



# Swiss Hang Gliding and Paragliding Association (SHPA)

## High-Performance Sport Strategy 2026 – 2030

### Versions

Version	Title	Author	Date
0.1	First draft	Bernhard Senn	5 March 2026
0.2	Revision	Christian Boppart	
0.3	Additions	Bernhard Senn	18 March 2026
0.4	Layout and details check	Bernhard Senn	25 March 2026
0.5	Adjustments in line with the Executive Board's discussion	Christian Boppart, Daniel Graf	April 2026
1.0	Executive Board resolution	Executive Board	24 June 2026

*Translated automatically using AI. The original version is in German.*



## 1. Introduction

This document, covering the period 2026–2030, serves as a guide for the further development of competitive paragliding and hang gliding in Switzerland. The aim is to optimise structures, provide targeted support for talented athletes and secure international success in the medium and long term. It is aimed at athletes, coaches, association members and partner organisations, and sets out the strategic priorities, responsibilities and measures.

## 2. Overarching Principles of the High-Performance Sport Strategy

This competitive sport strategy is based on the guidelines set out by the SHPA Executive Board, Swiss Olympic and the world governing body FAI/CIVL.

### 2.1 Guidelines from the SHPA Executive Board

The guidelines from the SHPA Executive Board comprise the 2019 Mission Statement, the 2020plus Strategy and, in particular, the Executive Board's resolutions of 18 April 2024 regarding the Organisational Development in Competitive Sport ('OELS') project.

The following objectives, measures and recommendations were identified as key priorities within the OELS project:

- Development of a shared vision and a clear system of objectives for elite sport
- Clarification of the relationship between the disciplines and the SHPA as a whole.
- Definition of the role of the discipline heads
- Clarification of the interfaces and the role of the Head of Competitive Sport
- Compiling an overview of all committees and their responsibilities
- Identifying and utilising potential synergies in administration and organisation.
- Identifying and utilising potential synergies in the sporting sector.
- Overarching coordination of communication, media relations, CI/CD and sponsorship.
- Improving the onboarding of new league members.
- Ensuring the transfer of expertise and reducing reliance on specific individuals.
- Improving documentation and creating a central data repository.
- Optimising the user-friendliness of the website.
- Strengthening the internal control system.
- Formulating leadership principles.
- Improving communication and collaboration



As part of the OELS project, the Executive Board has also decided to integrate competitive sport into the secretariat (thereby ending its direct management by the Executive Board), to create the role of Head of Competitive Sport, to separate the organisation of competitions and provide it with additional resources, to place a high priority on voluntary work, to maintain clear points of contact for each discipline, and to establish an escalation mechanism. In addition, the vision and mission (see section 3 below) and the strategic priorities (see section 5.1 below) were adopted.

## 2.2 Swiss Olympic Guidelines

We adhere to the guidelines and funding schemes of Swiss Olympic and BASPO<sup>1</sup>. Furthermore, the performance agreement of 22 January 2025 between the SHPA and Swiss Olympic serves as the basis (Appendix 1).

## 2.3 Guidelines of the FAI and the CIVL Commission

The competitive sport strategy is based on the guidelines of the international federation FAI/CIVL, and national competitions are organised and conducted in accordance with FAI/CIVL guidelines. <https://www.fai.org/page/sporting-code-section-7>

# 3. Vision & Mission

The Executive Board adopted the vision and mission on 18 April 2024. These form the core of the competitive sport strategy

## Vision

We provide targeted support to athletes in paragliding and hang gliding on their path to peak performance, with the aim of being among the very best on the international stage.

## Mission

- We create a motivating and supportive environment in which ambitious pilots can realise their full potential through targeted support and share their enthusiasm for paragliding and hang gliding.

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<sup>1</sup> [Swiss Olympic website: Support for sports federations](#)



- Through extensive networking, professional education and training, outstanding competition organisation and continuous innovation, we shape the sustainable development of paragliding and hang gliding both nationally and internationally, thereby ensuring access to the necessary human and financial resources.
- We nurture and support a vibrant community of volunteers and full-time staff who actively contribute to the success of paragliding and hang gliding.

