



## IOF STRATEGIC DIRECTIONS 2018-2024

### *VISION - Proposals*

1. **Orienteering is the first choice outdoor sport for all ages.**
2. **To be the first choice adventure based sport for people of all ages.**
3. **Orienteering – the most attractive adventure sport for all**

### *MISSION*

We **promote** the growth of orienteering globally and **develop** competitive and recreational orienteering.

### *VALUES*

Orienteering is encompassed by these four values:

**Lifelong sport, Sustainability, Inclusivity and Fair Play.**

### *WORKING METHODS*

Our working methods reflects the highest standards of **good governance** in sports, meaning that the IOF shall have **transparency** in the conduct of its business and seek the full **engagement** of all its members in its decision-making. The IOF shall strive for **simplification** and **innovation** in its development of the sport of orienteering in its different disciplines.

### *MAIN GOAL*

Our main goal is to increase the **attractiveness** of Orienteering

- to **current participants and members**
- to **new participants**
- to and through the **media**
- to **external funders**
- to **partner organisations**
- to be included in the **Olympic and Paralympic Games**

## **Additional background comments:**

### **Values**

#### **Orienteering is a lifelong sport**

- It provides mental and physical challenge
- It builds life-skills and self-confidence for all ages
- It promotes a healthy lifestyle

#### **Orienteering is sustainable.**

- It is at one with nature, i.e. it is respectful of the natural environment and promotes environmental good practice.
- The infrastructure requirements of orienteering are small and participation does not require constructed facilities or large amounts of equipment.

#### **Orienteering is inclusive.**

- It promotes the inclusion of women and men, from all ethnic, religious and social backgrounds, equally. Success by women and men is equally recognised.
- It promotes the inclusion of participants across all generations and participants with varying physical abilities.
- It is an open sport which promotes positive relations.

#### **Orienteering is committed to fair play.**

- It is characterised by the spirit of friendship and all persons taking part in orienteering shall behave with the highest ethical standards of fairness, honesty and respect for the rules and for one another.
- It is committed to be a drug free sport and supports the enforcement of the World Anti-Doping Code.

## **Structure of the new Activity Plan:**

For each target group we have several prioritized action areas with some (not too many) actions with responsibility and one, two or three key outcomes for each action area.

## ACTIVITY PLAN FOR THE CONGRESS PERIOD 2018-2020 DRAFT

1

**Increase attractiveness to current participants and members (athletes and recreational participants)**

Action area	Actions	Responsible	Key outcomes by 2020
Events (program and quality)	<ul style="list-style-type: none"> <li>Complete the implementation of the 2016 Competition Review decisions in all disciplines</li> <li>Develop differentiated requirements based upon commercial and participant criteria (simplify and cost-reduce where possible)</li> <li>Try out new formats in Orienteering World Cup</li> <li>Establish Event Quality Index system and start measurements</li> <li>Organise High Level Event seminar each year in each discipline</li> <li>Complete at least 2 EA clinics per year per discipline</li> <li>Educate Jury members</li> <li>Prioritize Anti-doping work in accordance with the established strategy</li> </ul>	<ul style="list-style-type: none"> <li>DCs</li> <li>Council</li> <li>Council</li> <li>DCs</li> <li>DCs</li> <li>DCs</li> <li>Council</li> </ul>	<p>Increased Participation at events</p> <p>IOF has received bids for WOC from "new" countries</p> <p>Event quality index established and baseline set (participant data)</p> <p>Zero positive doping test</p>
Infrastructure	<ul style="list-style-type: none"> <li>Complete the rules harmonisation project</li> <li>Develop IOF Eventor to improve useability for member federations and event organisers</li> <li>Support Eventor World to serve further member federations with registration services</li> <li>Update Orienteering.org to better serve members with information</li> <li>Implement IT quality guidelines</li> </ul>	<ul style="list-style-type: none"> <li>RC</li> <li>Office</li> <li>Office</li> <li>Office</li> <li>ITC/DCs</li> </ul>	<p>IOF Eventor used by XX member Federations and YY event organisers</p> <p>IT guidelines implemented at all major events</p>
Sports Development	<ul style="list-style-type: none"> <li>Organise the WOC Clinic each year</li> <li>Increase high level development through sub-regional training and competition activities in all disciplines</li> <li>Implement targeted development plans for member federations and athletes</li> </ul>	<ul style="list-style-type: none"> <li>RYDC</li> <li>Sub-regions/DCs</li> </ul>	<p>YY countries in top 10 at WOCs</p> <p>ZZ countries participating at WOC (all disciplines)</p>

