



**IBU**

**BEST PRACTICES  
SHARING WEBINAR  
– SUSTAINABILITY,  
DEVELOPMENT PROJECTS,  
PARA BIATHLON**

**MONDAY, 30 MARCH 2026  
14.00 CET**



# HOUSEKEEPING



**MUTE YOUR MICROPHONES DURING THE SPEAKER'S PRESENTATIONS**



**SHARE YOUR QUESTIONS WITH US USING THE Q&A FUNCTION OR RAISE YOUR HAND DURING THE Q&A TIME**

WELCOME

NF DEVELOPMENT PROJECTS

**01** VEGAR ROLFSRUD, NOR

**02** LILYA BUDZULYAK, UKR

**03** ROK TRSAN, SLO

**04** CARLOS LANNES, ESP

**05** TIM BURKE, USA

**06** AIVAR NIGOL, EST

**07** JAYNE NETHERCOTT, GBR

# AGENDA

***01 NF NOR***



***Vegar Rolfsrud, Head of grassroots and recruitment***

# ***POPULARISATION OF BIATHLON AMONG KIDS***



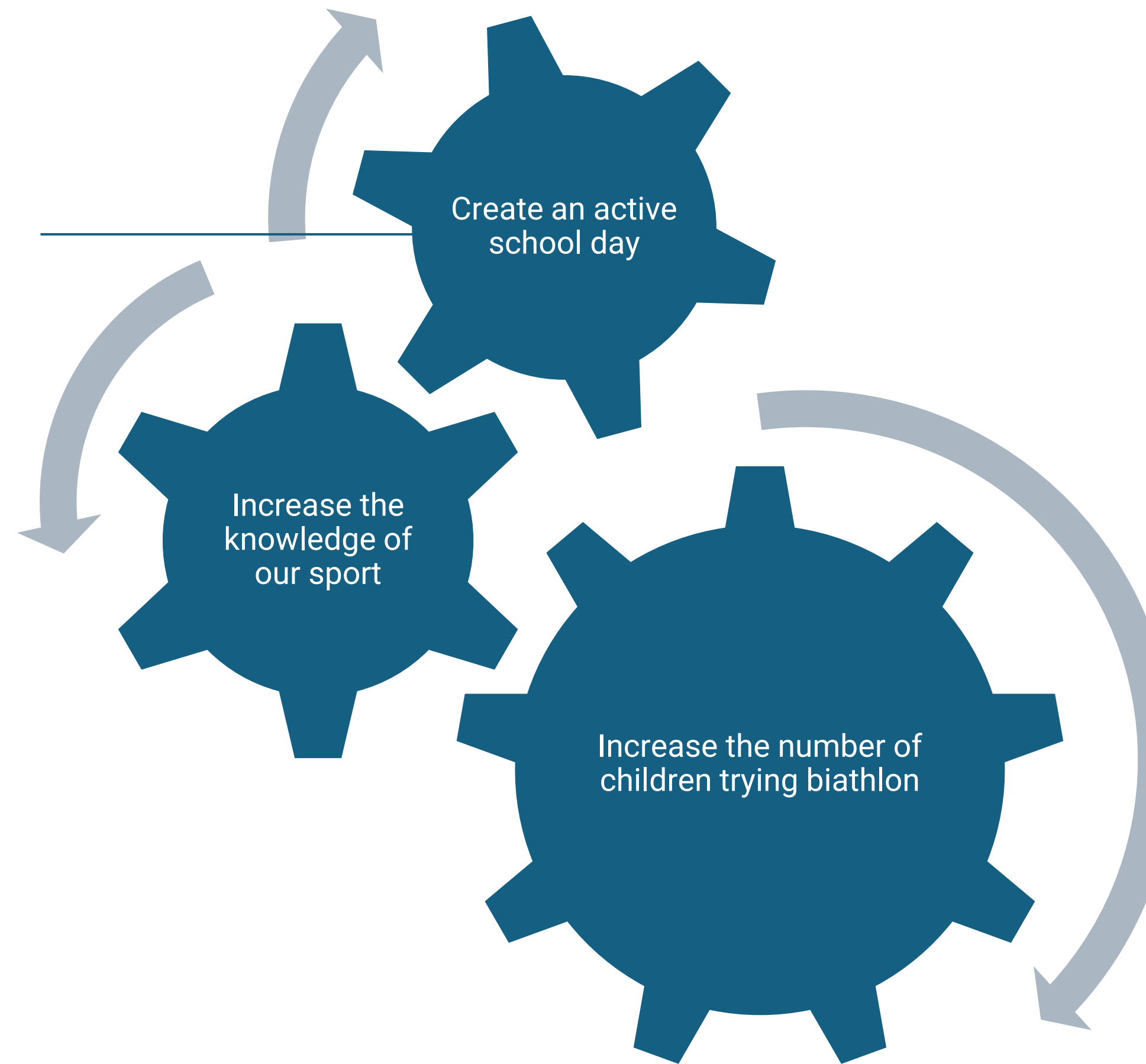
**NORGES  
SKISKYTTER  
FORBUND**

# Targeted School Recruitment Project

This project was designed to explore new ways of engaging children in our sport.