## 4. Current situation

### 4.1. Key observations

Some fundamental observations on the current situation:

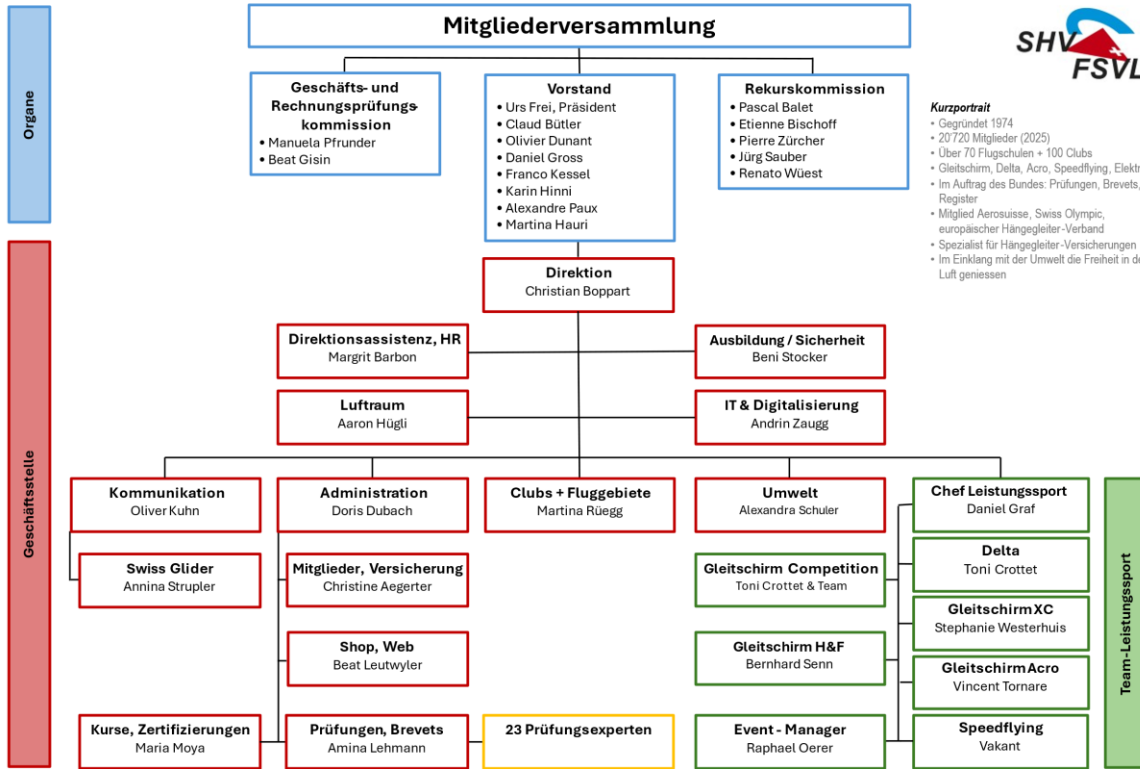
- All paragliding disciplines (Competition, H&F, Acro, XC) and hang gliding are well established within the federation.
- Disciplines are referred to as 'leagues'; each league has a manager, who usually also acts as a coach.
- The secretariat coordinates competitive sport through the Head of Competitive Sport. The Events Manager organises the national competitions.
- Tasks such as bookkeeping, scoring, tracker management, media/social media and airspace management are carried out on a voluntary basis or by part-time staff.
- The national competition formats work very well across all disciplines.
- Budgets are set out in performance agreements for each league.
- The website [www.swissleague.ch](http://www.swissleague.ch) supports membership administration, training organisation, competition operations and media coverage.

### 4.2 Organisation of High-Performance Sport

On 19 February 2025, the Executive Board made detailed decisions regarding the organisation of competitive sport.

