



THE XXXII ORDINARY GENERAL ASSEMBLY

OF THE INTERNATIONAL ORIENTEERING FEDERATION

15 JULY 2024

AGENDA AND DOCUMENTS

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II. PRE-GENERAL ASSEMBLY SEMINAR AGENDA



Pre-General Assembly Seminar

Saturday 13 July 2024
13:00-17:00 GMT

Location: Pollock Halls, Edinburgh and Microsoft Teams

Programme

- 13:00-14:45 **Sustainable Event Program working session**
Working session with the Member Federations
Detailed program to be published closer to the event
- 14:45-15:00 BREAK
- 15:00-15:10 **Opening of Pre-General Assembly** Leho Haldna
- 15:10-16:00 **Candidate presentation to Council elections** Candidates
Opening for questions to the candidates
- 16:00-16:15 **Focus areas 2024-2026 in IOF Strategic Directions** Astrid W Kaas
- 16:15-16:35 **Membership fees and Budget** Henrik Eliasson
- 16:35-16:55 **Proposals to the General Assembly** Sondre Gullord
- Proposal from CZE
 - Amendments IOF Statutes
 - Amendment Code of Ethics
 - Celebration of the Leibnitz Convention
- 16:55-17:00 **Closing remarks** Leho Haldna



III. ELECTION OF A GENERAL ASSEMBLY PRESIDIUM



Proposal for election of a General Assembly presidium

Consisting of a Chairperson and a Secretary; two persons to check the minutes and an independent election supervisor to supervise the digital election process

Chairperson: Sondre Gullord, IOF Secretary General

Secretary: Kirsty McIntyre, IOF Sports Administrator

Two persons to check the minutes:

Proposal to be presented at the General Assembly (after registration of delegates).

Independent election supervisor to supervise the digital election process:

Proposal to be presented at the General Assembly



IV. XXXII IOF Ordinary General Assembly Agenda



Agenda for the XXXII IOF Ordinary General Assembly


Location: Pollock Halls, Edinburgh and digital with Lumi

Date: 15 July 2024

- 1 Opening of the XXXII IOF Ordinary General Assembly
 - 2 Confirmation of the number of voting members present
 - 3 Election of a General Assembly presidium, consisting of a Chairperson and a Secretary; two persons to check the minutes and an independent election supervisor to supervise the digital election process
 - 4 Approval of the agenda, and ruling on the urgency of any items not included
 - 5 Approval of the minutes of the XXXI IOF Ordinary General Assembly held on 1 July 2022
 - 6 Report by the Council on the activities of the IOF since the last Ordinary General Assembly, and approval of same
 - 7 Report by the Ethics Panel on activities since the last Ordinary General Assembly, and approval of same
 - 8 Auditors' report, approval of the accounts for the calendar years 2022 and 2023 and discharge of the Council
 - 9 Applications for membership and decisions regarding suspensions and expulsions
Confirmation of new Provisional Members:
 - 9.1 Bosnia and Herzegovina
 - 9.2 Luxembourg
 - 9.3 Mauritius
 - 9.4 United Arab EmiratesConfirmation of suspensions:
 - 9.5 Barbados
 - 9.6 Nepal
 - 10 Proposals to the XXXII IOF Ordinary General Assembly
 - Proposals from the Council:
 - 10.1 IOF Statutes amendments
 - 10.2 IOF Code of Ethics amendment
 - 10.3 Celebration of the Leibnitz Convention
 - Proposals from Member Federations:
 - 10.4 Proposal from CZE: Extension of the World Orienteering Championship program by one event
 - 11 Strategic Directions 2022 - 2026 and focus areas for the years 2024 - 2026
 - 12 Membership fees and budget for the years 2025 and 2026
 - 12.1 Membership fees for the years 2025 and 2026
 - 12.2 Budget for the years 2025 and 2026
-



- 13 Appointment of a firm of auditors to audit the accounts for the current and the following financial period (fiscal years 2024 and 2025), and a Governance Auditor from among the membership to audit the governance of the IOF
- 14 Appointment of up to five members to the Ethics Panel
- 15 Election of the Council
- 16 Awards of Honour
- 17 Closure of the XXXII IOF Ordinary General Assembly



**V. Minutes of the
XXXI IOF Ordinary General
Assembly 2022**



Minutes of the XXXI IOF Ordinary General Assembly

Date Friday, 01 July 2022
Venue Comwell Hotel Kolding (DEN) and digital (LUMI)

1. Opening of the XXXI IOF Ordinary General Assembly

The President of the IOF, Leho Haldna opened the XXXI IOF General Assembly.

He welcomed the delegates, who were participating both on site and remotely, to the first ever IOF General Assembly held in a hybrid format.

He invited Kyle Sleep from the platform LUMI to give a practical demonstration of voting procedures and how to participate in the discussions.

2. Confirmation of the number of voting members present

The number of voting members present at the time of the roll call was 30, each having one non-transferable vote. The attendance details for the General Assembly are shown in APPENDIX 1.

3. Election of a General Assembly presidium, consisting of a Chairperson and a Secretary; two persons to check the minutes and an independent election supervisor to supervise the digital election process

The General Assembly unanimously elected a Presidium consisting of

Tom Hollowell – Meeting Chair
Sondre Sande Gullord, IOF Secretary General – Secretary
Scott Collier (GBR) and Susanne Maarup (SWE) – Minute checkers
Einar Tommelstad – Independent election supervisor

4. Approval of the agenda, and ruling on the urgency of any items not included

Item 7.1 was proposed by Council as an addition to the agenda as a matter of urgency. This was because it had been omitted in the initial distribution of the documents for the General Assembly, so therefore required the approval of the General Assembly to be added to the agenda at this stage.

The General Assembly voted unanimously to approve the agenda including the addition of this item.

5. Approval of the minutes of the XXX IOF Ordinary General Assembly held on 10 July 2020 and IOF Extraordinary General Assembly held on 25 March 2022

5.a. The Minutes of the XXX IOF Ordinary General Assembly, held in the digital platform LUMI on 10 July 2020, were approved as a true record of that meeting, voting 28 FOR, 0 AGAINST, 2 ABSTAIN. 1 vote was not received.

5.b. The minutes of the IOF Extraordinary General Assembly, held in the digital platform LUMI on 25 March 2022, were adjusted to correct a mistake regarding voting on item 9. With this adjustment, they were subsequently approved by the General Assembly, voting 28 FOR, 0 AGAINST, 1 ABSTAIN. 2 votes were not received.

6. Report by the Council on the activities of the IOF since the last Ordinary General Assembly, and approval of same (see the Biennial Report 2020–2022)

IOF President Leho Haldna (LH) presented the report on the activities of the IOF in the period since the last General Assembly. The full report could be found in the Biennial Report 2020–2022. LH thanked Tom Hollowell and the IOF Commissions for the contributions to the report.

Through turbulent and challenging times, the organisation had nevertheless persevered, with new working methods, including digital and hybrid formats, and close communication between members, Council and Office.

For a period of 346 days, almost a year, the Covid-19 pandemic had put a halt to all IOF events. Then, in February 2021, events returned, starting with the World Ski Orienteering Championships in Estonia. Thanks to extensive preparations and the implementation of the IOF Covid protocol, the return to events was followed by a successful season with 15 of the 23 planned Championships and World Cup events being held, including the World Championships in 3 of the 4 disciplines of the IOF. LH wanted to thank the World Orienteering Championship organisers in the Czech Republic for organising an additional two sprint events over and above their commitments.

There had also been changes in the IOF Office. The CEO and Secretary General Tom Hollowell had retired from his position at the beginning of 2022. His responsibilities had been divided between two new employees, Henrik Eliasson as CEO and Sondre Gullord as Secretary General. This had been followed by a further restructuring of the IOF Office.

LH wanted to highlight the work done during the congress period to improve athlete representation in the decision-making bodies of the IOF. Following the changes in the IOF Statutes at the last General Assembly, rules and processes had been formalised and athlete elections had been held in June 2021. Two athlete representatives had been elected by the athlete body, Tereza Janosikova and Erik Blomgren. They had joined Council in 2021 and would receive voting rights following this General Assembly.

Following the resolution of the XXX General Assembly to improve Fair Play in orienteering, the IOF Council working group, Council, Commissions, and Office had undertaken a substantial review of the topic. Outcomes included the development of the IOF Fair Play Strategy, changes to the competition rules, updates in organiser guidelines, the establishment of the IOF Disciplinary Panel, and the publishing of Fair Play principles for different stakeholders. The work would continue with the development of a Fair Play Education Tool and overall improvement of Fair Play aspects of the sport.

A topic which could not be ignored was the Russian invasion of Ukraine, and its effects on the orienteering world. The IOF Council acted quickly to suspend the Russian and Belarusian orienteering Federations' membership in the IOF. A donations page was set up to collect financial support for the Ukrainian Orienteering Federation and its community, which had seen generous support from around the orienteering world. The IOF had focused its support on raising money for Team Ukraine's participation in international championships and training camps, administrative support, and the use of the IOF Volunteers Platform to list safe locations for refugees.

Reflecting on the challenges faced during the congress period, LH noted that they had been unexpected and contrasting. However he felt that they had been weathered by the IOF thanks to its flexible approach, which had centered on open communication and positive adjustment to a new reality, as was evidenced by

this very General Assembly.

The General Assembly unanimously approved the report on the activities of the IOF since the XXX Ordinary General Assembly (2020-2022).

7. Report by the Ethics Panel on activities since the last Ordinary General Assembly, and approval of same

Bob Dredge, Chairperson of the IOF Ethics Panel, reported on their activities since the last Ordinary General Assembly.

He wanted to draw attention to the purpose of the Panel, which was to uphold the pillars of the values of the IOF: to be Sustainable, Inclusive, and Ethical. Upon receipt of a report of potential breaches of these, they would review the case and reach a verdict in accordance with the IOF Code of Ethics.

Like everyone else, the break from international events caused by the Covid-19 pandemic had given the group some time to work on other matters. Primarily, they had spent this time to consider if the operation of the panel could be improved. They had focused on one principal issue: splitting the Panel's operations into two parts. One group would deal only with fact finding and verifying, whilst the other would make a deliberation and decision on the matter. The composition of each group would be determined on a case-by-case basis. This would separate these two functions and improve the integrity of the process, so that the same body was not participating in both the fact finding and ruling.

The Panel had received three referrals since the last Ordinary General Assembly, all to do with the war in Ukraine. They had found that these did not fall under the remit of the Panel, as they did not relate directly to any of the IOF values in a specific way, rather they related perhaps more to general morals. They had therefore referred them back to the IOF Council for consideration under the IOF Statutes.

The General Assembly unanimously approved the report on the activities of the Ethics Panel since the XXX Ordinary General Assembly (2020-2022).

7.1. Update of the Code of Ethics

Four principal additions to the IOF Code of Ethics were proposed:

- A limitation of the period of office of Panel members to four Congress periods, a total of eight years.
- A wholesale revision of the Terms of Reference of the Ethics Panel in 3.3.
- A formalising of the ability of the Panel to request external advice when needed, subject to the approval of the IOF CEO on cost only. This was implicit at the moment but ought to be explicit.
- A new section adding the ability for anyone to appeal an Ethics Panel decision, should substantial evidence emerge that was not available to the panel at the time of its initial decision.

GBR asked about the distinction between the mandates of the Ethics Panel and the new Disciplinary Panel, with regards to alleged technical breaches of competition rules. Bob Dredge answered that this would fall under the remit of the Disciplinary Panel, and that the Ethics Panel had also been involved in the process of developing the distinction between these panels.

The updates to the IOF Code of Ethics were unanimously approved by the General Assembly (full text in APPENDIX 2).

8. Auditors' report, approval of the accounts for the calendar years 2020–2021 and discharge of the Council

IOF CEO Henrik Eliasson (HE) presented the accounts for the calendar years 2020 and 2021. 2020 had been a lost year, resulting in a significant net loss. However, looking at the two-year period as a whole, this

loss had been gained back. He wanted to highlight the efforts of the IOF Office in delivering events despite working under government furlough conditions for a long period of time.

AUS asked if a slight difference in numbers in the different sheets had to do with currency conversion. HE confirmed this.

HE referred the members to the auditors' reports to the General Assembly which had been distributed in advance, noting that the auditors had issued a clean report.

Matthias Kalle Dalheimer, IOF Governance Auditor, had found that the accounts and spending had been in line with the objectives and goals set forth in the Strategic Directions for the period 2018 – 2022, as directed by the IOF General Assembly. Furthermore, he found that the measures taken in response to the Covid-19 pandemic to maintain the finances of the IOF and at the same time support event organisers had been well directed and successful.

The General Assembly unanimously approved the accounts for the calendar years of 2020 and 2021.

The General Assembly also unanimously discharged the members of the Council from liability for the calendar years of 2020 and 2021.

9. Applications for membership and decisions regarding suspensions and expulsions

Confirmation of new Provisional Members

9.1. Ecuador

Roll call increased to 32

IOF Secretary General Sondre Gullord presented the item.

The Provisional Membership of the Federacion Ecuatoriana del Deporte de Orientacion was unanimously approved by the General Assembly.

9.2. Malta

IOF Secretary General Sondre Gullord presented the item.

The Provisional Membership of the Malta Orienteering Association was unanimously approved by the General Assembly.

9.3. Paraguay

IOF Secretary General Sondre Gullord presented the item.

The Provisional Membership of the Asociacion Paraguaya de Orientacion Deportiva was unanimously approved by the General Assembly.

Provisional members becoming members

9.4. Dominican Republic

IOF Secretary General Sondre Gullord presented the item.

The General Assembly unanimously confirmed the Membership of the Dominican Orienteering Federation.

All new Members and Provisional Members were warmly welcomed into the IOF family.

Termination of provisional membership

9.5. Venezuela

IOF Secretary General Sondre Gullord presented the item. There had been a change in status of this item since the documents had been distributed. There had been reports from Venezuela which had led the Council to amend their recommendation, and they no longer recommended terminating the membership, but had instead decided to extend the Provisional Membership of Venezuela for the additional 2-year period allowed by the Statutes.

Confirmation of suspensions (member fails to meet its financial obligations)

9.6. Azerbaijan

IOF Secretary General Sondre Gullord presented the item.

The General Assembly voted to ratify the suspension of the Azerbaijan Orienteering Federation, voting 24 FOR, 3 AGAINST, 4 ABSTAIN. 1 vote was not received.

9.7. Costa Rica

IOF Secretary General Sondre Gullord presented the item. Following payment of membership fees, the IOF Council had lifted the suspension of the Costa Rican Federation of Orienteering Sports.

9.7a. Venezuela

IOF Secretary General Sondre Gullord presented the item. Following the result from agenda point 9.5 and the previous decision by Council to suspend the Venezuelan Orienteering Federation due to failure to meet the financial requirements of membership in the IOF, the General Assembly was asked to ratify the suspension of the Venezuelan Orienteering Federation.

The General Assembly voted to ratify the suspension of the Venezuelan Orienteering Federation, voting 24 FOR, 5 AGAINST, 2 ABSTAIN. 1 vote was not received.

9.8. Cuba

IOF Secretary General Sondre Gullord presented the item.

The General Assembly voted to ratify the suspension of the Cuban Orienteering Federation, voting 23 FOR, 6 AGAINST, 2 ABSTAIN. 1 vote was not received.

9.9. Ecuador

IOF Secretary General Sondre Gullord presented the item.

The General Assembly voted to ratify the suspension of the Federacion Ecuatoriana del Deporte de Orientacion, voting 22 FOR, 8 AGAINST, 1 ABSTAIN. 1 vote was not received.

9.10 Iran

IOF Secretary General Sondre Gullord presented the item.

The General Assembly voted to ratify the suspension of the Iran Federation of Sport Associations, voting 24 FOR, 2 AGAINST, 4 ABSTAIN. 2 votes were not received.

Confirmation of suspensions

9.11 Russian Federation

IOF Secretary General Sondre Gullord presented the item. It is the obligation of IOF Member Federations to abide by IOF policies, statutes, and rules.

The IOF Council decided at an extraordinary Council meeting on 27 February 2022 to immediately and for an indefinite period suspend the membership of the Russian Orienteering Federation following the aggression shown by Russian government entities in Ukraine. The suspension was made in accordance with the IOF Statutes and based upon non-compliance with the IOF Code of Ethics.

A comment had been received beforehand from the Russian Orienteering Federation (ROF):

Regarding the suspension of our membership in the IOF and the removal of Russian and Belarusian athletes from participation in IOF events our position has not changed.

ROF considers this decision to be erroneous and looks forward to the restoration of our membership and the admission of athletes to participate in IOF events.