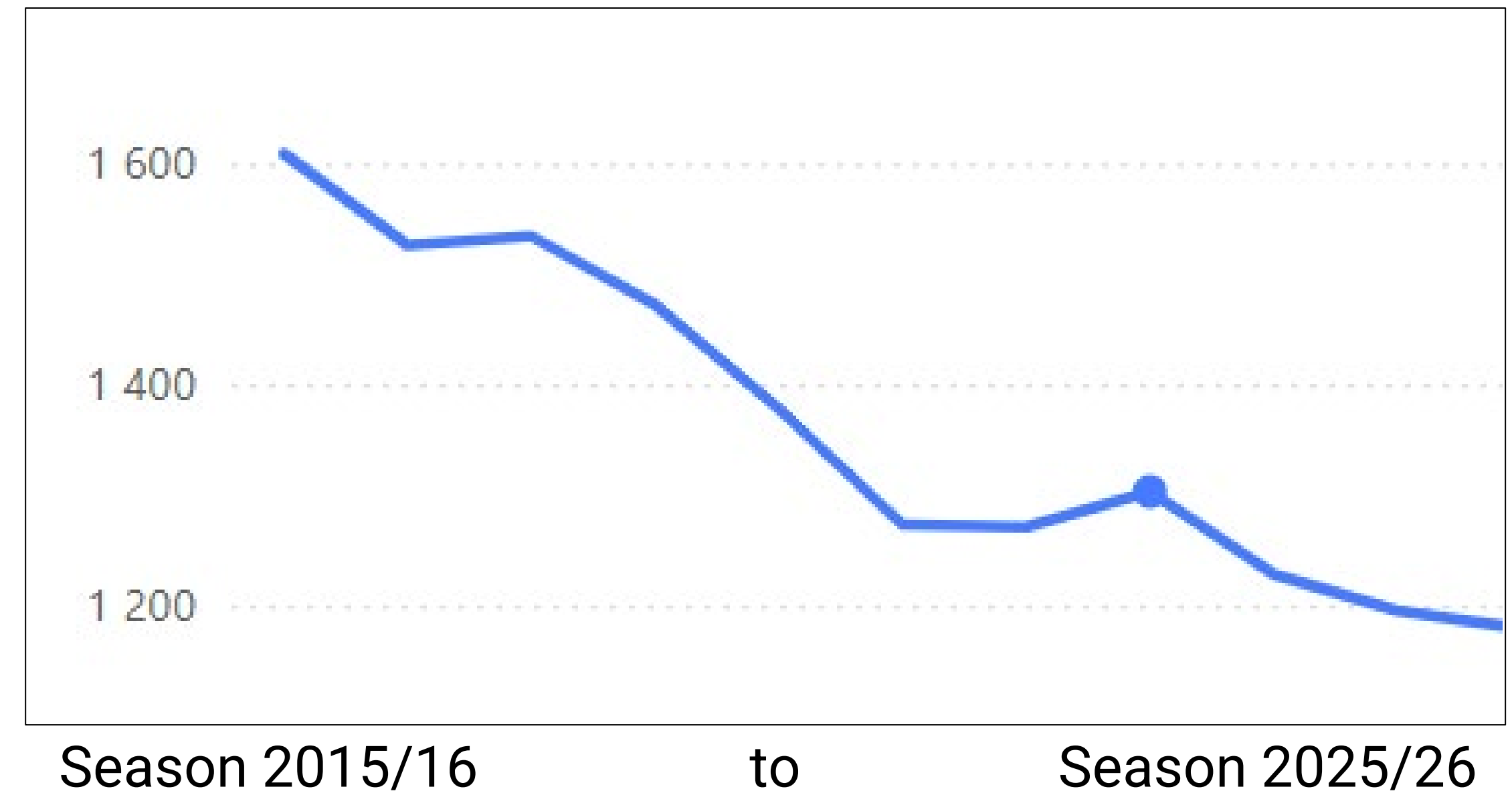
# Project Goals



# Insights and analysis

- Number of licensed athletes
- Club readiness
  - Venue – number of targets
  - Coaches
  - Equipment - including rifles

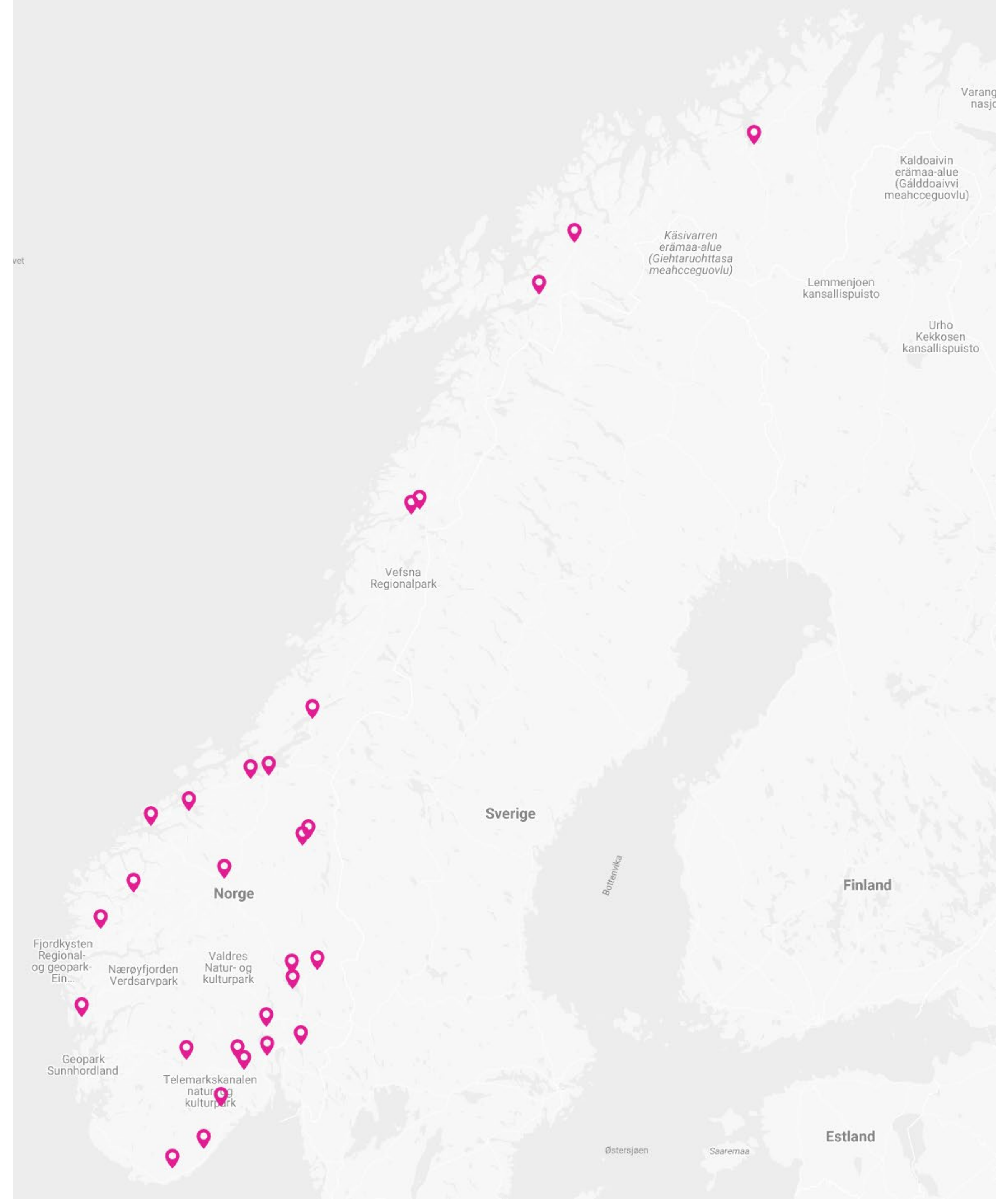
Number of licensed athletes 13 years and older pr season