#### Organisational chart of the SHPA

The organisational chart illustrates the organisational structure of elite sport and the organisation of elite sport itself.



**Kurzportrait**

- Gegründet 1974
- 20'720 Mitglieder (2025)
- Über 70 Flugschulen + 100 Clubs
- Gleitschirm, Delta, Acro, Speedflying, Elektro
- Im Auftrag des Bundes: Prüfungen, Brevets, Register
- Mitglied Aerosuisse, Swiss Olympic, europäischer Hängegleiter-Verband
- Spezialist für Hängegleiter-Versicherungen
- Im Einklang mit der Umwelt die Freiheit in der Luft genießen

Organisational chart, June 2026



### 4.3 Finances and staffing

The Executive Board determines the annual contributions for the leagues and the staffing levels of the parties involved.

#### Responsibilities

Discipline / Area of responsibility	Annual contribution / expenditure	Percentage of full-time equivalent
Hang gliding	51,000 CHF	20%
Paraglider Competition	125,000 CHF	110%
Paraglider Hike & Fly	50,000 CHF	30%
XC paraglider	50,000 CHF	20%
Acro paraglider	70,000 CHF	20%
Event manager	1)	80%
Head of Competitive Sport	1)	80%
Sponsorship, FAI etc.	70,000 CHF	
Swiss Championships, Swiss Cups, Sports Festival	105,000 CHF	
Total expenditure	521,000.00 CHF	360%

1) The Event Manager and the Head of High-Performance Sport do not have a separate budget. The Event Manager's expenses are funded via the league budgets. The Head of High-Performance Sport's expenses are funded via the sponsorship, FAI etc. budgets (which also include a budget for supporting further training [previously mostly funded via the secretariat's budget] and various minor expenses) and the Swiss Championships, Swiss Cups and sports celebrations.

The Executive Board has temporarily increased the contributions for Hike & Fly and XC by CHF 10,000 each for the years 2025 and 2026, setting them at CHF 50,000.

**Total income in the strategy: expenditure, income, net expenditure**



The disciplines generate income from athletes' contributions and from sponsorship. The athletes' contributions are partly retained within the disciplines' budgets and partly allocated to the SHPA's annual accounts. Total revenue in elite sport comprises the contribution from Swiss Olympic (CHF 280,000) as well as sponsorship and athletes' contributions (totalling CHF 110,000). The contribution from Swiss Olympic depends largely on the regulations governing elite sport coaches (CHF 100,000). These rules are not currently being met, but new ones will soon come into force. The future of the Swiss Olympic contribution is currently uncertain. Should there be significant changes to Swiss Olympic contributions (+/-10%), the strategy would need to be revised. Should competitive sport generate additional revenue, this would have no impact on the SHPA's contributions.

### **Net expenditure**

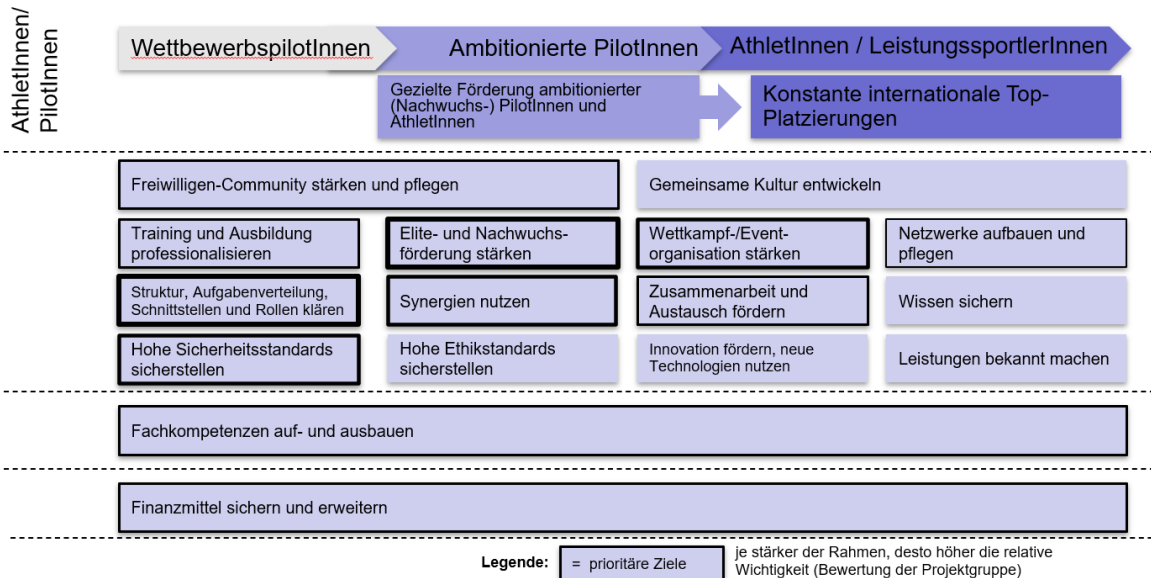
Net expenditure according to the segment accounts (see page 25 of the 2025 Annual Report) is approximately CHF 570,000.