NED commented that they felt that the Council had made the right decision, but that it was not based on the right grounds. They felt it was not covered by the Statutes, which had not been written to cover such a situation. The IOC was at the forefront of the issue and had asked its members to follow their lead. They felt that although it was not covered by the Statutes it was nevertheless within the power of the General Assembly to make such a decision, and Council had delegated authority to take such decisions in the interim. NED suggested that the IOF Statutes be updated to include such a situation as a ground for suspension in future.

The General Assembly voted to ratify the suspension of the Russian Orienteering Federation, voting 26 FOR, 3 AGAINST, 2 ABSTAIN. 1 vote was not received.

9.12 Belarus

IOF Secretary General Sondre Gullord presented the item. It is the obligation of IOF Member Federations to abide by IOF policies, statutes, and rules.

The IOF Council decided at an ordinary Council meeting on 4 March 2022 to immediately and for an indefinite period suspend the membership of Belarus Orienteering Federation following the aggression towards Ukraine enabled by Belarusian government entities. The suspension was made in accordance with the IOF Statutes and based upon non-compliance with the IOF Code of Ethics.

The General Assembly voted to ratify the suspension of the Belarus Orienteering Federation, voting 25 FOR, 3 AGAINST, 3 ABSTAIN. 1 vote was not received.

Expulsion of Members

9.13 Greece

IOF Secretary General Sondre Gullord presented the item. The member in Greece, organised as a committee under the Hellenic Federation of Modern Pentathlon (EOMOP), had overdue membership fee debts from 2019, 2020, 2021 and had not paid the membership fee for 2022. They were also not responding to official correspondence from the IOF Office and seemed to have lost all interest in organising orienteering in Greece. There were nevertheless reports of some domestic activity in the area of Sérres.

The President of O-siris Orienteering Club (based in Sérres), who was attending the General Assembly as a guest, indicated that the orienteering community in Sérres supported the expulsion of EOMOP from the IOF.

The General Assembly voted to terminate the membership of the Hellenic Federation of Modern Pentathlon, voting 27 FOR, 1 AGAINST, 4 ABSTAIN.

9.14 Montenegro

IOF Secretary General Sondre Gullord presented the item. The member in Montenegro had overdue membership fee debts from 2019, 2020, 2021 and had not paid the membership fee for 2022. The member had ceased activity and was not responding to official correspondence from the IOF Office. There were nevertheless reports of some domestic activity and World Orienteering Day activity in Montenegro organised by external parties.

The General Assembly voted to terminate the membership of the Orienteering Federation of Montenegro, voting 24 FOR, 2 AGAINST, 5 ABSTAIN. 1 vote was not received.

10: Proposals to the XXXI IOF Ordinary General Assembly:

Proposals from the Council:

A: Revision of IOF membership fee system

Roll call increased to 33.

IOF Vice President Mike Dowling presented the proposed new IOF Membership Fee system. He presented the rationale behind the new system, which focused on clarity and objective measurability, by using publicly available data and eliminating the risk of data manipulation. The two assessment criteria for the new system would be international participation and member strength, and GDP per capita of the member. The proposal also included a transitional arrangement over a period of four years for members who would see an increase of more than 100% to reach the new fee level.

The General Assembly approved the proposed new Membership Fee System (APPENDIX 3), voting 26 FOR, 3 AGAINST, 3 ABSTAIN. 1 vote was not received.

B. Proposals from Member Federations:

There had been no proposals submitted by any Member Federation.

11. Strategic directions for 2022-2026 and focus areas for the years 2023 – 2024

IOF Senior Vice President Astrid Waaler Kaas introduced the item. The process to produce the proposed Strategic Directions had been undertaken by a Council working group and had included several consultation rounds with commissions and member federations.

The proposal had been updated to reflect comments from the Pre-General Assembly held on Wednesday, 29 June 2022.

There were no proposed changes in Vision, Mission, and Values. However, there was a new proposed Main Goal: “Our main goal is to become a global and sustainable sport”.

The proposed new Strategic Directions would be made up of four strategic initiatives of equal importance:

1. Actively improve the performance and sustainability* of the IOF and Member Federations (*financial, social, and environmental)
2. Improve the IOF Brand and Orienteering’s Visibility
3. Develop the IOF’s Global competition programme
4. Upgrade Governance further

The Strategic Directions for 2022-2026 and focus areas for the years 2023-2024 (APPENDIX 4) were unanimously approved by the General Assembly.

12. Membership fees and budget for the years 2023 - 2024

Membership fees for the years 2023 – 2024

IOF Secretary General Sondre Gullord presented the item. Following the decision under item 10 A of the agenda, a new system would be implemented.

This was confirmed by the General Assembly (APPENDIX 5), voting 30 FOR, 1 AGAINST, 2 ABSTAIN.

Budget for the years 2023 - 2024

IOF CEO Henrik Eliasson (HE) presented the proposed budget for the years 2023 and 2024.

FIN asked why the 2022 budget income for WOC was so low. HE responded that the IOF had reduced the event fees to recognise the flexibility of the organisers and additional costs incurred when moving events as a result of the pandemic. This would also apply to WOC 2024.

The budget (APPENDIX 6) was unanimously approved by the General Assembly.

13. Appointment of a firm of auditors to audit the accounts for the current and the following financial period (calendar years 2022 - 2023), and a Governance Auditor from among the membership to audit the governance of the IOF

The General Assembly voted unanimously to appoint the auditing firm Grant Thornton Sweden AB, represented by Authorized Public Accountant Karin Eriksson and Manager Assurance Malin Palmqvist, as Financial Auditors for the for the current and the following financial period, i.e. calendar years 2022-2023.

Matthias Kalle Dalheimer (GER/SWE) was reappointed as Governance Auditor for the period 2022-2023 in a unanimous vote by the General Assembly.

14. Appointment of up to five members to the Ethics Panel

Roll call increased to 34.

The General Assembly voted to appoint the following persons to the IOF Ethics Panel for the period of 2022-2024, voting 32 FOR, 0 AGAINST, 1 ABSTAIN. 1 vote was not received:

Re-appointment

Robert Dredge (GBR)
Michel Ediar (FRA)
Eric Saintrond (SUI/FISU)
Leanne O'Leary (IRL)

New appointment

Ari-Pekka Koivisto (FIN)

The chairperson was to be appointed by the Ethics Panel itself.

15. Election of the Council

Two nominations for the position of Vice President had been received, with two seats available. In accordance with article 6.6.5 of the IOF Statutes, a confirmation vote was held for each position, requiring a simple majority for approval.

In the approval vote for Tatiana Kalenderoğlu (TUR) for the position of IOF Vice President, the General Assembly voted 21 FOR, 8 AGAINST, 5 ABSTAIN.

In the approval vote for Tom Hollowell (USA) for the position of IOF Vice President, the General Assembly voted 34 FOR, 0 AGAINST, 0 ABSTAIN.

Both candidates were thereby elected as Vice Presidents of the IOF.

For the position of Council Member, there had been four nominations for three available seats.

Blair Trewin	AUS	For new election
Takashi Sugiyama	JPN	For new election
Dušan Vystavěl	CZE	For re-election
Hannu Kottonen	FIN	For re-election

Elections took place by way of secret ballot in the LUMI platform.

Result of the vote:

<u>Blair Trewin</u>	<u>AUS</u>	<u>26 votes</u>	<u>elected</u>
<u>Dušan Vystavěl</u>	<u>CZE</u>	<u>25 votes</u>	<u>elected</u>
<u>Hannu Kottonen</u>	<u>FIN</u>	<u>24 votes</u>	<u>elected</u>
Takashi Sugiyama	JPN	21 votes	not elected

The General Assembly also noted the election of athlete representatives in the IOF Council, Tereza Janosikova and Erik Blomgren, elected by the athlete body in independent elections.

16. Awards of Honour

IOF President Leho Haldna presented the following Awards of Honour:

IOF Gold Pin of Honour no. 10 to Michael Dowling (AUS), for his outstanding contribution to the development of the IOF over the years.

IOF Gold Pin of Honour no. 11 to Clive Allen (GBR/DEN), for his volunteer service in commissions, with publications and communication work and in the retaining and documenting of IOF history.

IOF Gold Pin of Honour no. 12 to David May (GBR), for his service in IOF Foot Orienteering Commission, development of the World Ranking System and development of the WMOC concept and its continuous improvement.

IOF Gold Pin of Honour no. 13 to David Rosen (GBR), for his service in commissions and committees and development and maintenance of the Competition Rules in all disciplines.

IOF Bronze Pin of Honour no. 116 to Tom Hollowell (USA), for his outstanding contribution to the development of the IOF over the years.

IOF Bronze Pin of Honour no. 117 to Tarmo Klaar (EST), for his contribution to the IOF in the programming and management of the World Ranking System.

IOF Bronze Pin of Honour no. 118 to Katja Mjösund (FIN), for her invaluable volunteer support in providing medical advice during the Covid-19 pandemic.

IOF Bronze Pin of Honour no. 119 to Jan Kocbach (NOR), for his contributions to the global orienteering community through the website "World of O", his contributions to the development of the IOF TV production standards and development of tools to display orienteering to a global audience.

IOF Bronze Pin of Honour no. 120 to Hannu Kottonen (FIN), for his contribution to the development of the IOF and his support to the IOF Office and Foot Orienteering Commission.

IOF Bronze Pin of Honour no. 121 to Dominic Yue (HKG), for his contribution to the development of the IOF during his years as a Council member.

IOF Bronze Pin of Honour no. 122 to Hannu Huusari (FIN), for his contributions as TrailO Medical expert.

17. Closure of the XXXI IOF Ordinary General Assembly

IOF President Leho Haldna thanked the member federations for their contributions to the XXXI IOF Ordinary General Assembly. He noted that the success of the General Assembly is built over a long period of time with continuous communication and consultation with the members in preparation for the day itself. He also noted that the efficacy of the meeting relied on thorough preparations, and thanked Sondre Gullord and the IOF Office team, as well as the team at LUMI, for their support in the organisation of the General Assembly.

As a former athlete, he explained that when the finish line is in sight, it is not time to slow down but to push. With two years left of his term as IOF President, he felt the finish line was now in sight and as such it was now time to push. Looking ahead, he observed that the new IOF Strategic Directions would lead the way and promised that their implementation would start today.

Leho Haldna formally closed the XXXI IOF Ordinary General Assembly and declared the new Congress Period open.



Leho Haldna
IOF President



Tom Hollowell
Chairperson



Sondre Gullord
Secretary

Minutes verified by:



Scott Collier (Aug 16, 2022 18:55 GMT+1)

Scott Collier



Susanne Maarup (Aug 16, 2022 17:05 GMT+2)

Susanne Maarup



Amendment to Minutes of the XXXI IOF Ordinary General Assembly

Date Friday, 01 July 2022
Venue Comwell Hotel Kolding (DEN) and digital (LUMI)

Amendment regarding the suspension of the Russian Orienteering Federation

The IOF Council decided at an extraordinary Council meeting on 27 February 2022 to immediately and for an indefinite period suspend the membership of the Russian Orienteering Federation (ROF) following the aggression shown by Russian government entities in Ukraine. The Council confirmed that the decision was made in accordance with the IOF Statutes. Members of Council were of the view that this was based upon non-compliance with the Ethics Code and recorded their decision with this justification.

The Chair of the Ethics Panel, however, stated that there had been no specific referral or allegation against a Member Federation or individual that fell within the Code and upon which the Ethics Panel had adjudicated. The Chair of the Ethics Panel accepted that the IOF had the powers to suspend ROF that were enshrined in the IOF Statutes but that this decision was separate to a decision made on a breach of the Code of Ethics which fell within the Ethics' Panel's jurisdiction. The Chair emphasised that the Ethics Panel alone had the jurisdiction to determine an alleged breach of the Code, not the Council.

Leho Haldna
IOF President

Tom Hollowell
Chairperson

Sondre Gullord
Secretary

Minutes verified by:

Scott Collier (Sep 13, 2022 20:57 GMT+1)

Scott Collier

Susanne Maarup (Sep 13, 2022 17:10 GMT+2)

Susanne Maarup



VI. Report by the Council
on the activities of the IOF
since the previous Ordinary
General Assembly

ANNUAL REPORT 2022



INTERNATIONAL ORIENTEERING FEDERATION

ANNUAL REPORT 2022

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Foreword by Leho Haldna, IOF President

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Management report 2022

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Financial statement 2022

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World championships in photos

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Sprint WOC got off to a great start in Denmark

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Athletes from 11 nations shared experiences at Idre

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South American orienteers met again for SAOC 2022

Text: Leho Haldna, Tom Hollowell, Erling Thisted
Photos: William Hollowell, Donatas Lazauskas, Timo Mikkola, Susana Luzir, Lars Gustafsson, WMOC 2022, Natasza Figiel

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Foreword by IOF President, Leho Haldna

A busy and successful year

2022 was a year of full recovery after the COVID-19 pandemic. We managed to implement the entire planned race program and not only that, the first Sprint World Orienteering Championships in Denmark was an exceptionally successful event. I want to thank the organisers of the competition once again for this memorable experience.

We had an exceptionally busy competition program in Foot Orienteering. On top of our own competition program, postponed from 2021 The World Games competitions took place in July in Alabama, USA.

The World Games is the highest level of multi-sport games in which the IOF participates and an important milestone in our dream of being an Olympic sport. I want to thank Orienteering USA for the successful organization of the competitions and I hope that you will organise IOF high-level competitions in the future.

2022 was also the year of the IOF General Assembly, in fact we had two of them, one was an Extraordinary General Assembly in March and the other, an Ordinary General Assembly in July. At the Extraordinary General Assembly, we made significant changes to the IOF Statutes.

The purpose of the changes was to move forward towards the digitalisation of our processes and enable online participation in the IOF General Assembly and other events. These changes make better use of our members' time and save on travel costs. Digitalisation is the only option if we want to expand the number of participants and at the same time be an environmentally friendly organisation.



For the first time, the Ordinary IOF General Assembly was organised as a hybrid meeting, allowing for both on-site and online participation. General Assembly adopted a new four-year strategic plan with dedicated focus areas until 2024. IOF's vision, values and mission remain unchanged, while IOF's main goal was changed.

Our main goal is to become a global and sustainable sport. Sustainable means in this context at least three aspects, financial, social and environmental sustainability. Our four main strategic priorities for next period are:

1. Actively improve the performance and sustainability of the IOF and Member Federations
2. Improve the IOF brand and orienteering's visibility
3. Develop the IOF's global competition program
4. Upgrade governance further

Covid-19 ended on 24.02.2022, at least it was forgotten in a moment. The world went from one crisis to another and it directly affected us. The war started by Russia in Ukraine was condemned by the majority of our members and both the Russian and Belarus orienteering federations have had their membership suspended in IOF.

The current suspensions have excluded many athletes from participating in IOF events. The war in Ukraine and consequent suspensions of the IOF members in Russia and Belarus might last for a long time and the IOF has consulted with member federations and athlete representatives whether to make changes in the current sanctions. The responses received in the beginning of 2023 showed very clear majority in advising to not change the current sanctions against Russian and Belarusian sport and athletes. The IOF Council has agreed with the advice provided by its members. The IOF approach regarding the war in Ukraine and the suspension of the members in Russia and Belarus is strengthened by the very clear message from its members.

2022 was a year of exceptionally high inflation and I am pleased that despite the challenges, IOF is in a good financial position. We have made significant changes to the IOF Office and our processes, and we hope to move our organization forward with renewed energy and speed.



2022 injected a lot of positivity into us. We are back, we are back with new energy, and we can meet and communicate without restrictions.

Thank you for successful year of 2022!

A handwritten signature in black ink that reads 'Leho Haldna'. The signature is written in a cursive, flowing style.

Leho Haldna
IOF President

Management report 2022

General Information about the operations

The International Orienteering Federation (IOF), registered in Karlstad, Sweden, is the global governing body for the sport of orienteering. The IOF is recognized by the International Olympic Committee (IOC) and is a member of the Association of IOC Recognized Sports Federations (ARISF). The mission of the IOF is to spread orienteering globally and to create and manage a program of international competitions in four orienteering disciplines. For this purpose, the IOF shall sanction World Orienteering Championships and other major orienteering events, shall create, monitor, and update a set of international rules and shall rule in any conflicts. The organisation shall also represent its members interests in the global sporting community and shall follow The Olympic Charter, the World Anti-doping Code, the UN Global Sustainability Development Goals and shall work for equality in participation and representation in the sport of orienteering.