# Key priorities

We are The **Norwegian** Biathlon Association meaning that we want to reach out to all of Norway

- 1) Visit all 15 biathlon regions in Norway
- 2) Prioritise locations based on population
- 3) Focus on clubs with declining participation in recent years
- 4) Take action early to retain key persons and maintain activity



# What we do

- We create a fun activity, combined with laser shooting
- 45 minutes per class
- 6 classes per school day
- Short info and some safety first, then most activity for the children





# Contribution from NF NOR

- 3-4 instructors from NF NOR
- Laser weapons
- Other equipment to make a fun activity
- Support our clubs by promoting the sport on their behalf during the school day

# Marketing of our sport

- 2 last minutes of the activity, we use to promote the upcoming biathlon school for the local biathlon club
- We hand out a paper to each kid, so they can go home and enter the registration the same day.
- Our experience is to have the biathlon school inside a week after the school visit.

bāma

## BAMA Skiskytterskole

Arrangør: MjøsSki

Dato: 05.06.2026 Kl: 18:00 Pris: Gratis!

Sted: Veldre sag

For mer informasjon og påmelding til BAMA Skiskytterskole, skann QR-koden eller gå til [skiskytterskolen.no](http://skiskytterskolen.no)



NORGES  
SKISKYTTER  
FORBUND



# Out put season 2025-26

- 43 school visited
- Helped 30 biathlon clubs
- Reached 3906 kids

Next step to be a biathlete:

- 290 of 700 kids at «biathlon school» is from this project.

[www.skiskytterskolen.no](http://www.skiskytterskolen.no)







**NORGES  
SKISKYTTER  
FORBUND**

***02 NF UKR***

***Lilya Budzulyak, Sport manager***

***BIATHLON 4 ALL***



# PROJECT PROGRESS & DEVELOPMENT

BIATHLON  
4 ALL



# Our Starting Point

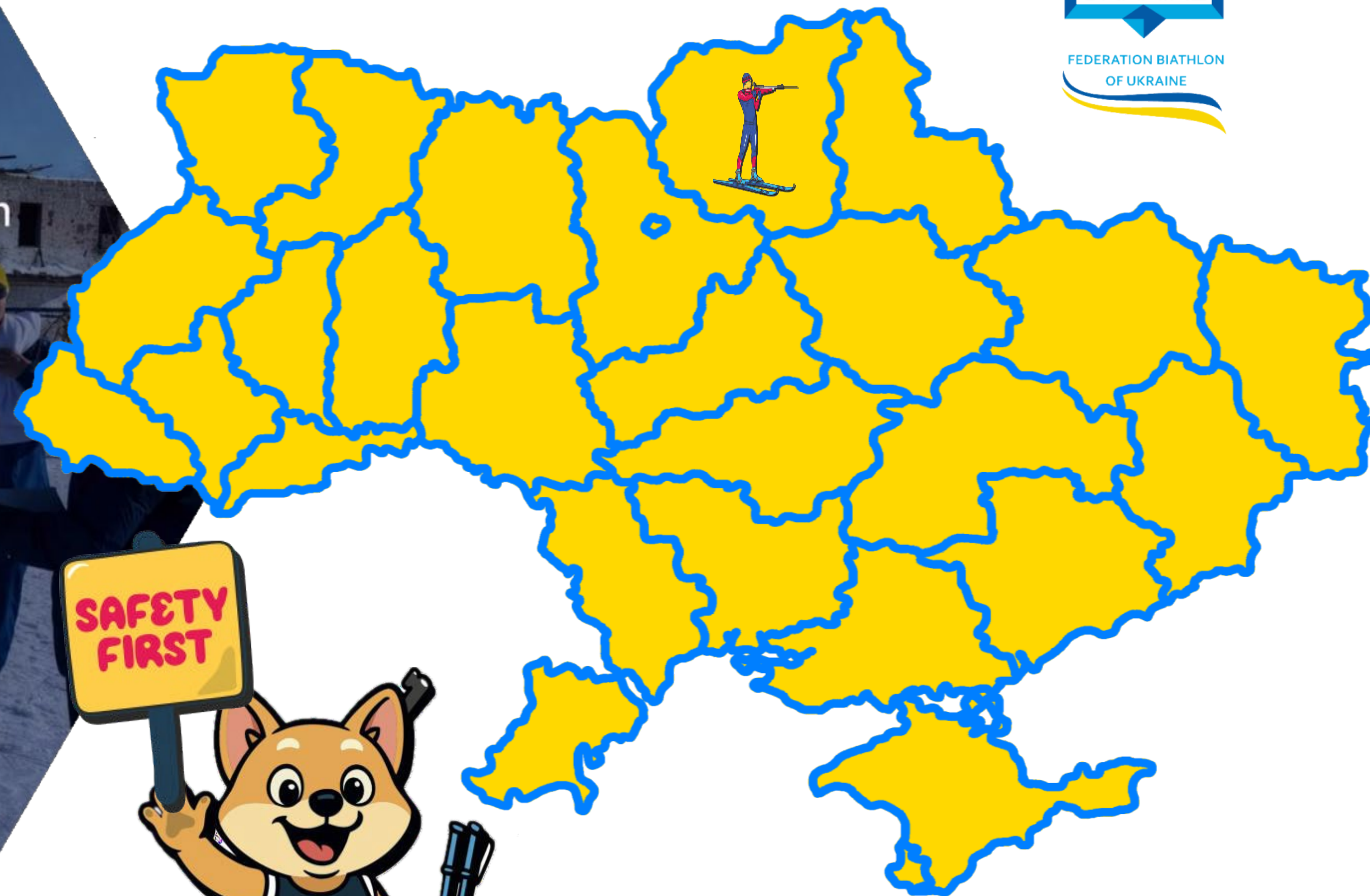
City of Chernihiv

Special Sport Schools of Olympic Preparation  
for young athletes

2023/24 season

**10 EcoAims** rifles

Our goal was to preserve  
our sports school  
and keep a team of **30 athletes**  
training



