS

15 Sentenced To Jail In Football Match-Fixing Scandal



Published 1 month ago on March 19, 2021
By Stickboy BKK

Qatar denies U.S allegations of World Cup bribes

Weightlifting: Federation plagued by decades of corruption, says investigation

 **Dilhara Lokuhettige gets eight-year ban for corruption**
ESPNcricinfo staff 1 day ago



Cricket Corruption: Bitcoin transaction is new phenomenon, says ICC Integrity head

We are up for the challenge in the coming days now that a new method of corruption has emerged, says ICC ACU General Manager Alex Marshall

THE BIATHLON FAMILY

WHY WORK ON GOVERNANCE?



VISION

WE ARE THE GLOBAL BIATHLON FAMILY, A SUSTAINABLE AND INNOVATIVE SPORT WITH INTEGRITY

MISSION

THE IBU EMPOWERS THE BIATHLON FAMILY TO DEVELOP AND GROW THE SPORT

OVERALL OBJECTIVES 2030

- GROW BIATHLON BY DOUBLING THE TOTAL NUMBER OF ATHLETES, WITH FOCUS ON THE YOUTH
- ENSURE THAT THE INTEREST AND COMMERCIAL VALUE OF BIATHLON GROW - DOUBLE THE INCOME FOR THE IBU
- REDUCE THE SPORT'S CARBON FOOTPRINT BY 50% AND BECOME CLIMATE NEUTRAL

STRATEGIC AREAS

IMPROVING
OUR
FEDERATIONS

ENHANCING
OUR EVENTS

EXTENDING
OUR REACH

UPGRADING
OUR
GOVERNANCE

INNOVATING
OUR FUTURE

UNDERLYING PRINCIPLES

INTEGRITY

GOVERNANCE

SUSTAINABILITY

TARGET26

OUR STRATEGY FOR **FOCUSING,**
HITTING AND **MOVING** - TOGETHER



**EMPOWERING
OUR
FEDERATIONS**

**ENHANCING
OUR
EVENTS**

**EXTENDING
OUR
REACH**

**UPGRADING
OUR
GOVERNANCE**

**INNOVATING
OUR
FUTURE**

THREE "UPGRADING OUR GOVERNANCE" OBJECTIVES

1. Strengthen IBU governing principles and regulations
2. Expand the involvement of biathlon in international and national sporting affairs
3. Increase engagement of all stakeholders in IBU decision-making

CHAPTER 02

IBU ACTION PLAN



TOTAL 46 GOALS FOR 2022

7 Goals Complete  9 Goals Not Yet Started 
30 Goals Ongoing  0 Goal Delayed 

TARGET 26 PROGRESS

AS OF JUNE 2021

1.1 Empowering our federations - IBU Academy

- Clarify structure, mission, objectives of the IBU Academy, set up organization
- Develop Biathlon Academy programs and initiatives
- Establish a certification program for coaches and other NF roles



2.1 Enhancing our events - Event Standards

- Review level of need for IBU support & resources for OCs
- Increase knowledge-exchange among OCs across functions
- Develop clear criteria for event allocation, with year-on-year measurement and improvement



3.1 Extending our reach - Digital Ecosystem

- Establish an innovative digital and social media strategy
- Renew IBU website, including event sites & partner opps
- Develop an IBU mobile app
- Review athlete activities across all touchpoints* (3.3)
- Analyze and test potential of e-Biathlon and gamification* (3.3)



4.1 Upgrading our governance -Principles

- Establish and operationalize the new IBU Constitution
- Review status of gender equality, design and provide gender equality tools and programs for NFs
- Establish and operationalize the Biathlon Integrity Unit



5.1 Innovating our future - Street Biathlon

- Conduct a feasibility study for street biathlon and develop an event strategy with venues, rules and regulations
- Review existing procedures regarding shooting and event safety, to include new, innovative ideas in 'street biathlon'
- Establish and implement international street biathlon events in urban environments



1.2 Empowering our federations - NF Support

- Conduct a full review of the current IBU financial support system
- Develop a new distribution system, focusing on strong, sustainable impact, with follow-up
- Explore additional funding opportunities from 3rd parties



2.2 Enhancing our events - Fan Experience

- Analyze current fan experience at IBU events, liaising with IBU fan groups
- Attract and engage more young people in events
- Implement a fan support system for areas such as accommodation, ticketing and transport.