Information relevant to the federations mission and activities

The year 2022 has been characterised by the fact that orienteering has been able to return to normal after the Covid-19 pandemic, which in 2020 and 2021 affected the activity and operations to a large extent and limited the opportunities to carry out international championships and other events. In 2022, all planned international championships and World Cup events have been carried out, with a partial postponement of the Junior World Orienteering Championships in Portugal due to extreme risk of forest fire and restrictions on movement in forest areas.

Consequences of the war in Ukraine have also affected the activity and operations in 2022. The IOF Council decided in Council meetings at the end of February and the beginning of March 2022 to suspend the memberships of the members in Russia and Belarus in the IOF, and the decisions were ratified by the Ordinary General Assembly in July 2022.

As a result of the suspensions, athletes from these countries have not been allowed to participate in IOF events in 2022, including world championships.

In 2022, the IOF has also organised a fundraiser to support the Ukrainian orienteering community. Parts of these funds have been used to finance participation in international competitions for the Ukrainian national team. IOF extends a big thank you to everyone who has contributed with support and all organizers, national federations and others who have supported the Ukrainian Orienteering Federation and the orienteering community in Ukraine in 2022. Global development projects have also progressed again in 2022, and conferences and webinars, development clinics and local and regional development projects with economic support from IOF have largely been carried out as planned. However, the pandemic has still in 2022 caused challenges in parts of the world. The transition to digital meetings and education has continued successfully in 2022, and both the Extraordinary General Assembly and Ordinary General Assembly in 2022 were for the first time conducted in a hybrid format, which was successful.

IOF's Ordinary General Assembly in July 2022 adopted a new four-year strategic plan with dedicated focus areas until 2024. The vision, values and mission of IOF were continued from the previous period, while IOF's main goal was changed to become a global and sustainable sport. The new strategic plan gives the following main strategic priorities:

- Actively improve the performance and sustainability of the IOF and Member Federations
- Improve the IOF brand and orienteering's visibility
- Develop the IOFs global competition program
- Upgrade governance further

In connection with the first strategic priority, a new administrative leadership and new employees and contracted resources in IOF's administration have come into place and found their way of working, which is largely based on digital interaction. Furthermore, the IOF Council defined in the autumn of 2022 minimum sustainability criteria for Member Federations.

During the year 2022, IOF's working methods have continued to develop towards increased sustainability and openness. The organisation has fully applied use of digital meetings, and this has given both wider participation, closer communication and follow-up and more efficient operations. In 2022, IOF has also established a digital portal for e-learning.

Significant activities during the year and after its completion

The IOF's finances in the year 2022 have, despite the after-effects of the global pandemic and the economic impact created by the war in Ukraine, shown a positive result. Due to the uncertainty during the year, the IOF Council and administration have worked with frequent follow-ups of the economy and planning of costs to be able to counteract any loss of income.

A revised forecast was set in January which would have broken even for the year, which was achieved but by a margin. A challenge for 2023 is inflation, which directly affects IOF's costs, while our income side is firmly regulated through agreements and fee systems set several years in advance.

Members

The IOF had at the end of the year 76 members.

The Federation's financials in summary (in thousands SEK):

	2022	2021	2020	2019
Operational net income	11 956	5 871	1 238	9 312
Result for the year	72	959	-980	1 219
Solidity %	65,6 %	67,5 %	71,0 %	70,2 %
Balance Sheet total	4 500	4 265	2 706	4 134

Change in Equity (in SEK)

	Balanced Capital	Result for the year	Equity Capital
Opening balance	1 921 637	959 337	2 880 974
Disposition of results	959 337	-959 337	0
Result for the year		72 370	72 370
Closing balance	2 880 974	72 370	2 953 344

Financial statement 2022

Profit and loss statement

	2022 SEK	2021 SEK	2022 EUR	2021 EUR
Income				
Net income from operations	11 955 722	5 871 366	1 073 672	527 270
Membership fees	2 083 840	2 055 902	187 137	184 628
Grants and Gifts	324 358	274 957	29 129	24 692
Other income	32 175	1 107 694	2 889	99 475
Total income	14 396 145	9 309 920	1 292 827	836 065
Costs				
Costs of operations	-10 929 707	-4 889 106	-981 528	-439 060
Other external costs	-689 516	-274 859	-61 921	-24 683
Staff costs	-3 083 860	-3 201 099	-276 942	-287 471
Depreciation	-31 357	-13 781	-2 816	-1 238
Total Costs	-14 734 440	-8 378 845	-1 323 207	-752 451
Profit/Loss	-338 295	931 075	-30 380	83 614
Investments and financing				
Interest income and similar items	412 430	42 048	37 038	3 776
Interest costs and similar items	-1 766	-13 785	-159	-1 238
	410 664	28 263	36 879	2 538
Result after investments and financing	72 370	959 337	6 499	86 152
Result for the year	72 370	959 337	6 499	86 152

The financial statement 2022 can be found in its entirety with additional information, notes etc. at the [IOF homepage via this link](#).

Balance statement

	2022 SEK	2021 SEK	2022 EUR	2021 EUR
ASSETS				
Non-current assets				
<i>Tangible assets</i>				
Machinery and equipment	53 891	21 829	4 840	1 960
	53 891	21 829	4 840	1 960
Total non-current assets	53 891	21 829	4 840	1 960
Current assets				
<i>Inventory etc.</i>				
Inventory	72 457	9 306	6 507	836
	72 457	9 306	6 507	836
<i>Short-term assets</i>				
Accounts receivable	160 111	53 228	14 379	4 780
Other short-term assets	503 572	600 858	45 223	53 959
Prepayments and accrued income	174 143	51 107	15 639	4 590
	837 826	705 193	75 240	63 329
<i>Cash in hand and at banks</i>	3 535 840	3 528 581	317 531	316 880
	3 535 840	3 528 581	317 531	316 880
Total current assets	4 446 122	4 243 081	399 278	381 044
TOTAL ASSETS	4 500 013	4 264 910	404 118	383 005

	2022	2021	2022	2021
BALANCE STATEMENT				
EQUITY AND DEBTS				
<i>Equity</i>				
Balanced gains	2 880 974	1 921 637	258 722	172 570
Result for the year	72 370	959 337	6 499	86 152
	2 953 344	2 880 974	265 221	258 722
<i>Short-term debts</i>				
Accounts payable	259 341	121 379	23 290	10 900
Other short-term debts	761 688	236 863	68 402	21 271
Accruals and deferred income	525 641	1 025 694	47 205	92 111
	1 546 670	1 383 936	138 897	124 283
TOTAL EQUITY AND DEBTS	4 500 013	4 264 910	404 118	383 005

World Championships in 2022

In 2022 we were almost back to normal in terms of major IOF Events after two years of impact from the pandemic. Here is a look at some of the championships from the past year.



World Ski Orienteering Championships
Kemi-Keminmaa,
Finland
15-19 March 2022



Junior World Orienteering Championships
Aguiar da Beira,
Portugal
11-16 July + 3-6 November
2022

World Orienteering Championships
Triangle Region,
Denmark
26-30 June 2022



World MTB Orienteering Championships
Säter/Falun,
Sweden
14-20 July 2022



World Masters Orienteering Championships
Puglia, Gargano
Italy
10-16 July 2022



World Trail Orienteering Championships
Jelenia Góra,
Poland
19-23 July 2022

In 2022 we could finally gather again at full strength.

On the following six pages, we have selected some stories that emphasize just that.



Sprint-WOC got off to a great start in Denmark

History was made in the end of June 2022, when the first ever sprint-only World Orienteering Championships were held in The Triangle Region, Denmark featuring sprint relay, individual sprint and knock-out sprint as a debuting discipline on the WOC-program.

As with many orienteering events the WOC in Denmark was postponed two years due to the pandemic, so it took almost six years from the time the organizers were awarded the championships until it began on June 26 in Kolding.

243 athletes from 42 different nations entered the races, which were broadcasted in eight different countries, who got to see the three Danish host cities from their most beautiful side as WOC was blessed with sunny summer weather on the race days.

Sweden won thrilling sprint relay

33 relay teams were ready on the starting line next to the 750-year-old castle Koldinghus and helped to create a memorable sprint relay in the narrow streets of Kolding, which proved to be a tricky terrain for the first WOC 2022-race.

A significant time loss to some of the leading teams on second leg created a thrilling finish on the relay, where the Swedes won their fourth gold medal in a row ahead of the British team, who kept cool on all four legs and paved the way for an spectacular week by taking the silver.



Norway was one of the teams losing time on second leg but managed to win bronze after an impressive finish. The Danish team received massive support from the home crowd and was in contention for a medal until the last controls.

First KO-titles to Sweden and Switzerland

Two days later it was time to crown the first ever knock-out sprint world champions in Fredericia that created an intense setting for the debuting competition. After the morning's qualification races and heat selection all 20 knock-out races had the same finish line at in the city centre.

The excited spectators created a great atmosphere for the finals and saw several surprises on the podiums. Switzerland's experienced Matthias Kyburz raced a cunning final to claim the gold and was followed by Sweden's WOC debutants August Mollén and Jonatan Gustafsson.

New Zealand's Tim Robertson made several route choices on his own to the excitement of the spectators and led the final half way but had to settle for fourth place.



Tove Alexandersson (SWE) was impossible to catch all through the day and won everything from the qualification heat in the morning to the women's final by impressive 15 seconds.

Great Britain's Megan Carter-Davies continued to show great form after her sprint relay medal two days before and secured the silver just a second ahead of Eef van Dongen, who won the first ever WOC medal for The Netherlands.

The many shouts of excitement from the spectator stand whenever the athletes tried to break away on their own route choice could be heard through most of Fredericia and at home behind the television screens.



British and Norwegian golds in sprint

Great Britain crowned an impressive week in Denmark when Megan Carter-Davies won the technically challenging individual sprint in Vejle on the final day of the championships.

She avoided notable time losses on the tricky course and beat Simona Aebbersold (SUI) by six seconds and was joined by another Briton on the podium, Alice Leak who won the bronze.

Norway's Kasper Fosser was superb on the men's course and won the world championship by 16 seconds down to Gustav Bergman (SWE).

Yannick Michiels won Belgium's first ever WOC medal, when he secured the bronze medal.



The next sprint WOC medals will be handed out in Edinburgh, which hosts the World Orienteering Championships in July 2024.



Athletes from 11 nations shared experiences at Idre

In August a number of athletes returned to Idre Fjäll, the site of the Orienteering World Cup round 2 in 2021, for an intense training camp aimed at developing their skills in Scandinavian terrain.

The development camp was in fact a follow-on to the successful World Cup Event in Sweden last year. The Idre Fjäll resort had provided free accommodations and meals for a training camp for 20 athletes as the overall team prize from last year's World Cup. The award was won by the Swedish Team and an agreement followed between the IOF and the Swedish Orienteering Federation enabling the IOF to utilize this opportunity and invest in a training camp for promising athletes from second tier nations.

Over 70 applications to join the camp were received at the end of last year. The IOF selected athletes in cooperation with member federations, with the goal of reaching promising athletes from as many nations as possible. 21 athletes from 11 nations were finally accommodated for the training camp. In addition, 10 athletes from the Hungarian, Japanese and Slovenian teams attended their own training camp in parallel with the IOF camp, utilizing the same maps and training courses.

The camp activities were conducted through a cooperation with the local club Idrefjällens OK and were led by Johan Runesson and members of the Swedish national orienteering team. The camp utilized a training program which mimicked a similar program conducted by the Swedish Team prior to the World Cup last year. The idea being to give the participants access to the resources of one of the leading teams.



Impressive dedication

From Wednesday afternoon through Sunday morning the athletes took part in 6 organised training sessions and 2 optional training sessions, with presentations, discussions, and analysis sessions each evening. For the organised training sessions GPS tracking and analysis was used, and 2 sessions were held as timed training events on courses run by the Swedish team.

This allowed for additional analysis and the ability to compare with some of the world's best orienteers. An additional feature of the camp was that each of the selected athletes was shadowed by one of the 5 members of the Swedish Team who were present at the camp.

- It was impressive to see the dedication of all athletes and the interactions between athletes aiming for performance improvements, says IOF Council Vice President Tom Hollowell who was present at the camp.

- The sharing of knowledge and experience is truly a credit to our sport and I would specially like to thank the Swedish national team for their strong support for the camp.



The IOF will now assess the camp organisation and setup, together with the participating athletes and the organisers, to determine if a similar camp should be held in future years and what the areas of improvement might be.





South American orienteers met again for SAOC 2022

In the middle of October 2022 South American Orienteering Championships 2022 brought together orienteers from Argentina, Brazil, Chile, Colombia, Paraguay and Uruguay to compete for the medals, including also the South American Youth and South American Junior Orienteering Championships.

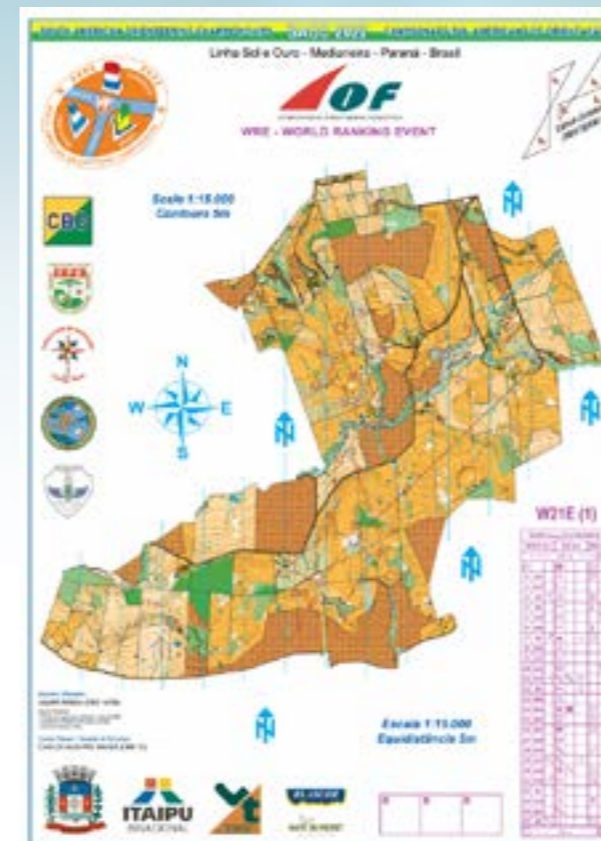
The event was organised in the Triple Frontier area that is the border between Argentina, Brazil and Paraguay, with the Event Center located in the Brazilian city Foz do Iguaçu.

The event was actually planned to be held in 2020 but due to the Covid-19 pandemic it was moved to 2022. The original plan had been to organise competitions in all 3 bordering countries, but due to lingering restrictions the Middle Distance event planned for Argentina had to be moved to a reserve area in Brazil.

The event started with a friendship relay competition held in Ciudad del Este, Paraguay. This was a milestone event as it was the first major competition held in Paraguay following the entry of the Paraguay Orienteering Association to IOF membership in April 2022.

Championships medals were then awarded in Long Distance, Middle Distance and Sprint on the next three following days.

Brazilian athletes dominated the top of the results board all days with Sirlana Medina and Clebel Vidal (Long), Edineia Roniak dos Santos and Claudinei Nitsch (Middle), Priscilla Vieira Goncalves and Leandro Nascimento (Sprint) claiming the Regional Champion starting spots at the World Orienteering Championships in 2023 and 2024 respectively. Of note also were Isara Soto Ramirez (CHI) with a 5th place in the Sprint.



In connection with the championships an informal meeting was also held with Presidents and representatives of the South American orienteering federations.

The meeting decided to investigate the creation of a formal South American representative body to be able to better represent the sport towards other sports bodies in the region. If all federations approved, the formal association would seek a Memorandum of Understanding with the IOF to set the ground rules for cooperation.

The meeting also discussed the new IOF Strategic Directions for the period 2022 – 2026 and specifically how the members could support youth activities and strengthening relations with the International School Sports Federation (ISF) and the International University Sports Federation (FISU) in the region. There is a significant opportunity for promoting schools orienteering in the region as the ISF U15 World School Sports Games will be held in Brazil in 2023.

At the meeting Colombia confirmed that they intended to host the South American Orienteering Championships in 2024 and Chile announced that they would apply for organising the South American Orienteering Championships in 2026. Both events would also include the Junior and Youth Championships also.



Looking for results from IOF Events in 2022?
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David May retires after 27 years with World Ranking and WMOC's

Text: Leho Haldna, Sondre Gullord, Erling Thisted
Photos: Thomi Studhalter, Remy Steinegger, Snorre Veggan, Agris Veckalniš, Camilla Bevensee, David Hofman, Honza Svoboda - strict.cz, Dan Dvoracek, Donatas Lazauskas

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Foreword by IOF President, Leho Haldna

Increased capacity of organisation and improved visibility of orienteering

The changes made in our organisation in 2022 significantly increased the capabilities of our organisation, and in 2023 we saw considerable progress in several areas.