**SAFETY  
FIRST**



# What We Have Now

## Kyiv and Kyiv region

more than **10** general education institutions  
involved

## Volyn region

the biggest regional Sports Lyceum

## Ivano-Frankivsk region

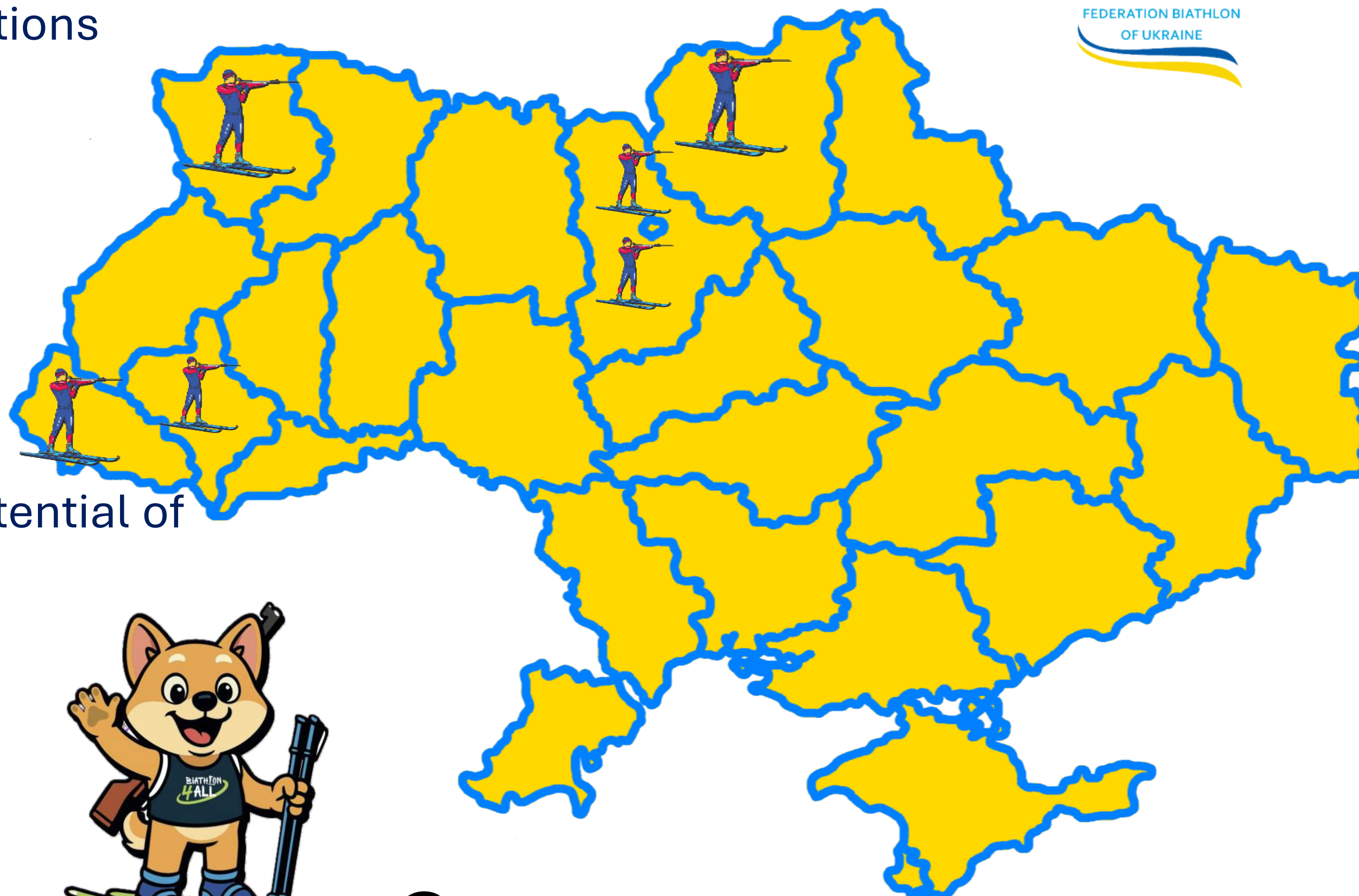
**Bukovel Biathlon Stadium**

and three surrounding communities with potential of

**5** regional schools

## Zakarpattia region

**3** regional schools



FEDERATION BIATHLON  
OF UKRAINE

**6 REGIONS!!**

# EVENT FORMATS & ACTIVITIES

## OUTDOOR ACTIVITIES

- \* In winter, we organize **ski sprint races and relays**
- \* In summer, we conduct **cross-country biathlon events**



## INDOOR ACTIVITIES

- 🏠 **Master classes** introducing what biathlon is
- 🕒 **Demonstrations of biathlete equipment and clothing**
- 👤 **Fun biathlon lessons** with modern laser rifles
- 🎯 **Standing & prone shooting**



- ✔ **Relay competitions and training challenges for children**
- ✔ **Shooting practice with modern laser biathlon rifles**
- 👤 **Inclusive & rehabilitative events for children undergoing recovery**

# Our Philosophy

## Everyone can do biathlon!

- ✔ It's fun
- ✔ It's safe
- ✔ It's eco-friendly
- ✔ It's active
- ✔ It's good for your health
- ✔ It's not scary

Bring your friends and family

HAPPY  
AND  
HEALTHY



# CREATING SPORTS SPACES IN SCHOOLS

Through the **Biathlon4All** initiative, we are creating modern sports spaces in schools and educational institutions where children can get acquainted with biathlon in a safe and accessible format.

## ✓ Key Program Elements

- creation of sports zones for biathlon lessons in schools
- use of **modern laser biathlon rifles** for children
- integration of sports into the educational environment

## ✓ Educational Component

- initial training for beginners
- informational **materials** for children and parents
- support for **physical education teachers** and coaches

## ✓ Grassroots Sport

- organization of local sporting events
- engaging children in regular physical activity
- promotion of a healthy lifestyle



**HAVE  
FUN**

# PARTICIPANTS



AWESOME!