3.2 Extending our reach - Showcase Biathlon

- Establish a strategy for global biathlon coverage*
- Expand coverage to traditional & new markets both on TV & online together with media partner* (split in 2)



4.2 Upgrading our governance - International Involvement

- Monitor opportunities for Biathlon Family leaders in international roles
- Develop a support framework for the Biathlon Family to gain positions within top sporting bodies
- Analyze hosting opportunities for cross-sport events



5.2 Innovating our future - Digital World

- Analyze the potential of new technology to enhance the performance of athletes and coaches
- Establish a clear strategy to build institutional capacities to monitor, understand and act on technological trends that can better promote the sport



1.3 Empowering our federations - Youth Participation

- Conduct a full analysis into existing youth competition formats
- Enhance efforts to promote the sport to young people
- Establish a database of youth participation
- Establish a strategy for regional IBU events* (3.2)
- Host regular intl IBU events outside traditional venues* (3.2)



2.3 Enhancing our events - Athlete Experience

- Integrate Athletes' Committee in calendar planning / review
- Assess current athlete experience and work with OCs to raise standards
- Implement a strict enforcement of the smoking ban at the venue, with designated smoking areas



3.3 Extending our reach - International Promotion

- Develop a international sponsorship framework with marketing partner
- Work with existing fan groups to establish new groups worldwide



4.3 Upgrading our governance - Stakeholder Involvement

- Establish an action plan for increasing transparency of decision-making processes
- Increase stakeholder input in IBU decision-making
- Launch joint projects for IBU leadership and stakeholders on specific issues




5.3 Innovating our future - Sustainability

- Review all areas to be improved from a sustainability viewpoint
- Establish initiatives to decrease the footprint of IBU events
- Identify opportunities to promote sustainability within biathlon and international sport .



IBU GOVERNANCE ACTION PLAN

In the 3rd Governance Review of AIOWF Members in September 2020,
IBU scored 121 points out of a maximum 200



**33 %
IMPROVEMENT
OVER 2018**

BUT WE CAN DO EVEN BETTER!

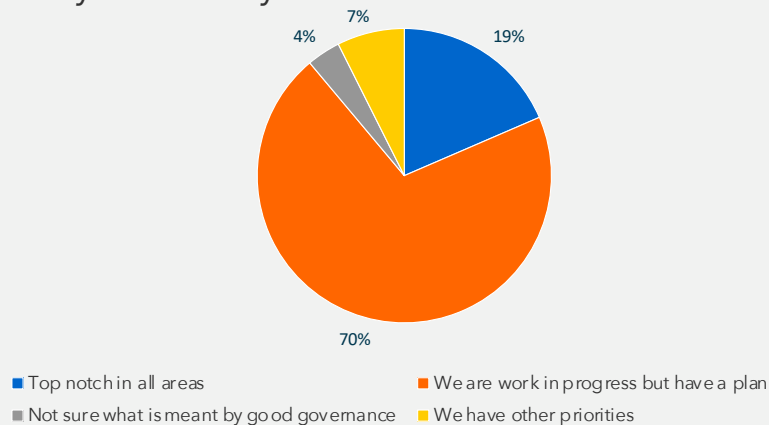
CHAPTER 03

NF GOVERNANCE

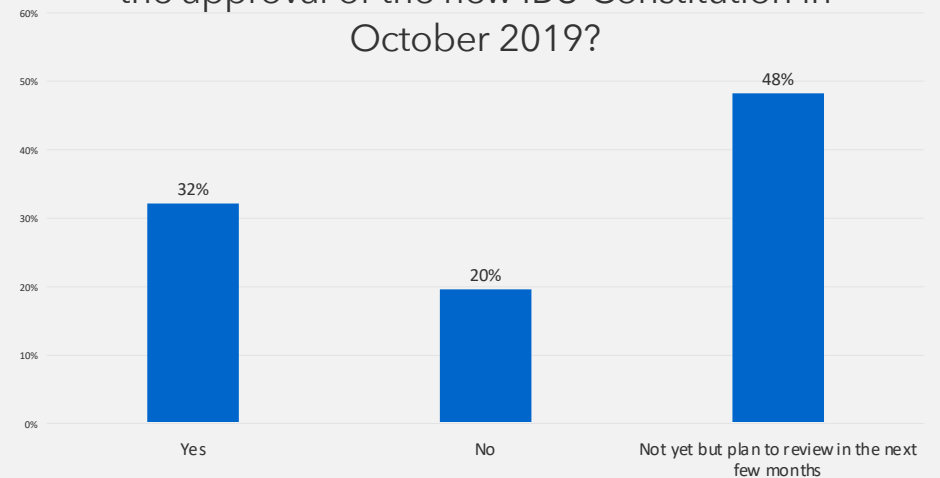


RECALLING YOUR FEEDBACK FROM JUNE 2020

In terms of good governance, how would you assess your own NF at the moment?