Event quality has always been our priority and we now have more human and financial resources to support event organisers in areas where they have lack of resources or competence. One of the highest priority areas that we significantly improved is visibility, event visibility and orienteering in general.

We managed to broadcast our main major events live in more markets than before, securing a strong presence in our core markets.

Our own streaming service IOF TV has taken viewership to new heights and brought significant income to IOF. There is still untapped potential for our community in IOF TV, but I see an unlimited market outside of the orienteering family.

The highlight of the season was WOC2023 in Flims/Laax, Switzerland. The Swiss organisers had a great concept for a very compact event, and I would say the most professional organising team in IOF history. WOC2023 set the standard of organisation to another, higher level for future world championships organisers.



IOF has a limited budget, and we can only afford a limited number of paid jobs. But we have an impressive volunteer organisation that supports us in achieving our goals. We allocated more resources from the IOF office to support our commission work and tried to find a balance between paid and voluntary work.

I would like to highlight contribution of IOF Athletes Commission and Athletes representatives in the IOF Council to the decision-making process. For the first time, the athletes' voice is heard and respected at all levels of the organisation.

Good governance is of the utmost importance to the IOF, we are one of the best international sports organisations in the field based on an independent survey. Early involvement and consultation are important to our organisation. We have allocated more resources to the consultation process and to improving the quality of IOF Council decisions.

Our statutes are structured for a dynamic organisation and one important part of this is the rotation model of the members of the elected body, the IOF Council.

We have a transparent system to bring fresh blood and innovative ideas to the organisation.

This model will be fully launched for the first time in 2024, and the foreword of the next IOF annual report will then be written by the future IOF President.



IOF President Leho Haldna speaks during the WOC 2023 opening ceremony in Switzerland.

I wish success to the next IOF President, to all members of the IOF Council, to our voluntary and professional organisation, to all members of our community.

Thank you all for a successful and memorable 2023!

Thank you for years of cooperation and friendship!

A handwritten signature in black ink that reads "Leho Haldna". The signature is written in a cursive, flowing style.

Leho Haldna
IOF President

Management report 2023

General Information about the operations

The International Orienteering Federation (IOF), registered in Karlstad, Sweden, is the global governing body for the sport of orienteering. The IOF is recognized by the International Olympic Committee (IOC) and is a member of the Association of IOC Recognized Sports Federations (ARISF). The mission of the IOF is to spread orienteering globally and to create and manage a program of international competitions in four orienteering disciplines. For this purpose, the IOF shall sanction World Orienteering Championships and other major orienteering events, shall create, monitor, and update a set of international rules and shall rule in any conflicts. The organisation shall also represent its members interests in the global sporting community and shall follow The Olympic Charter, the World Anti-doping Code, the UN Global Sustainability Development Goals and shall work for equality in participation and representation in the sport of orienteering.

Information relevant to the federations mission and activities

The mission of the IOF is to promote the global growth of orienteering and develop competitive and recreational orienteering. The main goal is to become a global and sustainable sport, which is supported by a four-year strategic plan with dedicated focus areas until 2024 adopted by the Ordinary General Assembly in 2022. This strategic plan provides the following main strategic priorities, which reflects the work and priorities in the IOF:

1. Actively improve the performance and sustainability of the IOF and Member Federations
2. Improve the IOF brand and orienteering's visibility
3. Develop IOFs global competition programme
4. Upgrade governance further

IOF's working methods have continued to develop towards increased sustainability and openness.

The transition to digital meetings, webinars and education has continued successfully in 2023. A new e-learning platform was launched in the beginning of 2023 and included mandatory fair play education for athlete license holders. Digital meetings and webinars have given both wider participation and more efficient operations. IOF Office is from 2023 working in a fully digital way, with employees in Sweden, Norway, Denmark and Hungary working closely together through digital means.

Consequences of the war in Ukraine have affected the activity and operations under the IOF also in 2023. The IOF Council decided in the beginning of 2022 to suspend the memberships of the members in Russia and Belarus in the IOF, and the decisions were ratified by the Ordinary General Assembly in July 2022. As a result of the suspensions, athletes from these countries have not been allowed to participate in IOF events in 2023, including world championships in all disciplines.

All planned international championships and World Cup events have been carried out in 2023. Overall, the events have been delivered with good quality. Related to the third strategic initiative, the discipline commissions for the four disciplines under the IOF have led the work of extracting learning from completed events to increase event quality and deliveries through feed forward and areas for learning, together with event advisers, IOF Office and local organisers. In 2023, further systematisation of this work has been achieved.

Related to the main events and the second strategic initiative, development of IOF's live platform and IOF TV has been a key strategic investment in 2023. This has contributed to a significant increase in viewers of international orienteering competitions through the platform, and increased revenue streams to the IOF and local organisers.

Good governance has continued to be in focus in 2023. A new transgender policy, strengthening of diversity in the IOF organisation, sustainable sourcing policy and delegation of authority has been among the deliveries this year.

Global development projects have also progressed in 2023. Webinars, development clinics and local and regional development projects with economic support from IOF have largely been carried out as planned. The IOF Young Leaders Academy 2023, organised in Italy in July 2023, was a new strategic initiative from 2023. The academy was delivered in a successful way with participation of 26 young leader talents from the global orienteering community.

Significant activities during the year and after its completion

The IOF's finances in the year 2023 have, despite the economic impact created by the war in Ukraine, and high inflation infecting the operations of the IOF heavily, shown a positive result. Due to the uncertainty during the year, the IOF Council and IOF Office have worked with frequent follow-ups of the economy and careful planning of costs to be able to handle growth in cost levels and uncertainty in some of the event-related revenue streams. The high inflation directly affecting the costs of the IOF will continue to be a main area of concern for the IOF in 2024, and the fact that large parts of the income side is fixed through agreements and fee systems set several years in advance makes this a key challenge.

Members

The IOF had at the end of the year 78 members.

The Federation's financials in summary (in thousands EUR):

	2023	2022	2021	2020
Operational net income	1 115	1 061	521	110
Result for the year	23	6	85	-87
Solidity %	66,8 %	65,6 %	67,5 %	71,0 %
Balance Sheet total	428	399	379	240

Change in Equity (in EUR)

	Balanced Capital	Result for the year	Equity Capital
Opening balance	255 691	6 423	262 114
Disposition of results	6 423	-6 423	0
Result for the year		23 384	23 384
Closing balance	262 114	23 384	285 498

Financial statement 2023

Profit and loss statement

	2023 SEK	2022 SEK	2023 EUR	2022 EUR
Income				
Net income from operations	12 562 340	11 955 722	1 114 928	1 061 094
Membership fees	2 232 805	2 083 840	198 165	184 944
Grants and Gifts	346 685	324 358	30 769	28 787
Other income	0	32 175	0	2 856
Total income	15 141 830	14 396 145	1 343 862	1 277 681
Costs				
Costs of operations	-10 960 347	-10 929 707	-972 748	-970 029
Other external costs	-843 976	-689 516	-74 904	-61 196
Staff costs	-3 124 486	-3 083 860	-277 303	-273 698
Depreciation	-27 156	-31 357	-2 410	-2 783
Total Costs	-14 955 965	-14 734 440	-1 327 366	-1 307 705
Profit/Loss	185 864	-338 295	16 495	-30 024
Investments and financing				
Interest income and similar items	78 689	412 430	6 984	36 604
Interest costs and similar items	-1 076	-1 766	-95	-157
	77 613	410 664	6 888	36 447
Result after investments and financing	263 478	72 370	23 384	6 423
Result for the year	263 478	72 370	23 384	6 423

The financial statement 2023 can be found in its entirety with additional information, notes etc. at the [IOF homepage via this link](#).

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	2023 SEK	2022 SEK	2023 EUR	2022 EUR
ASSETS				
Non-current assets				
<i>Tangible assets</i>				
Machinery and equipment	26 735	53 891	2 373	4 783
	26 735	53 891	2 373	4 783
Total non-current assets	26 735	53 891	2 373	4 783
Current assets				
<i>Inventory etc.</i>				
Inventory	117 764	72 457	10 452	6 431
	117 764	72 457	10 452	6 431
<i>Short-term assets</i>				
Accounts receivable	1 396 187	160 111	123 914	14 210
Other short-term assets	13	503 572	1	44 693
Prepayments and accrued income	201 863	174 143	17 916	15 455
	1 598 064	837 826	141 831	74 358
<i>Cash in hand and at banks</i>	3 074 748	3 535 840	272 889	313 811
	3 074 748	3 535 840	272 889	313 811
Total current assets	4 790 575	4 446 122	425 171	394 601
TOTAL ASSETS	4 817 310	4 500 013	427 544	399 383
BALANCE STATEMENT	2023	2022	2023	2022
EQUITY AND DEBTS				
<i>Equity</i>				
Balanced gains	2 953 343	2 880 974	262 114	255 691
Result for the year	263 478	72 370	23 384	6 423
	3 216 822	2 953 344	285 498	262 114
<i>Short-term debts</i>				
Accounts payable	254 643	259 341	22 600	23 017
Other short-term debts	763 158	761 688	67 732	67 601
Accruals and deferred income	582 687	525 641	51 714	46 652
	1 600 488	1 546 670	142 046	137 269
TOTAL EQUITY AND DEBTS	4 817 310	4 500 013	427 544	399 383

Major Events in 2023

Numerous IOF Major events were held all over the world in 2023. Here is a look back on some of them.



European Ski Orienteering Championships
Madona,
Latvia
30 January – 5 February



Junior World Orienteering Championships
Baia Mare,
Romania
2 - 9 July

World Orienteering Championships
Flims Laax,
Switzerland
11 - 16 July



CX80 World MTBO Championships
Jicín,
Czechia
20 - 26 August



World Masters Orienteering Championships
Košice,
Slovakia
12 - 18 August



World Trail Orienteering Championships
Zákupy,
Czechia
1 - 7 July

On the following pages, we will dive into some of the international orienteering events and initiatives, that took place in 2023.



Tough forest WOC in the Swiss Alps

A little more than a year after the World Championships in Denmark, which offered three lightning-fast sprint disciplines, Switzerland invited to a completely different challenge in July 2023: Three tough races in the Alps at Flims Laax.

And the Swiss were serious about that, as the start for the opening long distance went at around 2000 meters above sea level on Crap Sogn Gion mountain.

Aebersold started Swiss golden streak

The Swiss home crowd, gathered in a sports centre, which made up the arena all the days of the championships, was given something to cheer about to begin with.

Simona Aebersold (SUI) won her first individual world championship title ahead of the reigning champion, Tove Alexandersson (SWE), who lost time in the heights at the start of the course. Andrine Benjaminsen (NOR) delivered a strong finish and secured the bronze medal.

Kasper Fosser (NOR) and Matthias Kyburz (SUI) fought for the gold in the men's class, where Fosser took a fast route choice on the last long leg of the course and defended his title from 2021 by 51 seconds.

Behind them, Olli Ojanaho (FIN) won his first WOC medal and the bronze was the first Finnish WOC long distance medal in 10 years.



Huge middle distance wins

Two days later, both of the long distance silver medalists stepped up and won the middle distance titles.

Tove Alexandersson showed no mercy in the women's class and won her 18th WOC gold medal by more than two minutes.



Natalia Gemperle (SUI) took the silver medal with another Swede, Hanna Lundberg in bronze position. That was Lundberg's first senior championship medal.

Matthias Kyburz almost copied Alexandersson's show in the men's class, where his winning margin was exactly two minutes after a strong performance in the short, technical legs in the tricky terrain in the start of the course.

He was joined on the podium by compatriot Joey Hadorn and Jannis Bonek (AUT), who won a rare medal for Austria with his bronze.

Relay golds for Sweden and Switzerland

Switzerland continued its golden streak on the relays, which concluded the championships on another warm day under the sun.

Daniel Hubmann, Joey Hadorn and Matthias Kyburz won the men's relay, with Hadorn creating a decisive gap on the second leg.

Finland's Miika Kirmula kept Sweden's Emil Svensk behind him by 16 seconds in the fight for silver on the last leg.



Two hours later, Sweden could step onto the top of the podium after an outstanding performance by Hanna Lundberg, Sara Hagström and Tove Alexandersson.

The Swedish team continued to increase its lead all the way through the relay and won with Switzerland and Norway several minutes behind.



Athletes from 44 different nations participated in the 2023 World Orienteering Championships.

TV broadcasters in Switzerland, Sweden, Norway, Finland, Austria, France and Czechia showed the races from Switzerland.

WOC 2024 (sprint) is held in Edinburgh, Scotland, and WOC 2025 (forest) takes place in Kuopio, Finland.



Successful start for IOF Young Leaders Academy

Young orienteering leaders aged 16-25 from 14 different countries took part in the first IOF Young Leaders Academy, that were held in Italy in July 2023.

The purpose of the academy is to support their talent and competencies in organisation, coaching and development of orienteering using a train-the-trainer methodology.

The academy also focuses on exchanging experiences and making new friends within the global orienteering community.

In addition to the lectures and workshops, participation in the 5 Days Italy competitions is part of the programme.

Here the participants also support the organisers in different roles/functional areas before or after racing, to gain experience within the organisation of one of the largest orienteering events.

Participation is financially supported by the IOF and 5 Days Italy in different intervals based on the IOF Membership Fee groups.

It is IOF's Global Development Commission that organise the academy with assistance from the 5 Days Italy organisation.

From June 29th – July 5th 2024, the second edition of YLA takes place in Paganella in the Italian Dolomites.



Athlete License holders must pass Fair Play course

IOF Athlete License holders are for the first time required to complete an e-learning course on Fair Play to have a valid license.

The IOF Fair Play Education is available through e-learning courses on IOF's e-learning platform - education.orienteering.sport

Dedicated courses have been developed for athletes in all four disciplines. It is recommended for everyone taking part in IOF competitions, including all team officials, and mandatory for Athlete License holders.

The IOF Athlete License is needed for athletes participating in Senior (Elite M/W 21) World Championships and World Cup competitions. The licence is annual and is valid for all orienteering disciplines.

In addition, IOF has developed a more basic and visual fair play education course with youths as the main target group.

IOF's e-learning with fair play education is one of six deliveries from the IOF Fair Play Project started after the IOF 2020 General Assembly.



The ambition of the initiative is to raise awareness of fair play issues, reflection on how to deal with them and increased knowledge of IOF's competition rules, which is strengthened related to fair play.

All courses are free and there is a need to enroll to get access to the content of the courses, so the tool can keep track of the athlete's progress and give a tailored certificate when a course is completed.





Orienteering and the environment

In 2023, IOF published a report with the results of the survey “Orienteering and the Environment”.

The preservation of the environment is a key pillar of the IOF sustainability ambition but the relationship between orienteering and the environment has clear implications also on the other two pillars of sustainability, social and economic.

The survey follows an analogous survey carried out in 2011 to understand the main issues faced by the orienteering movement. The current survey allows us to update the situation with a broader response.

Issues related to the disturbance of vegetation and wildlife appear as the most common, whereas the use of materials and energy rank lower, probably reflecting the moderate use of both in orienteering events.

Legislation on nature conservation is the most common in affecting orienteering (for over 90% of respondents), followed by rules on access to land, both private and public; a high rank also of regulation of hunting points at a high relevance of appropriate relationships with stakeholders.

A relative majority of Member Federations has incorporated environmental issues in their strategy, have a commission or an individual appointed as reference for environmental aspects and include environmental protection in training courses for organisers and course planners.

However, when it comes to specific, more focused actions, such as the production of educational materials, the establishment of environmental targets, the collection of data, only a few federations have reported concrete initiatives.



Most Federations report absence of knowledge about scientific approaches to the study of the environmental impact of orienteering, the impact or lack of it being generally based on anecdotal evidence. Possibly a consequence of that, it appears that the environment-friendly nature of orienteering is an argument used to attract new practitioners for only half of respondents. As for sponsors, the percentage is somehow higher than in 2011, but limited to 2/3 of the cases.

Scientific studies addressing the actual environmental impact of orienteering is the most frequently cited kind of support desired by Member Federations, followed by practical guidelines on the organisation of events.

[Get access to the full report here.](#)

Retires after 27 years with World Ranking and WMOC's



Every single week of the year, orienteering competitions are held around the world in which the IOF plays a greater or lesser role. Everything from the major international championships in the four IOF disciplines, where there is a several year-long collaboration between advisors and organisers, to hundreds of World Ranking Events in the calendar.