# OUR RESULTS

 **680**  
children  
involved

 **40** coaches  
involved

 **Kyiv**  
• **250** children  
5 coaches

 **Volyn Region**  
• **100** children  
2 coaches

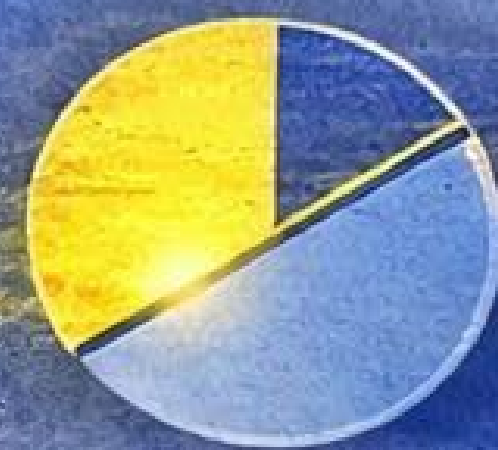
 **Zakarpattia**  
• **50** children  
3 coaches

 **Chernihiv**  
• **130** children  
**25** referees and coaches

 **Volyn Region**  
• **100** children  
3 coaches

 **Ivano-Frankivsk Region**  
• **50** children  
3 coaches

 **2** new coaches had joined the team  
without prior biathlon experience



**45%** of our coaches  
are women



**KEEP CALM  
AND  
PRACTICE  
BIATHLON**



# SUPPORT & CONTRIBUTION



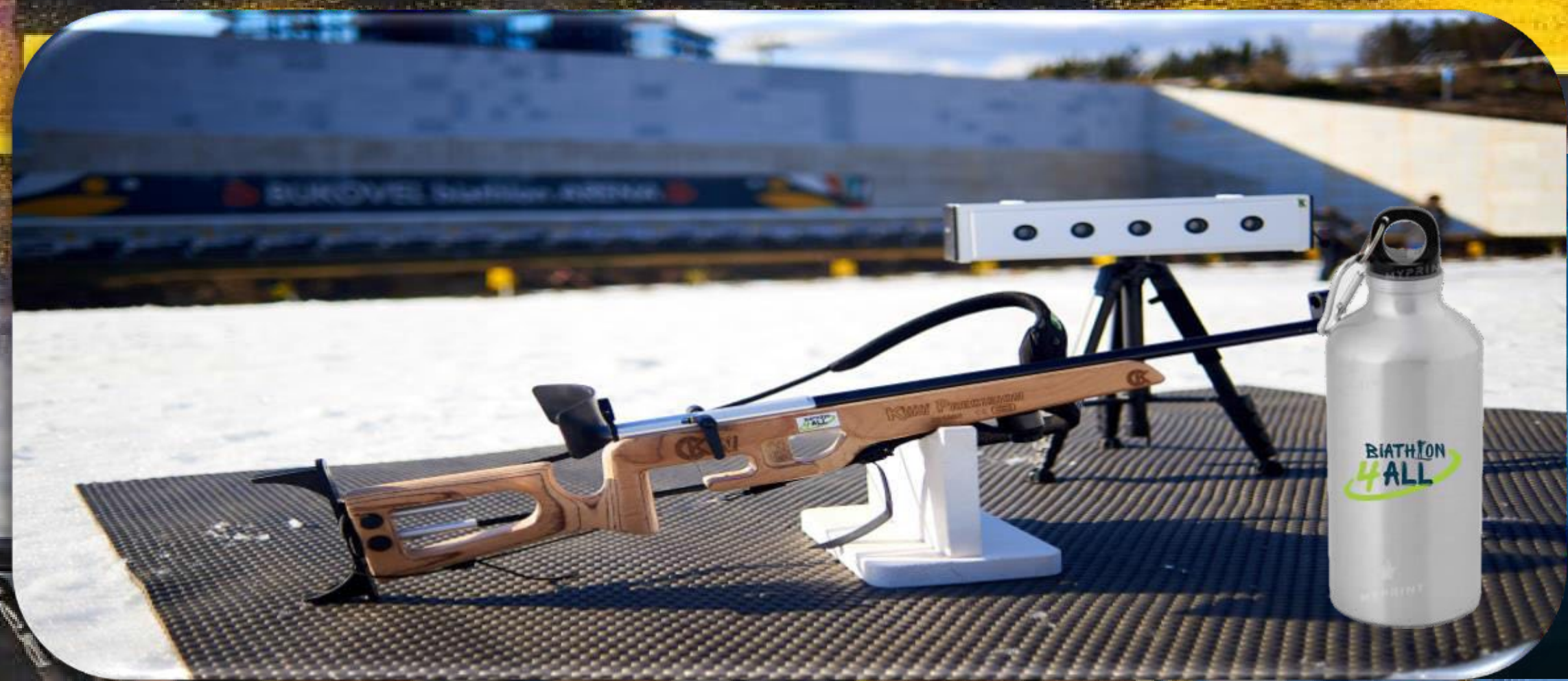
## Equipment (Rifles)

- Season 2023/2024 – **10 rifles**
- Season 2025/2026 – **12 rifles**

**Total: 22 rifles**

## Program Support

- ✓ Photographer services
- ✓ Creation of high-quality video content
- ✓ Social media publications
- ✓ Production of promotional materials:
  - banners
  - posters
  - flags (white)
  - diplomas
  - start numbers (bibs)



# WHAT WE PROVIDE



## ✔ Human resources:

Coaches, officials, physical education teacher training.