## **5. Strategy**

The strategy is based on the overarching principles (section 2) as well as the vision and mission (section 3).

### **5.1 Strategic priorities**

The strategic priorities adopted by the Executive Board (resolution of 18 April 2024 concerning the OELS project) are hereby confirmed and apply to the detailed strategy set out below (in german).



### Summary of the priorities, listed in order of priority:

1. Clarify structure, distribution of responsibilities, interfaces and roles
2. Strengthen support for elite and young talent
3. Exploit synergies
4. Ensure high safety standards
5. Strengthen the organisation of competitions and events
6. Strengthen and nurture the volunteer community
7. Professionalising training and education
8. Building networks
9. Developing and expanding specialist skills
10. Securing and increasing funding
11. Ensuring high ethical standards
12. Developing a shared culture
13. Promoting innovation and utilising new technologies
14. Preserving knowledge
15. Publicising achievements (media relations)

## 5.2 The 5 cornerstones of the SHPA's competitive sport strategy

The 15 defined priorities are summarised under the following five cornerstones (in german).



### 5.2.1 Squad management and training

- Structured squad training across all disciplines.
- Establishing and maintaining a pool of competent coaches in all disciplines.
- Clear role descriptions
- Establishing talent and squad selection processes based on **PISTE** (Pilot Support Tool).
- Create training programmes specifically for women.
- Targeted promotion of female talent and role models.
- Ensure participation in major international events (FAI Cat. 1).

### 5.2.2 Competitions

- Organise and further develop regional and national competitions to promote all disciplines. Implement the “Swissleague” label as a competition system across all disciplines.
- Organise international competitions in Switzerland as standalone projects.
- Ensure smart and clear communication across all disciplines via various channels.
- To duly recognise, support and promote the community of volunteers involved in competitions.
- European and World Championship competitions (FAI Cat. 1) will be entered in accordance with the existing financial resources available in the competitive sport budget, as agreed by the Competitive Sport Team.

### 5.2.3 Youth development

- The promotion of young talent is based on the latest world rankings and sport-specific analyses across all disciplines.
- The ideal athlete pathways are identified and mapped out across all disciplines in accordance with **the FTEM model** (Foundation, Talent, Elite, Mastery).
- Establishment and further development of specialised development programmes for female athletes and for young athletes (U26).
- Use the “Swissleague” competition system specifically for talent identification.
- Improve and highlight collaboration and permeability between disciplines.
- Improve and further develop collaboration with clubs and associations to promote young talent (Foundation).



#### **5.2.4 Safety and Prevention**

- Safety and prevention issues are given the highest priority in squad and competition operations, in the promotion of young talent, and in training and further education.
- Advocate for safety as a top priority within international bodies.
- Consistently apply, monitor and, where necessary, adapt current safety standards.