Before, during and after the competitions, a lot of work goes on in the several Commissions under IOF, which you rarely get an insight into when looking at results or winner photos. One of the people who has put hundreds of hours into the work behind the scenes is the Brit David May, who retired in 2023 after 27 years in IOF's Foot Orienteering Commission.

His way into Commission work began in 1997, when the IOF wanted to strengthen interest in events at the level below WOC and World Cup. In the years prior to joining IOF, he had worked on creating a ranking system in British Orienteering after proposing changes to the then existing system.

“We had developed a system which became the father of the system we have in IOF now. It coped with different people running at different times in different places and trying to give them points. Any system which says the winner gets 1000 points like the World Cup doesn't work for a race with a big race in one place and a small race in another place where we've got different people running. What we did back in 1998 and 1999 is very similar to what exists today. It's 95 percent the same”, David May says.

After a successful launch of the new ranking system David May also took over responsibility of working with developing the World Masters Orienteering Championships, which continued for the rest of his time in the FootO Committee, later FootO Commission.

Up through the 2000s he worked with creating a manual for the WMOC's so organizers can pass on experience to future organizers. Site visits were also introduced to strengthen the knowledge of which WMOC bid was the strongest.

The WMOC programme also changed during David May's time in the FootO Commission. In 2008, Sprint was added and the Middle distance final entered WMOC's in 2018. Both changes were made after surveying participants.



David May awarded with the IOF Gold pin during WMOC 2022 by Vice President Tom Hollowell.

When David May looks back on 27 years in IOF, he can also see a big development in the commission's way of working.

“These days it's much more hands on in terms of relationship between the Commission and the different events. In the same way that I was hands on with the World Masters, we have members with close relationships with World Cups, World Championships and all the other events too. We've got twice the number of members compared with the first meeting I went to help share the load. So the total amount of work that's done is much greater these days.”

IOF Official Partners



Title Partner of WMTBOC & MTBO World Cup



World Orienteering Week Partners





**VII. Report of the
IOF Ethics Panel**

**International Orienteering Federation
Ethics Panel**

Report to the General Assembly 2024

1. This report aims to inform attendees of the activities of the Panel since the last formal report to the 2022 General Assembly. Since then the Panel has dealt with five formal referrals, reviewed the rules for the procedures it undertakes when considering a referral and made a number of recommendations to Council.

Referrals

2. There were four cases related to the policy decision of the Council to impose sanctions on the Russian and Belarusian Orienteering Federations following the invasion of Ukraine in February 2022.

3. There was a referral from the Russian Federation challenging the decision of Council. The Panel concluded that the matter was in fact an appeal against a decision of Council and, as such, fell under the statutes of the IOF that require such appeals to be made to a subsequent GA (which it duly was). There was no specific reference to a breach of any of the four Code Principles. The Panel concluded that it was without the jurisdiction of the Panel to further consider this matter.

4. There was a referral from the Ukrainian Federation suggesting that through their silence Russian Athletes had caused harm to Ukrainian athletes and breached the Code of Ethics. The Panel considered this and again concluded that there was no specific reference to an individual or organisation. It concluded that the matter was covered by the previous decision concerning the actions of the IOF and was not a matter within the jurisdiction of the Panel.

5. A further referral was concluded in May 2023. This again referred the decision not to permit a neutral category in IOF competitions for Russian athletes. The complaint arose from an affected athlete and alleged discrimination on the grounds of nationality. A full investigation was conducted, which found that the IOF had made the decision not to include a neutral category, following consultation with the membership, and for reasons other than nationality. The referral was not upheld.

6. A further referral was received in January 2024 concerning a specific Russian athlete. He had used his residency in Germany, and affiliation through his German club, to claim this allowed him to change his nationality in the IOF Eventor system from Russian to German, using an alias name. He then used this attribution to enter and compete in an IOF Mountain Bike Orienteering World Cup race. This was subsequently picked up by the IOF staff. They noted that the results attached to the new alias matched exactly those of the athlete under review and removed him from the event results.

7. The investigation concluded that there had been a clear breach of the Code principal of integrity. However it was considered that there were some mitigating circumstances in that he had previously competed under the neutral athlete category in 2022 at the advice of officials at previous events. At that time such a category was permitted and the Eventor

system allowed athletes to self-declare nationality. This has subsequently been changed so only IOF staff can now do this. A further factor was that no other athletes had been disadvantaged as the IOF had removed the athlete from the official results and therefore any ranking points calculations had been adjusted for this.

8. The findings in this serious case were that the athlete be cautioned and reprimanded in the strongest possible terms, and placed on warning that any future violation could lead to further and serious action including the possible exclusion from future IOF events.

9. A referral was received in September 2023 concerning a potential conflict of interest and concerns over “fair play” at the Orienteering World Cup event held in August 2023. In essence an individual who had been appointed as course setter for 2 of the competitions had also subsequently been appointed as a paid coach to a national team that was participating in the event. An investigation was undertaken which concluded that the conflict had been disclosed, publicised in advance and that arrangements put in place to limit the integrity risk. The investigation concluded that there had been no breach of the Code of Ethics when considering existing IOF procedures regarding the appointment of course setters for IOF events.

Panel Procedures

10. The Panel has been considering and reviewing the way in which it seeks to conduct its affairs. This is a continuing process of seeking to improve these processes and follow on from points learned from the various referrals.

11. The Panel reported to the 2022 GA that it was going to initiate a process whereby the Panel, on receipt of a referral, would split into an Investigating Panel and, if subsequently needed, a Hearing Panel. Members would undertake one, but not both of these roles, so that a position of “Judge and Jury” would not arise. This has been successful although the burden of work falling to the Investigating Officer must be recognised and is possibly not sustainable. It may be worth the IOF considering adding one or two more members to the Panel to allow it to ensure that there are Panel members available to undertake timely investigations as and when they arise.

12. The Panel now proposes further refinements to its procedures. A revised set of procedures that the Panel will now work to is now on the IOF web site. In essence these strengthen and clarify the practices of the Panel.

Ethics Panel Membership

13. Two members of the Panel, including the Chairman were “founder” members of the original Ethics Commission in 2016, and have served 1 term on this Commission and now 3 terms on the Panel. The TORs of the Panel determine that a member may serve a maximum of 4 terms on the Panel. These two members were under the impression that together these constituted their maximum terms of office and had expected to stand down. However, they have been informed by the IOF, who have taken advice from their Governance Auditor, that they are eligible to serve a fourth and final term on the Panel and may therefore be nominated to the GA for this.

14. Lastly may I take this opportunity to thank my Panel member for the diligent way in which they have contributed to our work in the past two years and for the help and support they have given personally to me. I would also like to record the Panels thanks to the IOF office for the assistance and cooperation it has given us when asked for information and in processing our reports. I would also add that the Panel has received the support of Council in actioning all of the recommendations of the Panel.

Recommendations to the IOF

15. In examining the cases put to us over the past two years it has become apparent that there were some improvements that could be made in the processes and policies currently in use. The role of the Ethics Panel and the matters upon which it should and can adjudicate are constrained, rightly, by the Code of Ethics. Any attempt to seek the view of the Panel beyond this, will be rejected. However the testing of the Code through challenge is a very helpful way to expose weaknesses and/or inconsistencies in IOF policies or processes.

16. With this in mind the Panel has requested the IOF to :

1. Clarify in the Code of Ethics or IOF Statutes as to whether the IOF Council is subject to the Code of Ethics,
2. Consider and clarify whether an IOF Council decision may be challenged by an individual and, if so, to whom that challenge is bought,
3. Review the current practice/s and processes for the appointment of a course planner at IOF events and consider whether the current practice/s are sufficient to ensure that the course planner appointment is free from any actual or perceived conflict of interest,
4. Consider whether to introduce rules and/or written guidelines for the appointment of the course planner (and other officials) at IOF events, supported if necessary by appropriate sanctions, to protect the integrity and reputation of IOF events,
5. Consider adding up to two additional members to there are Panel members available to undertake timely investigations as and when they arise.

Bob Dredge

For and on behalf of the IOF Ethics Panel

12 May 2024



**VIII. Auditors' Report,
Income & Expenditure
Account, Balance Sheet
and Notes to the Accounts**

IOF Governance Auditor's Report to the Ordinary General Assembly 2024

As the Governance Auditor of the IOF, it is my task to verify that Council's decisions and Office's execution is in line with the expectations of the membership, as expressed by decisions of the General Assembly, as well as the statutes of the IOF. I am not a trained financial auditor, however, I have considerable experience in reviewing annual statements from my professional life.

I can attest that Council's decisions and Office's execution are in line with the statutes and the decisions made at GAs. Spending is directed to focus points as decided by GAs. TV production remains one of the largest areas of spending, but is also a considerable source of income, and matches the desire to make orienteering more visible. I would like to point out that some areas of spending, such as anti-doping, are indirect consequences of other goals (such as alignment with IOC requirements).

Over the course of the last year, I have assisted Office with interpretation of the Statutes as necessary. Where applicable, I have made suggestions for making the Statutes more explicit in future General Assemblies.

Matthias Kalle Dalheimer
Elected Governance Auditor, IOF

Auditor's report

N.B. The English text is a translation of the official version in Swedish. In the event of any conflict between the Swedish and English version, the Swedish shall prevail.

To the annual general meeting of International Orienteering Federation, corporate identity number 802498 - 9603

Report on the annual accounts

Opinions

We have audited the annual accounts of International Orienteering Federation for the year 2022.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of International Orienteering Federation as of 31 December 2022 and its financial performance for the year then ended in accordance with the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts.

We therefore recommend that the annual general meeting adopts the income statement and balance sheet.

Basis for Opinions

We conducted our audit in accordance with generally accepted auditing standards in Sweden. The auditors' responsibilities under those standards are further described in the sections *The Registered Public Accounting Firm's Responsibilities* and *The General Examiners Responsibilities*. We are independent of the association in accordance with professional ethics for accountants in Sweden. We as registered public accounting firm have fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Other matter

The audit of the annual accounts for the year 2021 was performed by another auditor who submitted an auditor's report dated 9 March 2022, with unmodified opinions in the Report on the annual accounts.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and that they give a fair presentation in accordance with the Annual Accounts Act. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts, The Board of Directors and the Managing Director are responsible for the assessment of the association's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is not applied if decision has been taken to discontinue the operations.

The Registered Public Accounting Firm's responsibility

We conduct our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our objectives are to obtain reasonable assurance about whether the annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of the association's internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors and the Managing Director.

- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting in preparing the annual accounts. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual accounts or, if such disclosures are inadequate, to modify our opinion about the annual accounts. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual accounts, including the disclosures, and whether the annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.

We must inform the Board of Directors of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

The General Examiners responsibility

I conduct my audit in accordance with the Swedish Audit Act and therefore in accordance with generally accepted auditing standards in Sweden. My objectives are to obtain reasonable assurance about whether the annual accounts have been prepared in accordance with the Annual Accounts Act and give a fair presentation of the financial position of International Orienteering Federation and its financial performance.

Report on other legal and regulatory requirements

Opinions

In addition to our audit of the annual accounts, we have also audited the administration of the Board of Directors and the Managing Director of International Orienteering Federation for the year 2022.

We recommend to the annual general meeting that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

Göteborg the 13 March 2023,
Grant Thornton Sweden AB

Karin Eriksson
Authorised Public Accountant

Matthias Dalheimer
General Examiner

Basis for Opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the *Auditor's Responsibilities* section. We are independent of the association in accordance with professional ethics for accountants in Sweden. We as registered public accounting firm have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the administration according to the statutes.

Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the association.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the association.

As part of an audit in accordance with generally accepted auditing standards in Sweden, the registered public accounting firm exercises professional judgment and maintain professional skepticism throughout the audit. The examination of the administration is based primarily on the audit of the accounts. Additional audit procedures performed are based on the registered public accounting firm's professional judgment and other elected auditors' judgment with starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the association's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability.



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Activity log

RECIPIENT	ACTION*	TIMESTAMP (CET)	METHOD	DETAILS
KARIN ERIKSSON karin.eriksson@se.gt.com	Signed Authenticated	21.03.2023 14:10 21.03.2023 14:10	eID Low	Swedish BankID (DOB: 1984/04/13) IP: 88.131.44.131
MATTHIAS DALHEIMER kalle.dalheimer@kdab.com	Signed Authenticated	21.03.2023 14:59 21.03.2023 14:59	eID Low	Swedish BankID (DOB: 1970/05/27) IP: 213.67.232.90

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Annual Financial Statement

2022

Annual Report for the accounting period 1 January 2022 to 31 December 2022

The Council of the International Orienteering Federation (Organisation number 802498-9603 (Sweden)) hereby releases the following Annual Report,

Contents

- 1 Management Report
- 3 Profit and loss statement
- 4 Balance statement
- 5 Additional information

This Financial Report is provided for information to be able to compare historical performance. All amounts are in Euro (EUR) based upon the reference exchange rate published by Handelsbanken on December 31, 2022 (SEK/EUR 11.1354). Information within parentheses denote prior year. This financial statement is a translation of the signed original.

Management Report

General Information about the operations

The International Orienteering Federation (IOF), registered in Karlstad, Sweden, is the global governing body for the sport of orienteering. The IOF is recognized by the International Olympic Committee (IOC) and is a member of the Association of IOC Recognized Sports Federations (ARISF). The mission of the IOF is to spread orienteering globally and to create and manage a program of international competitions in four orienteering disciplines. For this purpose, the IOF shall sanction World Orienteering Championships and other major orienteering events, shall create, monitor, and update a set of international rules and shall rule in any conflicts. The organisation shall also represent its members interests in the global sporting community and shall follow The Olympic Charter, the World Anti-doping Code, the UN Global Sustainability Development Goals and shall work for equality in participation and representation in the sport of orienteering.

Information relevant to the federations mission and activities

The year 2022 has been characterised by the fact that orienteering has been able to return to normal after the Covid-19 pandemic, which in 2020 and 2021 affected the activity and operations to a large extent and limited the opportunities to carry out international championships and other events. In 2022, all planned international championships and World Cup events have been carried out, with a partial postponement of the Junior World Orienteering Championships in Portugal due to extreme risk of forest fire and restrictions on movement in forest areas.

Consequences of the war in Ukraine have also affected the activity and operations in 2022. The IOF Council decided in Council meetings at the end of February and the beginning of March 2022 to suspend the memberships of the members in Russia and Belarus in the IOF, and the decisions were ratified by the Ordinary General Assembly in July 2022. As a result of the suspensions, athletes from these countries have not been allowed to participate in IOF events in 2022, including world championships.

In 2022, the IOF has also organised a fundraiser to support the Ukrainian orienteering community. Parts of these funds have been used to finance participation in international competitions for the Ukrainian national team. IOF extends a big thank you to everyone who has contributed with support and all organizers, national federations and others who have supported the Ukrainian Orienteering Federation and the orienteering community in Ukraine in 2022.

Global development projects have also progressed again in 2022, and conferences and webinars, development clinics and local and regional development projects with economic support from IOF have largely been carried out as planned. However, the pandemic has still in 2022 caused challenges in parts of the world. The transition to digital meetings and education has continued successfully in 2022, and both the Extraordinary General Assembly and Ordinary General Assembly in 2022 were for the first time conducted in a hybrid format, which was successful.

IOF's Ordinary General Assembly in July 2022 adopted a new four-year strategic plan with dedicated focus areas until 2024. The vision, values and mission of IOF were continued from the previous period, while IOF's main goal was changed to become a global and sustainable sport.

The new strategic plan gives the following main strategic priorities:

Actively improve the performance and sustainability of the IOF and Member Federations

Improve the IOF brand and orienteering's visibility

Develop the IOFs global competition programme

Upgrade governance further

In connection with the first strategic priority, a new administrative leadership and new employees and contracted resources in IOF's administration have come into place and found their way of working, which is largely based on digital interaction. Furthermore, the IOF Council defined in the autumn of 2022 minimum sustainability criteria for Member Federations.

During the year 2022, IOF's working methods have continued to develop towards increased sustainability and openness. The organisation has fully applied use of digital meetings, and this has given both wider participation, closer communication and follow-up and more efficient operations. In 2022, IOF has also established a digital portal for e-learning.

Significant activities during the year and after its completion

The IOF's finances in the year 2022 have, despite the after-effects of the global pandemic and the economic impact created by the war in Ukraine, shown a positive result. Due to the uncertainty during the year, the IOF Council and administration have worked with frequent follow-ups of the economy and planning of costs to be able to counteract any loss of income. A revised forecast was set in January which would have broken even for the year, which was achieved but by a margin. A challenge for 2023 is inflation, which directly affects IOF's costs, while our income side is firmly regulated through agreements and fee systems set several years in advance.