## ✔ Production of award medals and prizes

## ✔ Logistics

## ✔ Accommodation during events and seminars

## ✔ Local federations provide:

- Venue rental
- Sound and timing systems
- Meals for participants





**Thank you for your attention!**

Together, we are bringing biathlon to all across Ukraine



***03 NF SLO***

***Rok Trsan***

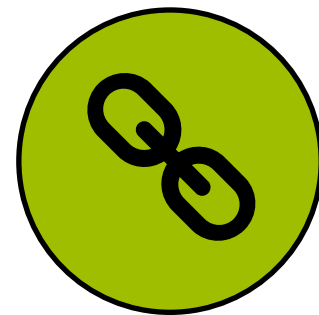
***ATHLETES' INVOLVEMENT AFTER  
SPORT CAREER PROJECTS***



## COACH – NF SLO – Rok Tršan



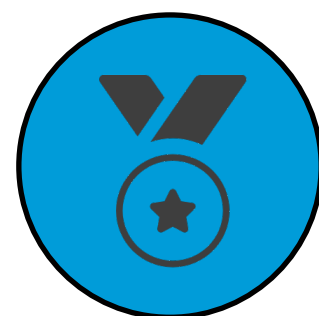
Finished his degree as tourism manager alongside coaching



Combined coaching, education, and the completion of a university degree



Always wanted to become a coach & gained experience coaching youth athletes



Matched the federation's needs with the athlete's experience to take over the women's youth team

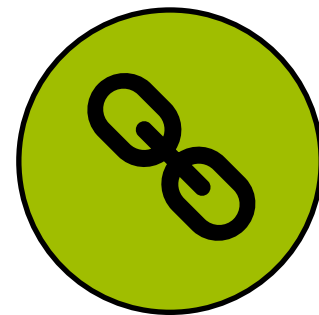
*"The project has given me the chance to use my experience from competing while developing as a coach. It means a lot to stay connected to biathlon in another way. Specifically, I knew I had full support in transitioning into a coaching career and that I could develop both as a coach and as a person"*

**Rok Trsan**

## **COACH – NF SWE – Oskar Brandt**



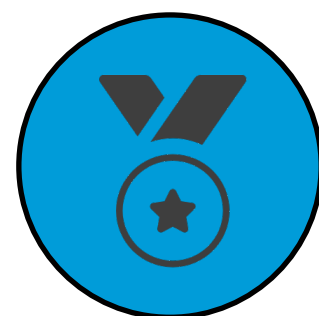
University degree in Building Engineering,  
IBU Academy Coach Education



Combined coaching & further developing  
his coaching career/identity



Took the offer to work as a university coach  
in Sweden

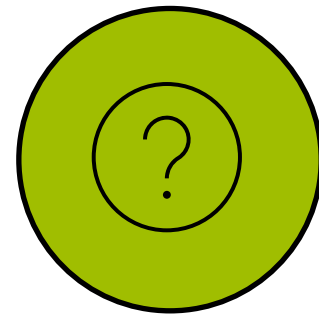


Matched the federation's needs with taking  
over the coaching position & supporting  
athletes in their development

*"If you love biathlon and want to work in the  
"biathlon family" I would 100% recommend anyone  
to go through with the Athletes Involvement  
Project. It's such a nice opportunity to get help for  
you starting your coaching career or your life after  
your elite career if you want to stay in biathlon."*

**Oskar Brandt**

## **CASE STUDIES – More Options**



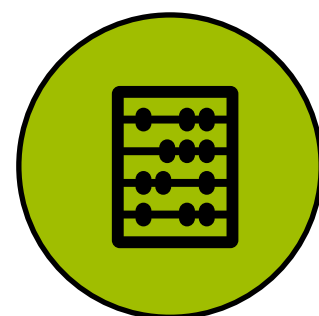
Check needs in your NF



Which skills fit your needs – how can you include them in your NF



Post Olympics: Transitions



Check your strategy – how to combine projects



***04 NF ESP***



***Carlos Lannes, Head of Spanish Biathlon***

***NF PARTNERSHIPS***

# IBU Partnership Program Spain

Real Federación Española Deportes de Invierno  
(RFEDI)

# Introduction

- ❑ RFEDI participates in the IBU Partnership Program to strengthen biathlon development in Spain.
- ❑ There are three key international collaborations.
- ❑ Each federation has contributed to a different phase of the program's growth.

# IBU Partnership Program

The Federation engaged with 3 National Federations:

- RFEDI + SLOSKI
- RFEDI + Cesky Biatlon
- RFEDI + FISU





# SLOSKI (Slovenia)

## The beginning of the program

- ❑ First international collaboration.
- ❑ Essential support to launch the biathlon program.
- ❑ Contributions:
  - ✓ Initial organization.
  - ✓ First technical and operational steps.
  - ✓ Structuring of the national project.



# Česki-Biatlon (Czech Republic)

## Technical & Scientific Improvement

- ❑ Second phase of development.
- ❑ Focus on technical optimization of athletes.
- ❑ Contributions:
  - ✓ Detailed technical evaluation.
  - ✓ Laboratory testing.
  - ✓ Biomechanical studies.
  - ✓ Improvement of shooting and skiing technique and shooting fundamentals.



# FISI (Italy)

## Competition Performance Improvement

- ❑ Phase focused on competitive performance.
- ❑ Contributions:
  - ✓ Direct support in international competitions.
  - ✓ Performance strategies.
  - ✓ Integration into high-level competitive environments.

# Overall Impact

- ❑ Progressive and structured development of Spanish National biathlon movement.
- ❑ Phase-based model:
  - ✓ Start and structure – Slovenia.
  - ✓ Science and technique – Czech Republic.
  - ✓ Competitive performance – Italy.
- ❑ Consolidation of biathlon as a strategic discipline.

# Conclusions

- The three collaborations have been essential for the progress of biathlon in Spain.
  - Progressive and structure development;
  - Science-based development of athlete's programs;
  - Competitive performance as a target.
- The IBU Partnership Program has enabled sustainable, technical, and competitive growth.
- RFEDI continues to strengthen its international presence.

***05 NF USA***



***Tim Burke, Director of Athlete Development***

***NF PARTNERSHIPS***



# Raising the Level Together

Collaboration Between the U.S. and Canadian Biathlon Teams

# Partnership Objectives

## Learn from each other's strengths

- Example: Canada's World-class range times

## Increase training competition

- Small athlete pool in North America

## Avoid the national team bubble

- With little international opportunities for our athletes during the training season, it's easy to become complacent.

## Keep athletes motivated and engaged

- Training with the same few athletes all season can become stale!



# Partnership Highlights

## Joint Camps

- Soldier Hollow, Utah: October 2024 (18 of athletes)
- Ostersund, Sweden: Pre YJWCH 2025 (32 athletes)
- Soldier Hollow, Utah: October 2025 (21 athletes)
- Arber, Germany: Pre YJWCH 2026 (32 athletes)

## Joint range sessions

- Focusing on bringing athletes out of their comfort zone and shooting speed

Combined intensity workouts, head-to-head intervals, race simulation sessions, time trials

## Coach collaboration

- Exchanging drills, session structures, and ideas



# Outcomes & Challenges

## Benefits

- Stronger daily training competition
- U.S. athletes exposed to faster range procedures
- Coach learning and knowledge exchange
- Athletes building relationships and friendships, making future collaboration smoother and training more engaging

## Challenges

- Harder to collaborate closer to race periods as training becomes more athlete specific
- Logistics of having over 30 athletes on a range

## Going Forward

- Absolutely something we hope to build on in the future!

