



INTERNATIONAL ORIENTEERING FEDERATION

STRATEGIC DIRECTIONS

INTERNATIONAL ORIENTEERING FEDERATION

2012–2018

PREFACE

The vision of the International Orienteering Federation (IOF) is that orienteering is included in the Olympic and Paralympic Games.

The goals and strategic initiatives presented in *Strategic Directions* will promote the realisation of this vision. The actions required to implement the strategy are contained in the Activity Plan and in Council and Commission Remits.

The IOF is, by its Statutes, obliged to respect and abide by the Olympic Charter and the provisions of the World Anti-Doping Code and to respect and implement the Olympic Movement's Agenda 21 on protection of the environment and sustainable development.

VISION

The vision of the IOF is that orienteering shall be a truly global sport and included in the Olympic and Paralympic Games.

VALUES

Orienteering is **at one with nature**.

Orienteering is respectful of the natural environment. It promotes environmental good practice.

Orienteering is **mentally and physically challenging**.

It advocates and supports a healthy lifestyle; an active mind and body.

Orienteering is characterised by the **spirit of adventure**.

Through the challenges of navigation, orienteering develops **self-confidence, independence and life skills**. It is a lifelong sport, enhancing the quality of life.

Orienteering is **inclusive**.

Orienteering promotes the inclusion of women and men equally from all ethnic, religious and social backgrounds.

Success by women and men is equally recognised.

Orienteering is committed to being a **drug free** sport and supports the World Anti Doping Agency (WADA) motto *play true*.

Orienteering is characterised by the spirit of **friendship** and is committed to the notion of **fair play**. It is expected that all persons taking part in an orienteering event shall behave with fairness and honesty.

Orienteering is committed to the highest standards of **governance** and **transparency** in the conduct of its business and to seek full engagement of all its members on an equal basis in its decision-making.

KEY GOALS

Our key goals to be achieved by the end of the strategy period 2012 - 2018 are that

- Orienteering shall be a truly global sport
- Orienteering shall be visible and attractive
- Orienteering shall be positioned for inclusion in the Olympic and Paralympic Games

A TRULY GLOBAL SPORT

This goal means:

- Fostering development in new countries and existing member countries
- Having effective regional working groups working to deliver defined development tasks appropriate to regional circumstances
- Being included in international multi-sport games
- Staging major IOF events regularly outside Europe
- Raising the elite standard in all regions

VISIBLE AND ATTRACTIVE

This goal means:

- Positioning World Orienteering Championships as our premium platform for promotion of orienteering
- Being attractive for external partners
- Increasing the attractiveness of orienteering to young people
- Having environmental friendly events and organisations

POSITIONED FOR OLYMPIC AND PARALYMPIC GAMES

This goal means:

- Working for heightened acknowledgment in the world sporting community
- Systematically implementing the IOC evaluation criteria for sport and disciplines
- Gaining active support from sport governing organisations, federations and public sector

To achieve the goals set for the strategy period 2012 – 2018, the need for close co-operation between the IOF and its member federations and regions is recognised.

STRATEGIC INITIATIVES

The following strategic initiatives and actions are necessary to achieve the IOF key goals

- Focus on key outcomes
- Increase the attractiveness of orienteering to young people
- Strengthen the IOF's position on the world sporting stage
- Increase the visibility of orienteering
- Strong management and funding

FOCUS ON KEY OUTCOMES

To spread the sport, the IOF and the regions must focus their development initiatives on a number of key outcomes to be achieved by the end of 2018:

- The IOF shall have 90 members
- The IOF shall encourage growth in participation in all its member federations
- All members organise national championship in at least one recognised IOF discipline
- 65 members take part in World Orienteering Championships
- The IOF shall work with Regional Working Groups to agree on regional development plans appropriate to the needs and potential of each region
- The IOF shall regularly plan and stage major IOF events outside Europe
- The IOF shall promote and further enhance the environmental sustainability of orienteering

INCREASE THE ATTRACTIVENESS OF ORIENTEERING TO YOUNG PEOPLE

To foster innovation in our sport and to spread it to new countries, the IOF and the regions must promote youth orienteering, i.e. orienteering must be made more attractive to young people. This strategic initiative is an investment in the future. The IOF shall therefore:

- Develop innovative measures and strategies to improve the attractiveness of orienteering to young people
- Engage young people in the IOF values and encourage participation in orienteering at all levels
- Seek inclusion in international youth games
- Promote improved accessibility of orienteering activities and events

STRENGTHEN THE IOF POSITION ON THE WORLD SPORTING STAGE

To promote orienteering in the world sporting community, the IOF must foster an international awareness that orienteering is a sport that adds value to the community. The IOF shall therefore:

- Prioritise the development of the World Orienteering Championships as our major platform for the world-wide projection of the sport
- Strengthen the position in multi-sport Games where orienteering is on the programme
- Build further the relations with the IOC and other international sporting organisations
- Communicate our position and values in the world sporting community
- Seek inclusion in further multi-sport games
- Seek election to boards of international sporting organisations

INCREASE THE VISIBILITY OF ORIENTEERING

To increase the visibility of our sport, the IOF needs to work in various dimensions such as sport events, sport governing organisations, marketing businesses, as well as the public sector. The IOF shall explore new means to achieve visibility and shall therefore:

- Research and aspire to establish new commercial partnerships (e.g. event management, media, promotion agencies, sponsoring research)
- Make the World Orienteering Championships attractive to additional commercial partners
- Create a multi-media action plan (technology, production, distribution, commercialisation) that will deliver wide distribution of high quality TV coverage of our major events
- Find ways to present orienteering to non-participants in an attractive way (create sport entertainment)
- Provide support for professional presentation of events
- Be an active partner with organisers in event planning and execution, to ensure maximum benefit at the international level

STRONG MANAGEMENT AND FUNDING

To secure implementation of the strategic initiatives, the IOF must strengthen its management and financial capabilities. The IOF shall therefore:

- Strengthen the capacity and capability of both its professional and voluntary resources
- Increase its professional human resources in the marketing, TV and other media and public relations domains
- Increase external income

IMPLEMENTATION

These *Strategic Directions* are agreed by the General Assembly of the IOF every six years and are designed to set the major policy focus of the Federation for that period. The implementation of the strategy is driven by detailed Activity Plans for each two-year period between Congresses. The Activity Plans and supplementary commission specific remits are produced by the Council in consultation with the respective commission and are monitored at each Council meeting to ensure effective realisation of our goals.