Members

The IOF had at the end of the year 76 members.

The federations financials in summary (in thousands EUR):

	2022	2021	2020	2019
Operational net income	1 074	527	111	836
Result for the year	6	86	-88	109
Solidity %	65,6%	67,5%	71,0%	70,2%
Balance Sheet total	404	383	243	371

Change in Equity

	Balanced Capital	Result for the year	Equity Capital
Opening balance	172 570	86 152	258 722
Disposition of results	86 152	-86 152	0
Result for the year		6 499	6 499
Closing balance	258 722	6 499	265 221

PROFIT AND LOSS STATEMEN	NOTE	2022-01-01 to 2022-12-31	2021-01-01 to 2021-12-31
	1		
Income			
Net income from operations	2	1 073 672	527 270
Membership fees		187 137	184 628
Grants and gifts	3	29 129	24 692
Other income	4	2 889	99 475
Total income		1 292 827	836 065
Costs			
Cost of operations	5	-981 528	-439 060
Other external costs	6	-61 921	-24 683
Staff costs	7	-276 942	-287 471
Depreciation		-2 816	-1 238
Total costs		-1 323 207	-752 451
Profit/Loss		-30 380	83 614
Investments and financing			
Interest income and similar items	8	37 038	3 776
Interest costs and similar items	9	-159	-1 238
		36 879	2 538
Result after investments and financing		6 499	86 152
Result for the year		6 499	86 152

BALANCE STATEMENT	NOTE	2022-12-31	2021-12-31
	1		
ASSETS			
Non-current assets			
<i>Tangible assets</i>			
Machinery and equipment	10	4 840	1 960
		<u>4 840</u>	<u>1 960</u>
Total non-current assets		4 840	1 960
Current assets			
<i>Inventory etc.</i>			
Inventory		6 507	836
		<u>6 507</u>	<u>836</u>
<i>Short-term assets</i>			
Accounts receivable		14 379	4 780
Other short-term assets	11	45 223	53 959
Prepayments and accrued income		15 639	4 590
		<u>75 240</u>	<u>63 329</u>
<i>Cash in hand and at banks</i>		317 531	316 880
		<u>317 531</u>	<u>316 880</u>
Total current assets		399 278	381 044
TOTAL ASSETS		404 118	383 005

BALANCE STATEMENT	NOTE	2022	2021
EQUITY AND DEBTS			
<i>Equity</i>			
Balanced gains		258 722	172 570
Result for the year		6 499	86 152
		<u>265 221</u>	<u>258 722</u>
<i>Short-term debts</i>			
Accounts payable		23 290	10 900
Other short-term debts		68 402	21 271
Accruals and deferred income		47 205	92 111
		<u>138 897</u>	<u>124 283</u>
TOTAL EQUITY AND DEBTS		404 118	383 005

ADDITIONAL INFORMATION (NOTES)

Note 1 Accounting and valuation principles

The financial statement has been established in accordance with Swedish accounting law and the Swedish Accounting Standards Board recommendations (BFNAR 2016:10), Accounting in Smaller Businesses.

Definitions:

Membership fees

Membership fees include payments for membership in the federation.

Depreciation

Tangible and intangible assets are valued at the initial purchase value reduced by planned depreciation. Depreciation is done systematically over the estimated lifetime of the asset. The following depreciation periods are standard:

Office equipment 5 years

Solidity

Equity as a percentage of Total Assets

Note 2 Net income

Income distribution:

	2022	2021
Income from sports events	360 463	167 511
Other income from operations (Winter Universiade refund)	49 423	20 840
Sponsoring, advertising	124 259	119 552
Income from TV rights	392 487	129 519
Income from live streaming	85 979	44 721
Anti-doping fund	61 063	45 128
Total	1 073 672	527 270

Note 3 Gifts and Grants

	2022	2021
Grants:		
IOC	29 129	24 692
Other grants	0	0
Total	29 129	24 692

Note 4 Other income

Sick pay compensation	2 889	0
Government support - furloughing scheme	0	99 475
Total	2 889	99 475

Note 5 Information about operational costs

	2022	2021
Events related costs	223 224	109 623
Costs for development projects	33 228	52 855
Communication costs	22 516	10 292
Other operational costs (The World Games)	98 108	41 564
Costs related to sponsoring and advertising	28 403	3 870
Costs for TV productions	424 151	144 335
Costs for live streaming	64 521	39 172
Costs for anti-doping testing	87 378	37 348
Total	981 528	439 060

Note 6 Other external costs

	2022	2021
Running costs of IOF Office	47 274	44 836
Government support for fixed costs	0	-20 527
Meeting costs (Lumi Plattform)	14 647	374
Summa	61 921	24 683

Note 7 Average no. of employees, remuneration and social costs

Average no. of employees	2022		2021	
	No. of Employees	male	No. of Employees	male
Federation employees in Sweden	5	60%	6	50%

Remuneration and social costs	2022		2021	
	Salary and other remunerations	Social costs (of these pension)	Salary and other remunerations	Social costs (of these pension)
	201 562	74 721 23 531	207 399	79 381 6 317

Remunerations distribution between Secretary General and employees	2022		2021	
	Remuneration Secretary General	Other employees	Remuneration Secretary General	Other employees
	30 982	245 301	44 778	162 620

Council members and management

	2022		2021	
	No.	Male	No.	Male
Council members	13	8	11	8
Secretary General	1	1	1	1

Note 8 Interest income and similar items

	2022	2021
Effects of foreign currency exchange	37 038	3 776
Total	<u>37 038</u>	<u>3 776</u>

Note 9 Interest costs and similar items

	2022	2021
Effects of foreign currency exchange	0	0
Interest costs	159	1 238
Total	<u>159</u>	<u>1 238</u>

Note 10 Office equipment

	2022	2021
Beginning valuation	13 502	11 882
Investments for the year	5 695	1 621
Ending accumulated valuation	19 198	13 502
Beginning depreciation to plan	-11 542	-10 304
Depreciation for the year	-2 816	-1 238
Ending accumulated valuation	<u>-14 358</u>	<u>-11 542</u>
Booked value	<u>4 840</u>	<u>1 960</u>

Note 11 Other short-term assets

Includes receivable on Gearbox Production s.r.a. 44 141€ (670 942€) regarding incorrectly invoiced reverse VAT during 2018 and 2019. Payment plan has been agreed.



International Orienteering Federation
Org nr 802498-9603

Karlstad, dated by the digital signature.

Leho Haldna, President

Astrid Waaler Kaas, Senior Vice President

Tom Hollowell, Vice President

Tatiana Kalenderoglu, Vice President

Vincent Frey, Council Member

Jürg Hellmüller, Council Member

Hannu Kottonen, Council Member

Linda Take, Council Member

Dusan Vystavel, Council Member

Blair Trewin, Council Member

Laszlo Zentai, Council Member

Tereza Janosikova, Council Member

Erik Blomgren, Council Member

Auditors signature

Our Audit Report has been delivered, dated by our digital signature.

Karin Eriksson
Grant Thornton Sweden AB, Certified Auditor

Matthias Dalheimer
Governance Auditor

Auditor's report

N.B. The English text is a translation of the official version in Swedish. In the event of any conflict between the Swedish and English version, the Swedish shall prevail.

To the annual general meeting of International Orienteering Federation, corporate identity number 802498 - 9603

Report on the annual accounts

Opinions

We have audited the annual accounts of International Orienteering Federation for the year 2023.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of International Orienteering Federation as of 31 December 2023 and its financial performance for the year then ended in accordance with the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts.

Basis for Opinions

We conducted our audit in accordance with generally accepted auditing standards in Sweden. The auditors' responsibilities under those standards are further described in the sections *The Registered Public Accounting Firm's Responsibilities and undefined Responsibilities*. We are independent of the association in accordance with professional ethics for accountants in Sweden. We as registered public accounting firm have fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and that they give a fair presentation in accordance with the Annual Accounts Act. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts, The Board of Directors and the Managing Director are responsible for the assessment of the association's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is not applied if decision has been taken to discontinue the operations.

The Registered Public Accounting Firm's responsibility

We conduct our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our objectives are to obtain reasonable assurance about whether the annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in

Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of the association's internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors and the Managing Director.
- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting in preparing the annual accounts. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual accounts or, if such disclosures are inadequate, to modify our opinion about the annual accounts. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual accounts, including the disclosures, and whether the annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.

We must inform the Board of Directors of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

General examiners responsibility

I conduct my audit in accordance with the Swedish Audit Act and therefore in accordance with generally accepted auditing standards in Sweden. My objectives are to obtain reasonable assurance about whether the annual accounts have been prepared in accordance with the Annual Accounts Act and give a fair presentation of the financial position of International Orienteering Federation and its financial performance.

Report on other legal and regulatory requirements

Opinions

In addition to our audit of the annual accounts, we have also audited the administration of the Board of Directors and the Managing Director of International Orienteering Federation for the year 2023.

We recommend to the annual general meeting that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

Basis for Opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the *Auditor's Responsibilities* section. We are independent of the association in accordance with professional ethics for accountants in Sweden. We as registered public accounting firm have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Göteborg, 2024-04-04
Grant Thornton Sweden AB

Karin Eriksson
Authorised Public Accountant

Matthias Dalheimer
General Examiner

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the administration according to the statutes.

Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the association.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the association.

As part of an audit in accordance with generally accepted auditing standards in Sweden, the registered public accounting firm exercises professional judgment and maintain professional skepticism throughout the audit. The examination of the administration is based primarily on the audit of the accounts. Additional audit procedures performed are based on the registered public accounting firm's professional judgment and other elected auditors' judgment with starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the association's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability.



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2 pages

Activity log

RECIPIENT	ACTION*	TIMESTAMP (CET)	METHOD	DETAILS
KARIN KRISTINA ERIKSSON karin.eriksson@se.gt.com	Signed Authenticated	05.04.2024 11:23 05.04.2024 11:22	eID Low	Swedish BankID (DOB: 1984/04/13) IP: 194.14.78.10
MATTHIAS DALHEIMER kalle.dalheimer@kdab.com	Signed Authenticated	05.04.2024 11:29 05.04.2024 11:28	eID Low	Swedish BankID (DOB: 1970/05/27) IP: 194.5.155.247

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Annual Financial Statement

2023

Annual Report for the accounting period 1 January 2023 to 31 December 2023

The Council of the International Orienteering Federation (Organisation number 802498-9603 (Sweden)) hereby releases the following Annual Report,

Contents

- 1 Management Report
- 3 Profit and loss statement
- 4 Balance statement
- 5 Additional information

This Financial Report is provided for information to be able to compare historical performance. All amounts are in Euro (EUR) based upon the reference exchange rate published by Handelsbanken on December 31, 2023 (SEK/EUR 11.2674). Information within parentheses denote prior year. This financial statement is a translation of the signed original.

Management Report

General Information about the operations

The International Orienteering Federation (IOF), registered in Karlstad, Sweden, is the global governing body for the sport of orienteering. The IOF is recognized by the International Olympic Committee (IOC) and is a member of the Association of IOC Recognized Sports Federations (ARISF). The mission of the IOF is to spread orienteering globally and to create and manage a program of international competitions in four orienteering disciplines. For this purpose, the IOF shall sanction World Orienteering Championships and other major orienteering events, shall create, monitor, and update a set of international rules and shall rule in any conflicts. The organisation shall also represent its members interests in the global sporting community and shall follow The Olympic Charter, the World Anti-doping Code, the UN Global Sustainability Development Goals and shall work for equality in participation and representation in the sport of orienteering.

Information relevant to the federations mission and activities

The mission of the IOF is to promote the global growth of orienteering and develop competitive and recreational orienteering. The main goal is to become a global and sustainable sport, which is supported by a four-year strategic plan with dedicated focus areas until 2024 adopted by the Ordinary General Assembly in 2022. This strategic plan provides the following main strategic priorities, which reflects the work and priorities in the IOF:

1. Actively improve the performance and sustainability of the IOF and Member Federations
2. Improve the IOF brand and orienteering's visibility
3. Develop the IOFs global competition programme
4. Upgrade governance further

IOF's working methods have continued to develop towards increased sustainability and openness. The transition to digital meetings, webinars and education has continued successfully in 2023. A new e-learning platform was launched in the beginning of 2023 and included mandatory fair play education for athlete license holders. Digital meetings and webinars have given both wider participation and more efficient operations.

IOF Office is from 2023 working in a fully digital way, with employees in Sweden, Norway, Denmark and Hungary working closely together through digital means.

Consequences of the war in Ukraine have affected the activity and operations under the IOF also in 2023. The IOF Council decided in the beginning of 2022 to suspend the memberships of the members in Russia and Belarus in the IOF, and the decisions were ratified by the Ordinary General Assembly in July 2022. As a result of the suspensions, athletes from these countries have not been allowed to participate in IOF events in 2023, including world championships in all disciplines.

All planned international championships and World Cup events have been carried out in 2023. Overall, the events have been delivered with good quality. Related to the third strategic initiative, the discipline commissions for the four disciplines under the IOF have led the work of extracting learning from completed events to increase event quality and deliveries through feed forward and areas for learning, together with event advisers, IOF Office and local organisers. In 2023, further systematisation of this work has been achieved.

Related to the main events and the second strategic initiative, development of IOF's live platform and IOF TV has been a key strategic investment in 2023. This has contributed to a significant increase in viewers of international orienteering competitions through the platform, and increased revenue streams to the IOF and local organisers. Good governance has continued to be in focus in 2023. A new transgender policy, strengthening of diversity in the IOF organisation, sustainable sourcing policy and delegation of authority has been among the deliveries this year. Global development projects have also progressed in 2023. Webinars, development clinics and local and regional development projects with economic support from IOF have largely been carried out as planned. The IOF Young Leaders Academy 2023, organised in Italy in July 2023, was a new strategic initiative from 2023. The academy was delivered in a successful way with participation of 26 young leader talents from the global orienteering community.

Significant activities during the year and after its completion

The IOF's finances in the year 2023 have, despite the economic impact created by the war in Ukraine, and high inflation infecting the operations of the IOF heavily, shown a positive result. Due to the uncertainty during the year, the IOF Council and IOF Office have worked with frequent follow-ups of the economy and careful planning of costs to be able to handle growth in cost levels and uncertainty in some of the event-related revenue streams.

The high inflation directly affecting the costs of the IOF will continue to be a main area of concern for the IOF in 2024, and the fact that large parts of the income side is fixed through agreements and fee systems set several years in advance makes this a key challenge.

Members

The IOF had at the end of the year 78 members.

The federations financials in summary (in thousands EUR):

	2023	2022	2021	2020
Operational net income	1 115	1 061	521	110
Result for the year	23	6	85	-87
Solidity %	66,8%	65,6%	67,5%	71,0%
Balance Sheet total	428	399	379	240

Change in Equity

	Balanced Capital	Result for the year	Equity Capital
Opening balance	255 691	6 423	262 114
Disposition of results	6 423	-6 423	0
Result for the year		23 384	23 384
Closing balance	262 114	23 384	285 498

PROFIT AND LOSS STATEMEN	NOTE	2023-01-01 till	2022-01-01 till
		2023-12-31	2022-12-31
Income			
Net income from operations	1	1 114 928	1 061 094
Membership fees		198 165	184 944
Grants and gifts	2	30 769	28 787
Other income	3	0	2 856
Total income		1 343 862	1 277 681
Costs			
Cost of operations	4	-972 748	-970 029
Other external costs	5	-74 904	-61 196
Staff costs	6	-277 303	-273 698
Depreciation		-2 410	-2 783
Total costs		-1 327 366	-1 307 705
Profit/Loss		16 495	-30 024
Investments and financing			
Interest income and similar items	7	6 984	36 604
Interest costs and similar items	8	-95	-157
		6 888	36 447
Result after investments and financing		23 384	6 423
Result for the year		23 384	6 423

BALANCE STATEMENT	NOTE	2023-12-31	2022-12-31
ASSETS			
Non-current assets			
<i>Tangible assets</i>			
Machinery and equipment	9	<u>2 373</u>	<u>4 783</u>
		2 373	4 783
		0	0
Total non-current assets		2 373	4 783
Current assets			
<i>Inventory etc.</i>			
Inventory		<u>10 452</u>	<u>6 431</u>
		10 452	6 431
<i>Short-term assets</i>			
Accounts receivable	10	123 914	14 210
Other short-term assets		1	44 693
Prepayments and accrued income		<u>17 916</u>	<u>15 455</u>
		141 831	74 358
<i>Cash in hand and at banks</i>		<u>272 889</u>	<u>313 811</u>
		272 889	313 811
Total current assets		425 171	394 601
TOTAL ASSETS		427 544	399 383

BALANCE STATEMENT	2023	2022
EQUITY AND DEBTS		
<i>Equity</i>		
Balanced gains	262 114	255 691
Result for the year	<u>23 384</u>	<u>6 423</u>
	285 498	262 114
<i>Short-term debts</i>		
Accounts payable	22 600	23 017
Other short-term debts	67 732	67 601
Accruals and deferred income	<u>51 714</u>	<u>46 652</u>
	142 046	137 269
TOTAL EQUITY AND DEBTS	427 544	399 383

ADDITIONAL INFORMATION (NOTES)

Accounting and valuation principles

The financial statement has been established in accordance with Swedish accounting law and the Swedish Accounting Standards Board recommendations (BFNAR 2016:10), Accounting in Smaller Businesses.