Youth development	<ul style="list-style-type: none"> <li>• Establish Youth Championships in all regions (except Africa)</li> <li>• Organise sub-regional training, competition and social activities in all disciplines with youth focus</li> <li>• Provide new on-line materials and programs aimed at youth attractiveness for all disciplines</li> </ul>	<ul style="list-style-type: none"> <li>• DCs</li> <li>• Sub-regions/ RYDC</li> <li>• RYDC</li> </ul>	Growth in youth participation at regional and sub-regional events
Recreational orienteering	<ul style="list-style-type: none"> <li>• Share the experience of successful programs in member federations</li> <li>• Establish recreational orienteering strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Council</li> </ul>	Number of recreational orienteers have risen to XX
Regional development	<ul style="list-style-type: none"> <li>• Hold Global development Conference in 2018 and 2020</li> <li>• Complete a Global development survey – in-depth investigation of member federations’ development and needs</li> <li>• Use and improve the Global Orienteering Volunteer Platform (GOVP)</li> <li>• Create Sub-regional Development plans for each sub-regional group</li> </ul>	<ul style="list-style-type: none"> <li>• RYDC</li> <li>• Sub-regions</li> </ul>	<p>The IOF has XX members</p> <p>Sub-regional structure including 90% of the European Federations established</p> <p>At least 5 volunteers active globally in each region</p>
Governance	<ul style="list-style-type: none"> <li>• Establish Athletes Support Commission (coaches/medical/etc)</li> <li>• Increase transparency regarding meetings and finances</li> <li>• Establish a program to promote equality in representation across genders and ages.</li> <li>• Complete and document a review of IOF working procedures/Decision-making procedures</li> <li>• Establish and implement IOF Sustainability Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Council</li> </ul>	<p>GA structure is vitalised with wide representation from all continents</p> <p>Representation figures published and followed</p>

## 2

## Increase attractiveness to new participants

Action area	Actions	Responsible	Key outcomes by 2020
Regional development	<ul style="list-style-type: none"> <li>Approach 10 possible new members</li> <li>Hold annual seminar for Regional coordinators</li> <li>Develop collaboration with O-Ringen Academy</li> <li>Implement Start-up Kit with 10 new members</li> <li>Use and improve the Global Orienteering Volunteer Platform (GOVP)</li> </ul>	RYDC	<ul style="list-style-type: none"> <li>X new member countries</li> <li>X Regional Coordinators active</li> </ul>
WOD	<ul style="list-style-type: none"> <li>Implement 15<sup>th</sup> May 2019 (and the following week)</li> <li>Implement 13<sup>th</sup> May 2020 (and the following week)</li> </ul>	Project Manager	WOD is the number one global orienteering event with 500 000 participants in 100 countries
Innovation (technology etc)	<ul style="list-style-type: none"> <li>Establish promotion tools for orienteering based upon research <ul style="list-style-type: none"> <li>as a lifelong sport</li> <li>promoting a healthy lifestyle</li> </ul> </li> <li>Complete a study of new technology trends which affect our sport</li> <li>Establish a strategy for introducing appropriate new technologies</li> </ul>	Council/MedC  Council/ITC	Orienteering is recognized for contributions to a healthy lifestyle  New technologies have made life easier for IOF office and member Federations
External communications	<ul style="list-style-type: none"> <li>Continue to develop LIVE Orienteering developed as the global external communications portal for orienteering</li> <li>Implement streaming and broadcast programs to promote and teach orienteering</li> <li>Establish streaming and social media partnerships to spread orienteering (Olympic Channel, etc)</li> </ul>	Office	Statistics for websites (visits)
School orienteering	<ul style="list-style-type: none"> <li>Promote orienteering in the World School Championships - Orienteering in cooperation with ISF</li> <li>Develop a set of IOF standards for school orienteering</li> <li>Establish a network of People working with School Orienteering</li> <li>Create a standard for simplified school maps</li> <li>Present educational materials on LIVE Orienteering</li> </ul>	RYDC  RYDC/MC	orienteering is in school curriculum in XX countries  Growth in active youths