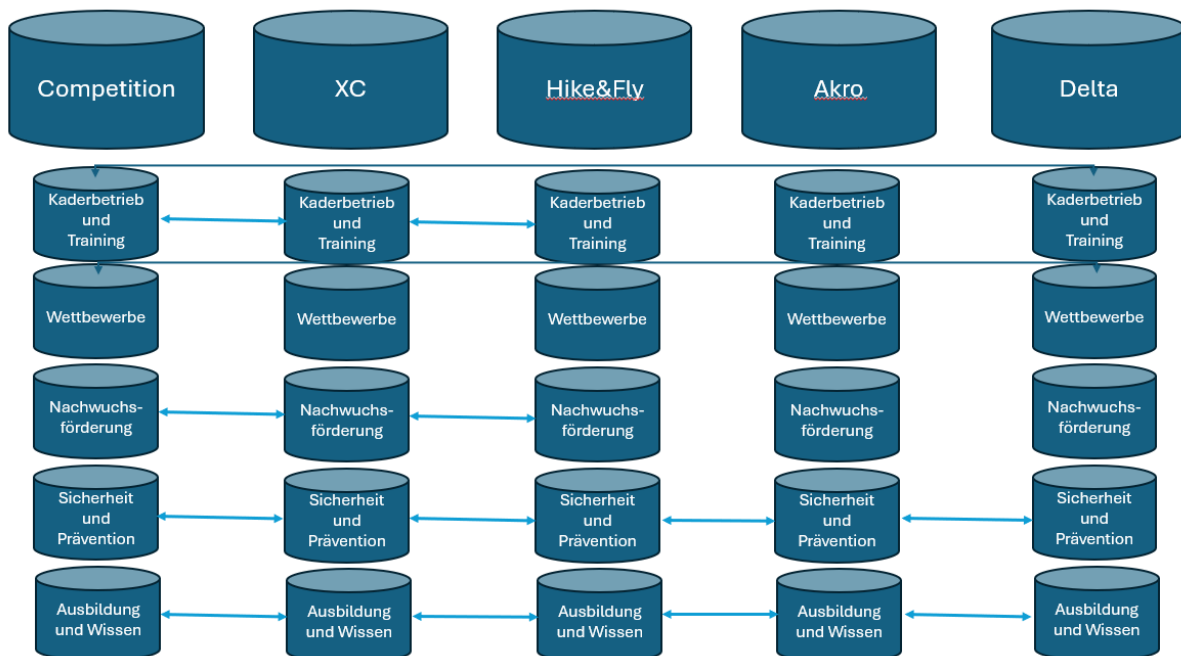
#### **5.2.5 Training and Knowledge**

- Maintain and uphold our influence within international bodies at a high level.
- Develop and establish a structured programme of training and further education for trainers and coaches.
- Monitor trends in equipment and respond appropriately.
- Optimise the terms of employment and working conditions for trainers, coaches and officials.
- Nurture and value the community of volunteers.
- Safeguard knowledge through skilful succession planning for key roles and positions

### 5.3 Harnessing synergies between disciplines

The aim is to consistently exploit cross-disciplinary synergies and avoid duplication of effort. An intensive exchange of experience between disciplines makes a significant contribution to the further development of hang gliding and to improving sporting performance. The existing **Competitive Sport Team** provides the ideal organisational framework for this.

The following diagram illustrates the obvious opportunities for exploiting synergies and collaboration (in german).



### 5.4. Organisation and resources

The current organisational structure is confirmed. See section 4.2 above.

The Executive Board is responsible for fundamental decisions regarding strategy, organisation, finances and reporting. Specifically:

- High-Performance Sport Strategy
- Financial contributions for each discipline and the financial framework for the other High-Performance Sport areas
- Staffing levels
- Performance mandates for each discipline



- Organisation at the level of the 'SHPA organisational chart'
- Approval of the annual report
- Decisions of strategic, political, fundamental organisational or other significant importance

For elite sport, medium-term stability and planning certainty are desirable; therefore, the Executive Board's decisions are now to be valid for four years. Should significant circumstances change, interim decisions may also be taken.