Definitions:

Membership fees

Membership fees include payments for membership in the federation.

Depreciation

Tangible and intangible assets are valued at the initial purchase value reduced by planned depreciation. Depreciation is done systematically over the estimated lifetime of the asset. The following depreciation periods are standard:

Office equipment	5 years
------------------	---------

Solidity

Equity as a percentage of Total Assets

Note 1 Net income

<u>Income distribution:</u>	2023	2022
Income from sports events	390 048	356 240
Other income from operations	23 210	48 844
Sponsoring, advertising	130 138	122 803
Income from TV rights	351 230	387 889
Income from live streaming	153 657	84 971
Anti-doping fund	66 646	60 348
Total	1 114 928	1 061 094

Note 2 Gifts and Grants

Grants:	2023	2022
IOC	30 769	28 787
Total	30 769	28 787

Note 3 Other income

	2023	2022
Currence exchange costs	0	0
Sick pay compensation	0	2 856
Summa	0	2 856

Note 4 Information about operational costs

	2023	2022
Events related costs	325 265	220 609
Change of inventory	-5 271	0
Costs for development projects	50 687	32 838
Communication costs	26 213	22 252
Other operational costs (The World Games)	0	96 959
Costs related to sponsoring and advertising	3 313	28 070
Costs for TV productions	372 877	419 182
Costs for live streaming	103 758	63 765
Costs for anti-doping testing	95 906	86 354
Total	972 748	970 029

Note 5 Other external costs

	2023	2022
Running costs of IOF Office	60 483	46 720
Meeting costs (General Assembly, Joint Meeting etc.)	14 421	14 476
Total	74 904	61 196

Note 6 Average no. of employees, remuneration and social costs

Average no. of employees	2023		2022	
	No. of Employees	male	No. of Employees	male
Federation employees in Sweden	4	65%	5	60%

Remuneration and social costs	2023		2022	
	Salary and other remunerations	Social costs (of these pension)	Salary and other remunerations	Social costs (of these pension)
	205 432	71 871 (22 083)	199 201	73 846 (23 255)

Remunerations distribution between Secretary General and employees

	2023		2022	
	Remuneration Secretary General (50%)	Other employees	Remuneration Secretary General	Other employees
	30 619	246 684	30 619	242 427

Council members and management

	2023		2022	
	No.	Male	No.	Male
Council members	13	8	13	8
Secretary General	1	1	1	1

Note 7 Interest income and similar items

	2023	2022
Effects of foreign currency exchange	6 973	36 604
Total	6 973	36 604

Note 8 Interest costs and similar items

	2023	2022
Effects of foreign currency exchange	0	0
Interest costs	-95	-157
Total	-95	-157

Note 9 Office equipment

	2023	2022
Beginning valuation	18 973	13 344
Investments for the year	0	5 629
Ending accumulated valuation	18 973	18 973
Beginning depreciation to plan	-14 190	-11 407
Depreciation for the year	-2 410	-2 783
Ending accumulated valuation	-16 600	-14 190
Booked value	2 373	4 783

Note 10 Other short-term assets

Includes receivable on ORF, TV8, ITA, to be paid during Q1 2024.



International Orienteering Federation
Org nr 802498-9603

Karlstad, dated by the digital signature.

Leho Haldna, President

Astrid Waaler Kaas, Senior Vice President

Tom Hollowell, Vice President

Tatiana Kalenderoglu, Vice President

Vincent Frey, Council Member

Jürg Hellmüller, Council Member

Hannu Kottonen, Council Member

Linda Take, Council Member

Dusan Vystavel, Council Member

Blair Trewin, Council Member

Laszlo Zentai, Council Member

Tereza Janosikova, Council Member

Erik Blomgren, Council Member

Auditors signature

Our Audit Report has been delivered, dated by our digital signature.

Karin Eriksson
Grant Thornton Sweden AB, Certified Auditor

Matthias Dalheimer
Governance Auditor



IX. IOF Memberships

Confirmation of suspensions

Members failing to meet their financial obligations

Background:

From the IOF Statutes:

3.2.4 Obligations of Members and Provisional Members

Members and Provisional Members shall abide by these Statutes, the IOF Anti-Doping Rules, the IOF Code of Ethics, the IOF Environmental Policy, other IOF Rules and policies, and the decisions of the General Assembly and Council.

Members and Provisional Members shall:

- *respect and abide by the Olympic Charter.*
- *respect and abide by the provisions of the World Anti-Doping Code, commit themselves to doping-free sport and agree that the provisions of the World Anti-Doping Code apply to all persons and competitors under the jurisdiction of the IOF and its members.*
- *respect the UN Sustainable Development Goals for the protection of the environment and sustainable development.*
- *respect the autonomy of other members.*
- *not interfere in the internal affairs of other members.*
- *guarantee freedom of participation on an equal basis for all IOF members if commissioned with the organisation of the General Assembly, IOF event, course, seminar, or conference held under the auspices of the IOF.*
- *meet the financial requirements of membership.*
- *undertake to stage national championships.*
- *undertake to provide information and advice about the development of the national federation, the development of the sport of orienteering in their country and the development of the sport internationally upon request.*
- *undertake to provide membership and activity data annually.*

Members and Provisional Members that are not responsible at the national level for all the orienteering disciplines practised in the country concerned shall also:

- *maintain constructive relations with the body or bodies responsible at the national level for other orienteering disciplines.*
- *give their approval, which may not be unreasonably withheld, before the body or bodies responsible for other orienteering disciplines at the national level may apply to organise IOF events, send teams to IOF events or provide members of IOF bodies.*
- *act as an umbrella organisation for such bodies in relation to the IOF.*

3.3 Suspension of Membership

3.3.1 *Members who do not meet the obligations of membership in clause 3.2.4 may be suspended.*

3.3.2 *The Council, acting under the authority the General Assembly, shall determine the period and terms of the suspension and advise the member in writing of the period and terms of the suspension.*

3.3.3 *A member who is suspended shall have the right to attend the General Assembly as a guest and to speak regarding the suspension of its membership.*

3.3.4 *For a suspension to be valid it must be ratified by the Ordinary General Assembly.*

Council decided on 24 November 2023, in accordance with the IOF Statutes, to suspend the following members until membership fees are paid:

- Barbados
- Nepal

Status 10 May 2024:

Barbados

Past due membership fees: 2022, 2023 and 2024

Nepal

Past due membership fees: 2022, 2023 and 2024

Proposal from Council to the IOF XXXII Ordinary General Assembly:

The General Assembly ratifies the decisions to suspend the memberships of the Members in:

- *Barbados (Suspended on 24 November 2023)*
- *Nepal (Suspended on 24 November 2023)*

Ratification of new Provisional Memberships

Background:

From the IOF Statutes:

3.2.1

A national organisation desiring provisional membership shall lodge with the Office a written application together with a copy of the organisation's registration, constitution and competition rules, a report on the development of orienteering in the country including map examples and a statement of current membership figures. The organisation applying for membership shall pay an application fee which shall be paid prior to the Council considering the application. The application fee is non-refundable and in case of a successful application will be applied towards payment of the membership fee for the initial calendar year of provisional membership. If the Council approves the application, the organisation shall be accepted as a provisional member. To be final, the Council's decision must be ratified by the next General Assembly.

In accordance with the IOF Statutes, Council has granted Provisional Memberships to Members in:

- | | |
|--------------------------|------------------------------------|
| • Bosnia and Herzegovina | Provisional Member since 12.5.2023 |
| • Luxembourg | Provisional Member since 17.1.2023 |
| • Mauritius | Provisional Member since 9.9.2022 |
| • United Arab Emirates | Provisional Member since 10.3.2023 |

Official application letters for Provisional Membership submitted as part of the provisional membership applications are attached.

Proposal from Council to the IOF XXXII Ordinary General Assembly:

The General Assembly ratifies the decisions to grant provisional memberships to the Members in:

- *Bosnia and Herzegovina*
- *Luxembourg*
- *Mauritius*
- *United Arab Emirates*



ORIJENTIRING SAVEZ U FEDERACIJI BOSNE I HERCEGOVINE
ORIENTEERING ASSOCIATION OF THE FEDERATION OF BOSNIA AND HERZEGOVINA
Behdžeta Mutevelića 12, 71000 Sarajevo, tel: 061 314 128;
www.osfbih.org; info@osfbih.org

TO: International Orienteering Federation IOF
Drottninggatan 47 31/2tr
SE-65225 Karlstad
SWEDEN

FROM: Orienteering association of the federation of Bosnia and Herzegovina
Behdžeta Mutevelića 12,
Sarajevo ,71000 ,Bosnia and Herzegovina

SUBJECT: MEMBERSHIP APPLICATION

With this letter, we would like to apply for membership of the International Orienteering Federation IOF. To support the application, we attach the following documents:

- copy of the constitution of Orienteering association of the federation of Bosnia and Herzegovina
- letter of recognition issued by president of Orienteering association of the federation of Bosnia and Herzegovina
- copy of the competition rules
- statute the Orienteering association of the federation of Bosnia and Herzegovina
- report on the development of orienteering in Orienteering association of the federation of Bosnia and Herzegovina
- made orienteering maps(bašćaršija –Sarajevo ;Tuzla)

We look forward to a favourable treatment of our application.

On behalf of the Orienteering association of the federation of Bosnia and Herzegovina
Sarajevo, 24. 04. 2023.

(Place and date of application)

Yours sincerely

(signature/s)

Zijad Deljo , president of the Orienteering association of the federation of Bosnia and Herzegovina

(name/s and position/s of authorized signatory/signatories)





Mr Sondre Sandre Gullord
Secretary General
International Orienteering Federation
Drottninggatan 47
SE-65225 Karlstad
SWEDEN

29 November 2022

Dear Secretary General

**LUXEMBOURG ORIENTEERING CLUB
APPLICATION FOR PROVISIONAL MEMBERSHIP**

Luxembourg Orienteering Club asbl wishes to become a **provisional member** of the IOF. This letter, together with an attached report on the development of orienteering in Luxembourg together with its appendices, constitutes our written application made in accordance with clause 3.2.1 of the Statutes of the IOF.

We would draw your attention to two specific matters.

- Luxembourg Orienteering Club asbl currently primarily operates as an orienteering club, rather than as the national governing body of a sport. However, we would ask that the IOF accept that Luxembourg Orienteering Club asbl be regarded as a "national organisation" for the purposes of IOF provisional membership. The club is the only orienteering club in Luxembourg, and because Luxembourg is such a small country it is unlikely that any further clubs will be formed in the country in the next year or two.
- Currently, there are no rules of competition for orienteering in Luxembourg. However, a set of rules is now being drafted, and will in the coming months be approved by the Board of Luxembourg Orienteering Club asbl. We will provide the IOF Secretariat with a copy of these rules once approved.

We hope that it will be possible for the IOF Council to consider this application. We will of course be pleased to provide any further information, or to respond to any queries that might arise.

For and on behalf of Luxembourg Orienteering Club asbl

Jan Slíva
President

Staffan Vowles
Secretary

David Roach
Treasurer

Luxembourg Orienteering Club a.s.b.l.
Association sans but lucrative
RCS Luxembourg F10798
BCEELULL LU22 0019 5955 5007 4000

55 am Steffesgaart L-5222 Sandweiler
Luxembourg

orienteer@orienteering.lu



Date: 08-06-2022

To,
Mr Sondre Sande Gullord
Secretary General
International Orienteering Federation

Subject: APPLICATION FOR PROVISIONAL MEMBERSHIP WITH INTERNATIONAL ORIENTEERING FEDERATION (IOF)

Dear Sir,

We are pleased to inform you that Orienteering M (Mauritius) is promoting Orienteering as Sport in Mauritius.

The founder members of the Orienteering M (Mauritius) have been closely working with the Mauritius Sports Council, Ministry of Education, Tertiary Education, Science & Technology and other private sectors to promote Orienteering in Mauritius.

We had many youngsters who took part in Orienteering for their Cambridge International Examinations for their Physical Education Coursework at School Certificate and Higher School Certificate levels in the past five years. Orienteering is being taught in Primary and Secondary Schools in the Physical Education Classes in Mauritius since 2020.

In 2021, we got the opportunity to train many Physical Education Educators from Primary & Secondary Schools through workshops and also Virtually (online) with the support of Mr Jaroslav Kacmarcik, IOF member - Global Development Committee, Responsible for new countries, Responsible for O-Ringen Academy from IOF and Ms Giulia Zenere, Project Manager of Park World Tour Academy in Mauritius.

We are sure that we will get more participants and partners to support Orienteering activities in the coming months and years. We also believe that Mauritius has the potential to host international events and we are planning to have one in November 2022 (From 17-20 November 2022).

We are hereby making a humble request to kindly grant our association a provisional membership with International Orienteering Federation so that Orienteering M (Mauritius) become a member of the IOF. We want our athletes and members may get the opportunities to participate in the competitions organised by IOF and also be invited to join in any training to promote Orienteering in Mauritius.

Please find attached:

1. Letter from Registrar
2. Certificate of Registration
3. Constitution of Orienteering M (Mauritius)
4. Competition Rules of Orienteering M (Mauritius)

We hope to get a positive reply and grant Orienteering M (Mauritius) a Provisional Membership.

With best regards

A handwritten signature in blue ink, appearing to read 'Satchidanund Domah', with a horizontal line underneath.

Satchidanund Domah

Secretary General
Orienteering M (Mauritius)

Copy to: Mr Henrik Eliasson
CEO - International Orienteering Federation



Dear Sir,

We are pleased to inform you that UAE Orienteering is promoting Orienteering as Sport in UAE.

We are hereby making a humble request to kindly grant our association a provisional membership with the International Orienteering Federation so that UAE Orienteering become a member of the IOF.

Please find attached:

1. a report on the Orienteering Sport in UAE
2. Letter from Registrar
3. Certificate of Registration
4. Constitution of UAE Orienteering
5. Competition Rules of Orienteering UAE
6. Several local competitions were held for all age groups
With the participation of men, women, children and the disabled
7. We planned to hold an international championship in the UAE during 2024

We hope to get a positive reply and grant UAE Orienteering a Provisional Membership.

Thanking you in anticipation

Kind Regards

KHAMIS KHAMIS IBRAHIM

FOUNDER OF THE ORIENTEERING SPORT IN UAE

+971567753534

EM: KHAMISKI555@GMAIL.COM

KHAMIS.KI@HOTMAIL.COM



Members of the Board of Directors of the Orienteering Sport Foundation

Adjective	Name	
Chairman of the Board	Dr. Hessa Abdullah bin Suleiman	1
Vice Chairman of the Board of Directors	MD.Fouzia Juma Almas	2
General Secretary	Mr. Khamis Khamis Muhammad IBRAHIM	3
financial manager	Mr. Abdullah Ahmed Al-Hammadi	4
Director of National Teams and Activities	Mr. Jamal Ahmed Rashed Al Abdouli	5
Chairman of the Marketing Committee	Mr.khamis Saeed Al Otaiba	6
Head of the Women's Committee	Ms. Hawa Abdullah Jasn Al-Balooshi	7



X. Proposals to the XXXII IOF Ordinary General Assembly

STATUTES

INTERNATIONAL ORIENTEERING FEDERATION

PROPOSAL FOR AMENDMENTS

Proposal from IOF Council, after consultation with the Member Federations, for amendments of the IOF Statutes to the 2024 IOF Ordinary General Assembly marked in green (new text).

Current version of the IOF Statutes, approved by the 2022 IOF Extraordinary General Assembly, is attached for comparison.

STATUTES OF THE INTERNATIONAL ORIENTEERING FEDERATION (IOF)

1. NAME, AUTHORITY AND DEFINITION

1.1 Name

The name of the organisation is the International Orienteering Federation, henceforward IOF, registered in Sweden.