***06 NF EST***



***Aivar Nigol, OC President***

***Sustainability***



# BIATHLON OTEPÄÄ

## A Sustainable Sports Experience

*Aivar Nigol, OC President*  
*Ena Poltimäe, Sustainability Coordinator*



# ISO 20121 CERTIFICATION JOURNEY

Towards a full sustainability management system for event planning, delivery, and post-event learning.

IBU recommendation  
for 2027 World Championships

Certification partner:  
Bureau Veritas Eesti

## Full event lifecycle scope

The certificate is being built to cover all phases required for 2027 preparations.

### Plan



Policy, goals, procedures,  
stakeholder preparation

### Deliver



On-site monitoring during  
event operations

### Review



Post-event evaluation, data,  
feedback, improvement

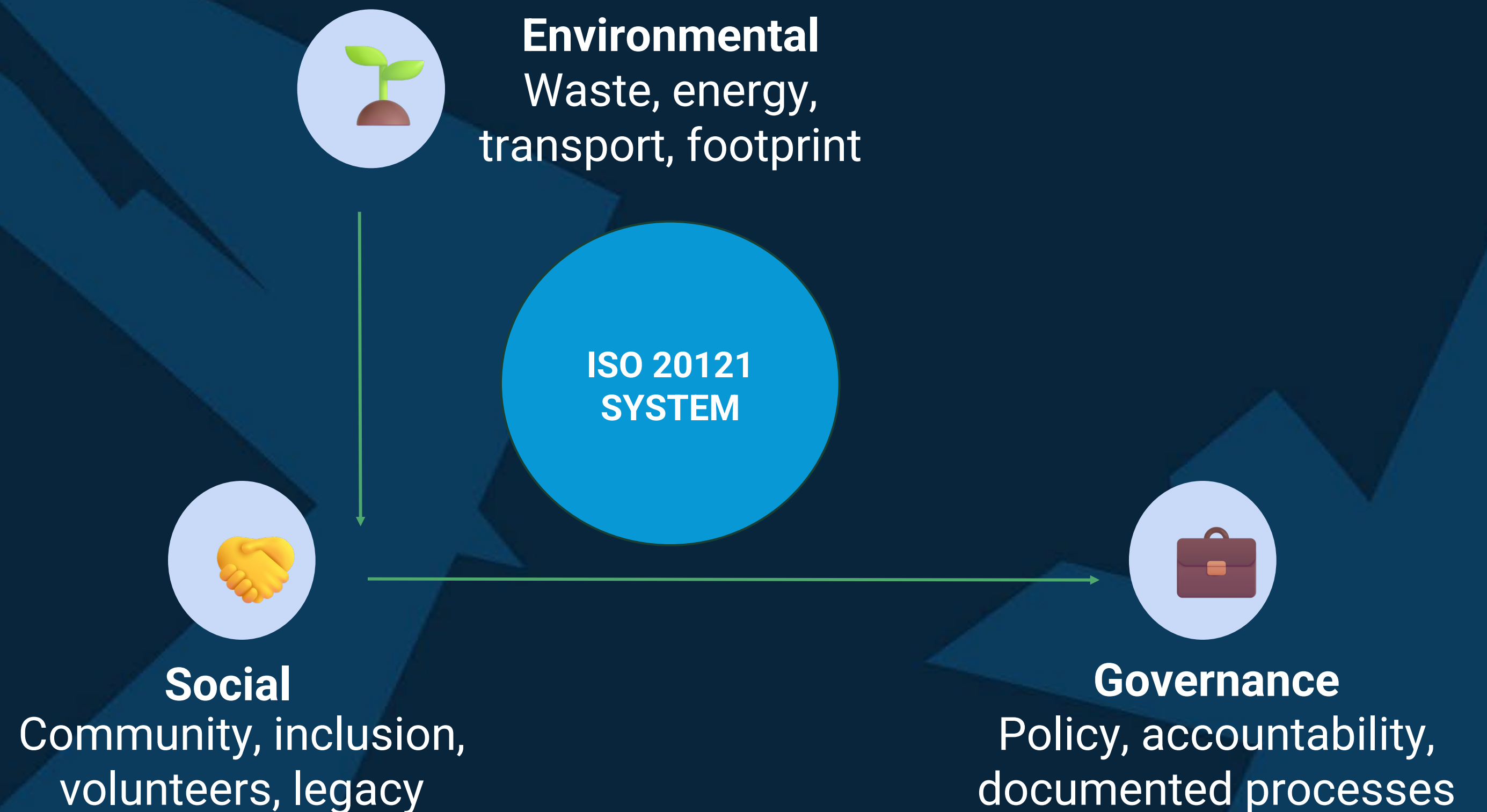
# FROM ENVIRONMENTAL FOCUS TO FULL ESG THINKING

ISO 20121 helps events move from single-topic environmental actions to a balanced management system that also covers people and governance.

## What changes with ISO 20121?

A sustainability system becomes part of everyday event management instead of a separate environmental checklist.

- Environmental impact is planned and monitored.
- Social value and legacy are considered for communities, volunteers, and spectators.
- Governance creates clear responsibilities, documentation, and decision-making.



# AUDIT ROADMAP ACROSS THE EVENT LIFECYCLE

The agreement signed in December covers planning, live delivery, and post-event follow-up so the entire event cycle can be certified.

## Phase 1 - Planning

Completed

- Scope and readiness assessed
- Preparatory activities and documentation reviewed
- Stage approved for certification progression

## Phase 2 - Event delivery

Completed

- On-site monitoring during the event
- 2 waste-management non-conformities found
- Corrective actions were implemented and accepted

## Phase 3 - Post-event

In progress

- Performance review against objectives and metrics
- Partner interviews, data collection, and management decisions
- Final report and certificate issuance after auditor review

December contract 🙌 whole event cycle covered

Final certificate after post-production audit report

# HOW THE MANAGEMENT SYSTEM WAS BUILT

The planning stage focused on structuring sustainability as a working management system rather than as isolated actions.