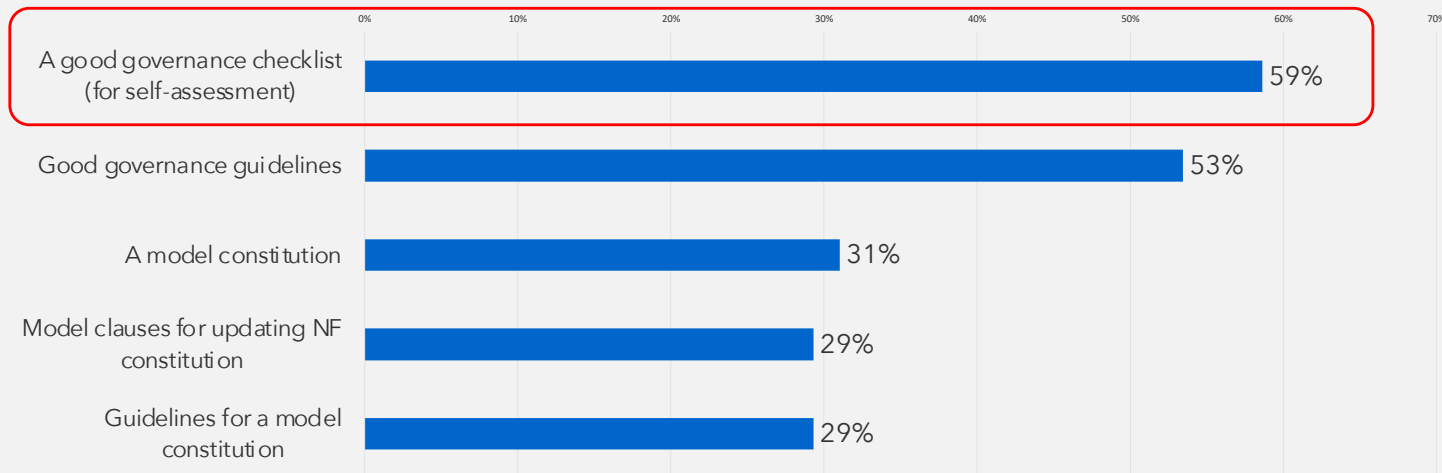
Have you reviewed your NF constitution after the approval of the new IBU Constitution in October 2019?



NEXT STEPS: NF GOVERNANCE

NF GOVERNANCE TOOLKIT, PART 1

Requested contents of a Good Governance Toolkit




CHAPTER 04

NEXT STEPS



NEXT STEPS: NF SELF ASSESSMENT

- Transparency
- Democracy
- Integrity
- Checks and Balances
- Social Responsibility

 IBU Good Governance Self Assessment					
Dimension	Principle	Description	Tier	Scale 0-4	Comments
Transparency	1	The NF publishes its statutes / constitution.	1		
Transparency	2	The NF publishes its bye-laws, internal regulations including disciplinary and sport rules / regulations on its website.	1		
Transparency	3	The NF publishes the agenda and minutes of its General Assembly on its website.	1		
Transparency	4	The NF publishes its board decisions in timely manner on its website.	1		
Transparency	5	The NF publishes a national event calendar on its website.	1		
Transparency	6	The NF publishes the eligibility criteria and composition of its national teams on its websites.	1		
Transparency	7	The NF publishes an annual activity report, including financial statements, on its website.	1		
Transparency	8	NF publishes its organisational structure and chart on its website.	2		
Transparency	9	NF publishes its vision, mission, values and a multi-year strategic plan with objectives (if available) on its website.	2		
Transparency	10	The NF publishes contact details for and biographical information as well as scope of responsibilities for its board members on its website.	2		
Transparency	11	The NF publishes detailed information about its members on its website.	2		
Transparency	12	The NF publishes regulations and reports on the remuneration, including compensation and bonuses, of the individual members of its board and management on its website.	3		
			Total	0	(max 48) 0%
Dimension	Principle	Description	Tier	Scale 0-4	Comments
Democracy	13	The majority (except independent board members) of the NFs board members and the president are democratically appointed and reappointed according to written procedures (including the option for secret ballot).	1		
Democracy	14	The NF makes public all open positions for elections and non-staff positions, including the process for candidates and the details of roles, job descriptions, application deadlines and assessment.	1		
Democracy	15	The NF establishes a quorum (a minimum number of required attendees) in its statutes or internal regulations for the board and the General Assembly.	1		
Democracy	16	The NF's General Assembly represents all affiliated members and meets at least once a year.	1		
Democracy	17	The NF defines in its statutes those circumstances in which members are able to convene an Extraordinary General Assembly.	1		
Democracy	18	The board meets regularly in accordance with the formally agreed operating mode and frequency of meetings.	1		
Democracy	19	The NF defines in its statutes those circumstances in which a person is ineligible to serve as a member of the board.	1		
Democracy	20	The NF takes steps to achieve a diverse and balanced composition of its board and senior management, including the implementation of a gender equality policy requiring more balanced representation.	2		
Democracy	21	The NF has established term limits (years per term and a maximum number of terms).	2		
Democracy	22	The NF ensures the participation of athletes in its bodies, including the board, committees and working groups.	2		
Democracy	23	The NF has a nomination committee.	3		
Democracy	24	The NF ensures the participation of referees or other technical officials in its policy processes.	3		
Democracy	25	The NF ensures the participation of its clubs in its policy processes.	3		
			Total	0	(max 52) 0%

NEXT STEPS: NF SELF ASSESSMENT

TIMELINE

- Self-Assessment Tool distribution week of 13 September 2021
- Self-Assessment shared with IBU by 31 October 2021
- Virtual feedback & workshops in November 2021



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