Within the Competitive Sport team, roles, responsibilities and tasks will be refined and clearly defined. The interfaces between disciplines, the federation and athletes will be reviewed, improved and, where necessary, submitted to the Executive Board for approval.

## 7. Specific measures

### 7.1 Conducting international performance / benchmark analyses

All disciplines are to produce their own up-to-date analysis of the global competitive landscape. Taken together, these form the basis for the competitive sport development strategy.

### 7.2 Drawing up the SHPA elite sport development concept

Following the Executive Board's approval of this competitive sport strategy, the competitive sport development concept will be drawn up in accordance with Swiss Olympic's guidelines entitled '*Competitive Sport Development Concept*'. The federation's guidelines, this competitive sport strategy, international guidelines, the guidelines issued by Swiss Olympic and BASPO, and the global performance analyses for all disciplines form the basis for the **SHPA competitive sport development concept**.

The SHPA Competitive Sport Development Plan covers the following areas:

**7.2.1 Measurable objectives for elite sport:** Setting SMART objectives across all disciplines.

**7.2.2 Athlete pathway:** FTEM and career planning

**7.2.3 Elite squads:** Squad structure and performance requirements (selection criteria) across all disciplines.

**7.2.4 Coach training concept with basic and further training:** Structured training pathways are required to meet the demands placed on qualified trainers, coaches and team leaders. The training concept outlines the possible qualifications and the corresponding training pathways. The training concept is cross-disciplinary, covering all sports, and is supplemented by necessary sport-specific training priorities.



Furthermore, as many synergies as possible between the individual disciplines should be utilised.

**7.2.5 Training and competition infrastructure:** Identification and development of ideal training venues and centres in Switzerland and across Europe. Financial resources remain a decisive factor.

**7.2.6 Sports science support and assistance:** Performance diagnostics, equipment testing and other support services assist athletes on their path to the top.

**7.2.7 Paragliding and Hang Gliding and the Armed Forces:** The aim is to explore opportunities for collaboration with the Armed Forces so that qualified athletes and squad members can benefit from favourable training conditions during basic military training (RS) and refresher courses (WK). In addition, the Army's existing sport-related funding schemes are to be made accessible to hang gliding, and the associated financial benefits are to be utilised.

## 7.3 Further measures

**7.3.1** Active and coordinated media relations within the disciplines. In particular, maintaining existing social media channels and preparing media material for print media and traditional electronic mass media.

**7.3.2** Intensify the search for potential sponsors and continue to maintain relationships with existing sponsors.

**7.3.3** Event organisation: Maintain and expand cooperation with authorities, environmental organisations and, in the area of airspace, with the Federal Office of Civil Aviation. Make use of the federation's existing structures.



## 8. Performance monitoring

The five cornerstones and key priorities of this competitive sport strategy are described in detail in the competitive sport development plan, and the following criteria are set out in a measurable and verifiable manner in accordance with the SMART framework and tailored to each discipline.

**8.1 Measurable sporting results:** FAI World and European Championships (Cat. 1) podium finishes and top-ten placings in all disciplines. Podium finishes and top-ten placings in the World Cup, XAlps and other high-profile competitions. An annual review of the results provides insight into performance trends in the individual disciplines.

**8.2 Success stories and media coverage:** Number of media reports per discipline and year, broken down by TV, radio, online articles and print.

**8.3 Athlete satisfaction:** Annual survey of squad athletes across all disciplines regarding the work of the Elite Sport team.

**8.4 Satisfaction of the SHPA Management and Executive Board:** Feedback on the work of the Competitive Sport Team provided by the Managing Director and the Executive Board during the annual review.

**8.5 Annual review and feedback from Swiss Olympic:** The annual review with Swiss Olympic provides an excellent opportunity to review the objectives, the measures taken and current developments from a critical external perspective.

**The present SHPA competitive sport strategy and the measures derived from it will be reviewed after four years to assess their success and adjusted where necessary. A review will be carried out after two years and presented to the Executive Board in a document (3–5 pages) for information.**