## Policy & direction

- Updated sustainability policy
- Defined key impacts and material topics
- Set goals, tasks, and action plans



## Processes & documents

- Documented procedures and work instructions
- Created a sustainability handbook
- Centralized files in a shared Drive structure



## People & capability

- Trained staff and volunteers
- Improved awareness of sustainability goals
- Engaged relevant stakeholder groups



## Monitoring & improvement

- Indicators, surveys, and feedback collection
- Internal audit and management review
- Corrective actions and system updates

*Outcome 👉 stronger organization-wide understanding of sustainability and a system that can be updated with new versions, legal requirements, and improved processes.*

# RESULTS, MONITORING AND VISIBLE EXAMPLES

The system now supports measurable performance, management review, and practical sustainability actions seen by participants and partners.

## Performance and assurance:

- Internal audit work is underway.
- Indicators are collected to measure and monitor defined sustainability performance.
- Environmental footprint measurement supports evidence-based decisions.
- Periodic management review in April drives further system improvement.

## Practical examples already visible:



### Social value

Kids activities, youth involvement, spectator experience, and legacy thinking.



### Communication

Sustainability clips and materials that improve awareness.



### Transport

Spectator transport solutions, including connections from Tartu.



### Energy solutions

Examples such as pellet boiler use and battery-based solutions.

# SOCIAL VALUE

*Kids activities, youth involvement, spectator experience, and legacy thinking.*



# COMMUNICATION

*Sustainability clips and materials that improve awareness.*



*Aspire to print less*



*Aspire to share the ride*



*Aspire to reuse and recycle*

# ***BMW IBU WORLD CUP SUSTAINABILITY AFTERMOVIE***



# THANK YOU

*See you in Otepää for the LaVita IBU World Championships in  
February 2027!*

***07 NF GBR***



***Jayne Nethercott, Paralympic Director***

# ***IDENTIFICATION AND TRAINING OF PARA ATHLETES***

**SKI • SHOOT • BELIEVE**



**British Biathlon Union**

**Paralympic Development  
Project 25-26**

**PROJECT 30**

# Project Overview

The British Biathlon Union (BBU) has delivered a year long project with the ambition of **building capacity, growing national activity, and strengthening international performance in Para Biathlon**. This project marks **Year -1** of BBU's 2030 Strategy, representing a transformational foundation for the next high-performance cycle and a renewed commitment to excellence, equity, and sustainability within the sport.

## Project Objectives & Delivery Plan

### 1. Expanding National Activities & Talent Identification

- Delivery of a series of Talent ID Days across England and Scotland: We worked with disability charities, military charities and our National Federation to deliver the days and events
- We launched a targeted campaign during the Milan-Cortina Olympic & Paralympic window to capitalise on sport visibility and inspire new talent to engage.
- We optimised opportunities for athletes with identified talent to be able to train smarter; we delivered an on-snow training camp for a select group of 6 athletes

### 2. Promoting Inclusion, Equality, Sustainability, and Good Governance

- Ensuring a gender-balanced and diverse talent pool and staff recruitment - 40% of staff delivering the sessions were female, and we saw between 30-40% females across the sessions
- Delivering all programming with a low-carbon footprint approach, in alignment with IBU's sustainability goals (i.e. use of public transport)

### 3. Establishing a Performance-Ready Pathway

- Developing the framework and resourcing model for a sustainable Para Biathlon performance pathway.
- Building partnerships with stakeholders across UK sport to ensure long-term viability and integration into elite sport structures.
- Creating a unified pathway alongside Olympic biathlon, maximising shared infrastructure while preserving the unique needs of Para athletes.

### 4. Building Capacity Across the System

- Facilitating crossover roles from Olympic biathlon staff to ensure technical consistency and best practice transfer.
- Re-engaged retired Para Biathletes (Steve Arnold) into coaching, mentoring, and talent support roles, preserving institutional knowledge and promoting athlete retention within the sport

# Project Outcomes

1. **Increasing the number of para-athletes** - this programme of delivery enabled us to deliver sessions to over 150 disabled individuals
2. Identify **talented para-athletes for national and international competitions** - through this process (with another 3 sessions to be delivered in April/ May), we have identified 4-6 athletes for progression onto our performance pathway; they will undergo confirmation this summer
3. Increase **quality of training camps** for para-athletes - engaging retired athletes in our coaching pathway has helped to improve quality of training camps. We have achieved the delivery of an on-snow training camp with identified athletes and the transition from GBS to BBU in programme governance has enabled a stronger pathway build
4. We have created the **underpinning strategy** to support talent ID and development for Great Britain
5. We have created **synergies with Olympic Biathlon and Olympic Cross Country** to further support athlete and programme development; for a small, non-snow nation, this is key!

# Challenges & Learnings

## Project Challenges:

- **Promotion of biathlon, particularly in a non-snow nation.** Ensuring we reached the right groups of people was key. We combined objectives with our Biathlon For All ambition to ensure we weren't closing down opportunities to classifiable only athletes – we partnered with organisations across recreation to performance
- **We could/ should have gone bigger;** we need to maximise the first two years of a cycle, BUT doing this in a Games year was tough from a **resource** perspective, but great from a promotion perspective – we should have added in costs for additional resource to support coordination.

## Learnings:

- **Co-creating a strategy and implementation was really successful** – we aligned programme build with delivery so were able to constantly refine
- **Utilising World Class Programme staff and driving delivery from Performance Director** – buy in across full depth of programme (noting resource challenge above)
- **Align to wider IBU support** – our intention is to submit a request for inclusion for athletes and coaches on this summer development camps to further enhance athlete and coach development

## Future Challenges

- **Bridging the gap from talent ID to World Cup support:** key in small, lower funded nations; how do we do this well when our athlete cohorts are currently small.

# THANK YOU FOR TAKING PART IN TODAY'S WEBINAR!

Don't forget to submit your Development Project Applications via IBU Scope **by 12 May 2026!**

In case of questions, please contact:

Development Projects – [maiya.savolainen@ibu.at](mailto:maiya.savolainen@ibu.at)

Sustainability - [theresa.heinsinger@ibu.at](mailto:theresa.heinsinger@ibu.at)

B4A – [maxim.berdnikov@ibu.at](mailto:maxim.berdnikov@ibu.at)