## 3

## Increase attractiveness to and through the media

Action area	Actions	Responsible	Key outcomes by 2018
TV project	<ul style="list-style-type: none"> <li>Secure live broadcast from WOC and Orienteering World Cup (all)</li> <li>Create differentiated TV-Strategy for all disciplines</li> <li>Make TV Distribution agreements to increase global spread</li> <li>Hold annual TV seminar with broadcasters and member federations</li> </ul>	Office/organisers Office Office	Number of event days with broadcast quality productions (live or highlights) No of countries where WOC TV coverage is available TV viewers
LIVE Orienteering/web streaming	<ul style="list-style-type: none"> <li>Continue to develop LIVE Orienteering as the global channel for web streaming</li> <li>Complete web streaming/OTT strategy</li> <li>Allocate appropriate resources</li> </ul>	Office/Council	Statistics for LIVE Orienteering (visits, events broadcast)
Social media	<ul style="list-style-type: none"> <li>Establish IOF Digital and social mediaTeam for all targeted events</li> </ul>	Office	Social medias statistics
Profile building (athletes)	<ul style="list-style-type: none"> <li>Develop and implement plan for strengthening profiles</li> <li>Involve National Federations in the program</li> <li>Establish Digital Hall of Fame as part of LIVE Orienteering</li> </ul>	Office/Council Nat. Fed	Completion of athlete profile database
Social projects	<ul style="list-style-type: none"> <li>Develop media programs to promote the social and lifelong aspects of orienteering</li> </ul>	Office/Council	Completion of media specific projects

## 4

## Increase attractiveness to external funders

Action area	Actions	Responsible	Key outcomes by 2018
Event Sponsors (Venues and commercial)	<ul style="list-style-type: none"> <li>Promote IOF events to venues at SportAccord and similar conferences</li> <li>Promote WOC and Orienteering World Cup</li> <li>Promote advertising opportunities on IOF digital platforms</li> </ul>	Office	Sponsor value
CSR sponsors	<ul style="list-style-type: none"> <li>Promote WOD and recreational orienteering to CSR sponsor category and institutional financiers (governments, IOC, etc)</li> </ul>	Office	Sponsor value Value of institutional financing
Institutional and governmental financing	<ul style="list-style-type: none"> <li>Complete and send in Erasmus+ application</li> <li>Apply for IOC Sport for life funding</li> <li>Investigate new opportunities for institutional and governmental funding investigated</li> </ul>	RYDC	Erasmus+application within the call Strategic Partnerships in the field of youth - assigned
Crowdfunding/charitable	<ul style="list-style-type: none"> <li>Implement a crowdfunding campaign for Eventor World and LIVE orienteering and external communications project</li> <li>Establish a contributions fund tied to GOVP</li> </ul>	Office	Completion of crowdfunding campaigns Contributions amount

## 5

## Increase attractiveness to partner organisations

Action area	Actions	Responsible	Key outcomes by 2020
Strategy for finding the right partner organisations	<ul style="list-style-type: none"> <li>Establish a strategy (criteria for choosing partners organisations, method for attracting, establishing and follow up)</li> </ul>	Council	XX new partnerships completed
Cooperation within Sports (IOC, ARISF, GAISF)	<ul style="list-style-type: none"> <li>Establish and implement strategy for getting political lobbying positions (who to choose, and how to promote)</li> <li>Develop relationship with IOC to gain benefits even outside of Olympic inclusion.</li> <li>Develop relationship with GAISF to establish orienteering as a sport in new multi-sport games.</li> </ul>	Council	Orienteering is represented in one stakeholder organization board.
Event cooperation (FISU, ISF, CISM, IWGA, IMGA)	<ul style="list-style-type: none"> <li>Seek participation in FISU Universiades 2021 and 2023 (winter and summer)</li> <li>Seek participation in ISF Gymnasiade</li> <li>Establish a plan for TWG2021 including visibility and contractual requirements</li> </ul>	Office DCs	Event partnerships concluded



## 6 Increase attractiveness to be included in the Olympic and Paralympic Games

Action area	Actions	Responsible	Key outcomes by 2020
Olympic Inclusion	<ul style="list-style-type: none"> <li>• Develop and maintain a plan to get orienteering included in the Olympic Games in Beijing 2022 and/or Paris 2024 in cooperation with the respective member federations</li> <li>• Measure against IOC Olympic inclusion measurements on an annual basis</li> <li>• Cooperate and work with member federations to promote the profile of orienteering and the IOF to their IOC members and within the Olympic family.</li> <li>• Work with partner federations to have orienteering included as an Olympic demonstration sport as a pathway to full inclusion</li> <li>• Seek participation in Youth Olympic Games (YOG) Summer and Winter</li> </ul>	Council	Orienteering has been included in a future Olympic Games as either a demonstration or included sport