1.2 Authority and definition

The IOF, recognised by the International Olympic Committee (IOC), is, amongst its members, the supreme authority on all matters relating to international orienteering.

Orienteering is a sport involving non-motorised (with the exception of wheelchairs) navigation with a map.

The recognised orienteering disciplines are foot orienteering, ski orienteering, trail orienteering and mountain bike orienteering, including any and all forms of virtual/electronic orienteering activities and competitions related to the above disciplines.

1.3 Official language

The official language of the IOF is English.

2. AIMS, TASKS and OBLIGATIONS

2.1 The aims of the IOF shall be:

2.1.1 To promote the global growth of orienteering and develop competitive and recreational orienteering.

2.1.2 To create and maintain a world event programme.

2.2 The tasks of the IOF shall be:

2.2.1 To commission and supervise World Championships and other IOF events.

2.2.2 To maintain universal rules and guidelines for orienteering events under its auspices and to supervise their proper application.

2.2.3 To act as the final authority in controversies other than those coming within the jurisdiction of the jury of an international orienteering event.

2.2.4 To maintain cordial relations with other international sports organisations and to represent the interests of its members and international orienteering in its dealings with such organisations.

2.3 The obligations of the IOF are:

2.3.1 To respect and abide by the Olympic Charter.

2.3.2 To respect and abide by the provisions of the World Anti-Doping Code.

2.3.3 To respect and implement the UN Sustainable Development Goals for the protection of the environment and sustainable development.

2.3.4 To respect the autonomy of its members and not intervene in their internal affairs.

- 2.3.5 To ensure that only countries that can guarantee freedom of participation on an equal basis to all IOF members shall be commissioned with the organisation of the General Assembly, IOF event, course, seminar, or conference held under the auspices of the IOF.

3. MEMBERSHIP

3.1 Structure

- 3.1.1 The IOF is made up of the national orienteering federations that have been admitted to membership. Only one legally constituted orienteering organisation from any one country, defined as an independent member of the IOC, may be admitted as a member.

The IOF may provide for provisional membership of a national organisation when first admitted to membership. Provisional membership may be granted to organisations which have not yet fulfilled all requirements for membership yet have fulfilled the basic requirements of good governance and have demonstrated achievements in the development of the sport in their country.

A provisional member may retain that status for two Ordinary General Assembly periods during which time the provisional member must, in the view of the Council, have actively developed the sport of orienteering in that country.

The Council may determine to further extend the period of provisional membership by one Ordinary General Assembly period.

A provisional member having such membership terminated by the Council or the General Assembly may not reapply for membership until after one Ordinary General Assembly period has lapsed.

A national federation having once attained the designation *member* rather than that of *provisional member* may not, voluntarily, revert to provisional membership.

3.2 Application Procedure, Rights and Duties of Members

- 3.2.1 A national organisation desiring provisional membership shall lodge with the Office a written application together with a copy of the organisation's registration, constitution and competition rules, a report on the development of orienteering in the country including map examples and a statement of current membership figures. The organisation applying for membership shall pay an application fee which shall be paid prior to the Council considering the application. The application fee is non-refundable and in case of a successful application will be applied towards payment of the membership fee for the initial calendar year of provisional membership. If the Council approves the application, the organisation shall be accepted as a provisional member. To be final, the Council's decision must be ratified by the next General Assembly.

- 3.2.2 A national organisation desiring membership, including those currently holding a provisional membership, shall lodge with the IOF Office a written application including a copy of the organisation's registration, constitution and competition rules, a report on the development of orienteering in the country including map examples and a statement of current membership figures and evidence of recognition by the relevant national sports authority. The organisation applying for membership shall pay an application fee which shall be paid prior to the Council considering the application. The application fee is non-refundable and in case of a successful application will be applied towards payment of the membership fee for the initial calendar year of membership. If the Council approves the application, the organisation shall be accepted as a member. To be final, the Council's decision must be ratified by the next General Assembly.

- 3.2.3 Rights of Members and Provisional Members

As soon as the Council has decided to admit an organisation to membership or provisional membership, the organisation is entitled to the following rights, provided the membership fee has been paid.

- To participate in Council updates to members between the General Assembly
- To participate in IOF events in all recognised orienteering disciplines.
- To organise IOF events in all recognised orienteering disciplines.
- To organise and participate in courses, seminars, and other activities of the IOF.
- To receive all official IOF material.
- To publicise their activities via the IOF.

As soon as the membership or provisional membership has been ratified by the General Assembly, the organisation is entitled to the following rights, provided the membership fee has been paid.

- To participate in and to vote at an IOF General Assembly, except that Provisional Members may participate in the General Assembly but may not vote nor nominate candidates to Council.
- To make proposals and to express views to the General Assembly and to the Council.

3.2.4 Obligations of Members and Provisional Members

Members and Provisional Members shall abide by these Statutes, the IOF Anti-Doping Rules, the IOF Code of Ethics, the IOF Environmental Policy, other IOF Rules and policies, and the decisions of the General Assembly and Council.

Members and Provisional Members shall:

- respect and abide by the Olympic Charter.
- respect and abide by the provisions of the World Anti-Doping Code, commit themselves to doping-free sport and agree that the provisions of the World Anti-Doping Code apply to all persons and competitors under the jurisdiction of the IOF and its members.
- respect the UN Sustainable Development Goals for the protection of the environment and sustainable development.
- respect the autonomy of other members.
- not interfere in the internal affairs of other members.
- guarantee freedom of participation on an equal basis for all IOF members if commissioned with the organisation of the General Assembly, IOF event, course, seminar, or conference held under the auspices of the IOF.
- meet the financial requirements of membership.
- undertake to stage national championships.
- undertake to provide information and advice about the development of the national federation, the development of the sport of orienteering in their country and the development of the sport internationally upon request.
- undertake to provide membership and activity data annually.

Members and Provisional Members that are not responsible at the national level for all the orienteering disciplines practised in the country concerned shall also:

- maintain constructive relations with the body or bodies responsible at the national level for other orienteering disciplines.
- give their approval, which may not be unreasonably withheld, before the body or bodies responsible for other orienteering disciplines at the national level may apply to organise IOF events, send teams to IOF events or provide members of IOF bodies.
- act as an umbrella organisation for such bodies in relation to the IOF.

3.3 Suspension of Membership

3.3.1 Members who do not meet the obligations of membership in clause 3.2.4 may be suspended.

3.3.2 The Council, acting under the authority the General Assembly, shall determine the period and terms of the suspension and advise the member in writing of the period and terms of the suspension.

3.3.3 A member who is suspended shall have the right to attend the General Assembly as a guest and to speak regarding the suspension of its membership.

3.3.4 For a suspension to be valid it must be ratified by the Ordinary General Assembly.

3.4 Termination of Membership

3.4.1 Membership shall end one month after the receipt by the Office of a notice of resignation. The resigning member shall fulfil its financial and other obligations as stipulated in these Statutes by the end of the ongoing calendar year.

3.4.2 The General Assembly may expel a member that fails to meet its Statutory obligations, its financial obligations, or violates the IOF Statutes or other policies and rules issued by the IOF.

3.4.3 A member that has been expelled under clause 3.4.2 may only be re-admitted to the IOF when it has complied with its undertakings.

3.5 Designation

Members shall be designated by the IOC's standard three letter abbreviation of the country's name.

4. MEMBERSHIP FEES

4.1 The fee applicable to a member and a provisional member, including the application fee for the respective memberships, shall be fixed by an Ordinary General Assembly and shall cover the two calendar years following the General Assembly.

4.2 The membership fee for the current year shall be payable to the Office by March 1st.

4.3 If a member fails to pay its fee within two months of the due date, despite a warning sent to the member's official contact address, it shall lose the rights detailed under clauses 3.2.3. A member who fails to pay its fee may be suspended under clause 3.3.

4.4 A newly admitted member shall pay its first fee before being allowed to exercise the rights of membership.

5. STATUTORY INSTITUTIONS

The statutory institutions of the IOF are:

- The General Assembly
- The Council
- The Office
- The Ethics Panel

6. THE GENERAL ASSEMBLY

The supreme decision-making body of the IOF for members is The General Assembly. The General Assembly may be either Ordinary or Extraordinary. The General Assembly is an on-site event where possible and shall allow for remote participation using videoconference tools for members. A fully digital General Assembly shall only be conducted in extraordinary circumstances where an on-site event is impossible.

6.1 Ordinary General Assembly

The Ordinary General Assembly shall be conducted biennially, in even years, between 1 July and 31 December. Written invitations shall be sent out to the members at least six months, and the agenda at least two months, before the beginning of the Ordinary General Assembly.

6.2 Extraordinary General Assembly

The President shall call an Extraordinary General Assembly if it is requested by a two-thirds majority of the Council, or by 40 % of the members entitled to vote. Such a request shall be accompanied by a draft agenda. The Council shall determine the place and date of an Extraordinary General Assembly. It shall be held within three months of the receipt of the request by the President. The invitation and agenda for an Extraordinary General Assembly shall be sent out to the members at the latest one month before the meeting. Only those agenda items included in the invitation shall be dealt with at an Extraordinary General Assembly.

6.3 Procedure at the General Assembly

- 6.3.1 The General Assembly is an open event.
- 6.3.2 Delegates, members of Council, members of the Ethics Panel, the Chief Executive Officer and the Secretary General shall have the right to speak at the General Assembly. Guests may speak only with the approval of the General Assembly. A member who has been suspended by the Council, per clause 3.3, shall have the right to attend the General Assembly as a guest and to speak regarding the suspension of its membership.
- 6.3.3 In case of a disagreement about procedure, the Chairperson shall, if the point is not covered in the Statutes, proceed in a manner consistent with standard rules for the conduct of formal meetings.

6.4 Representation

Each IOF member shall have the right to be represented by three delegates at a General Assembly, with each participating on-site or remotely. All delegates shall have the right to speak, and one of the delegates shall be allocated digital permission to exercise voting rights. Delegates shall be citizens or permanent residents of the country represented.

6.5 Voting rights

- 6.5.1 Each member present at the General Assembly and possessing voting rights shall have one vote.
- 6.5.2 A member that has not paid all its fees and is not suspended, may send delegates to the General Assembly without voting rights.

6.6 Voting

- 6.6.1 Voting shall be conducted digitally and in secret, supervised by a person independent of the IOF. If the digital voting systems fails, voting will be by roll call. When voting by roll call, the members shall be read out in alphabetical order of the standard abbreviations.
- 6.6.2 The following decisions require a majority of two-thirds of the valid votes, disregarding abstentions and blank votes:
- A proposal to declare a matter urgent to have it included on the agenda of the General Assembly.
 - An amendment to the Statutes
 - The dissolution of the IOF (in accordance with clause 14.1)
 - The election of Honorary Members or appointment to the position of Honorary President.
- 6.6.3 All other decisions shall be approved by the General Assembly by simple majority of valid votes, that is more than, but not equal to, one-half (1/2) of all valid votes cast, disregarding abstentions and blank votes.
- 6.6.4 To determine the outcome of a tied vote, except for the elections for the Council, the Chairperson of the General Assembly shall draw lots.

- 6.6.5 The election of the Council shall be in **three** stages corresponding to the **three** first levels indicated in clause 8.6.1. starting with the election of President. At each stage, voting shall be preceded by the announcement of candidates. **The Athletes Commission representatives shall be elected in a separate election process in accordance with the Terms of Reference for IOF Athlete Representation and be confirmed by the General Assembly.**

Approval voting shall always be carried out for the election of the President and the Vice Presidents even if the number of candidates does not exceed the number of places available. Should a sole candidate for President not reach a simple majority of valid votes, an Extraordinary General Assembly shall be promptly called, in accordance with clause 6.2, with the sole purpose of electing a President.

Voting for other members of Council will not be carried out unless the number of candidates exceeds the number of places available.

- 6.6.6 The ballot paper, except for Athletes Commission representatives as set out in clause 8.6.1, shall state the number of names to be chosen for the position in question. To be valid, a completed ballot paper must indicate a name for each available seat. A candidate may only appear once on the completed ballot paper. Candidates obtaining the greatest number of votes shall be elected. If voting is equal between the candidates for the last seat available, a second ballot shall be taken between the tied candidates. If there is still a tie, lots shall be drawn.

6.7 Minutes

Minutes of the General Assembly shall be compiled and shall be checked by two witnesses and signed by the Chairperson.

6.8 Decisions

Decisions of the General Assembly, other than those made in accordance with clauses 3.2.3 and 3.3.4 shall come into force at the end of the General Assembly.

7. THE ORDINARY GENERAL ASSEMBLY

7.1 Agenda

At least the following items shall be included on the agenda of an Ordinary General Assembly:

- 7.1.1 Opening of the General Assembly.
- 7.1.2 Confirmation of the number of voting members present.
- 7.1.3 Practical organisation of the General Assembly. Election of a General Assembly presidium consisting of a Chairperson and a Secretary, two persons to check the minutes and an independent election supervisor to supervise the digital election process or to count votes manually in the case of a failure of digital election tools.
- 7.1.4 Approval of the agenda and ruling on the urgency of any items not included.
- 7.1.5 Approval of the minutes of the previous General Assembly.
- 7.1.6 Report by the Council on the activities of the IOF since the last Ordinary General Assembly, and approval of same.
- 7.1.7 Report by the Ethics Panel on the activities since the last Ordinary General Assembly, and approval of same.
- 7.1.8 Auditors' reports, approval of the accounts for the two previous calendar years and discharge of the Council

- 7.1.9 Applications for membership and decisions regarding suspensions and expulsions.
- 7.1.10 Proposals.
- 7.1.11 Strategic directions and focus areas for the two calendar years following the General Assembly.
- 7.1.12 Membership fees and budget for the two calendar years following the General Assembly.
- 7.1.13 Appointment of a firm of auditors to audit the accounts for the current and the following financial period, and a Governance Auditor from among the membership to audit the governance of the IOF.
- 7.1.14 Appointment of up to five members to the Ethics Panel.
- 7.1.15 Election of the Council.
- 7.1.16 Any other business.
- 7.1.17 Closure of the General Assembly

7.2 Proposals

- 7.2.1 Proposals may be tabled by a member or by Council. A proposal from a Member Federation must be seconded by another Member Federation. To second a proposal does not imply that the seconder is in favour of the proposal being approved; it expresses the wish that it be discussed. A proposal which fails to be seconded may not be discussed. Proposals by Council need not be seconded.
- 7.2.2 Council has the right to answer to the proposals before proposals are included into the General Assembly agenda. If a member is satisfied with Council's answer to their proposal, the member has the right to withdraw their proposal and the proposal will not be included in the General Assembly agenda.
- 7.2.3 Proposals shall reach the Office in writing at least four months before the General Assembly. Proposals shall be communicated to the members at least two months before the beginning of the General Assembly.

7.3 Urgent business

Proposals or matters of which the Office has not been notified at least four months before the Ordinary General Assembly can only be included in the agenda if they are deemed urgent by the General Assembly. Amendments to the Statutes and the assignment of IOF assets shall not be considered as urgent business.

8. THE COUNCIL

The Council shall lead the IOF between General Assemblies.

8.1 Remit

The Council works in accordance with the statutes and under the authority and decisions of the General Assembly and organises its own work.

The work of the Council shall include the following:

- 8.1.1 To initiate measures to further the aims of the IOF and to implement the resolutions of the General Assembly for the development and spread of orienteering according to the activity plans for each election period.
- 8.1.2 To verify observance of the Statutes and IOF Rules.

- 8.1.3 To confirm and supervise observance of decisions and documentation (e.g., minutes) of the IOF.
- 8.1.4 To appoint an Honorary Legal Adviser and form such permanent or temporary commissions or groups as it deems appropriate to assist it in carrying out its work and in fulfilling tasks assigned to it by the General Assembly or specified in an agreed long-term plan. The Council is responsible to the General Assembly for the work of all such groups.
- 8.1.5 To prepare the Statutes, material for the General Assembly, and other basic documentation of the IOF, and to approve IOF competition rules for each recognised orienteering discipline and communicate them to members.
- 8.1.6 To find an organiser and a place of the next General Assembly. To oversee the arrangements and to prepare the business of the General Assembly.
- 8.1.7 To admit new members of the IOF. Such a decision shall be ratified by the General Assembly.
- 8.1.8 To determine the seat of the IOF and appoint a Secretary General and a Chief Executive Officer.
- 8.1.9 To elect after each General Assembly a Senior Vice President from among the Vice Presidents.
- 8.1.10 To adjudicate in controversies arising during IOF approved international events, where the matter does not come within the jurisdiction of the jury of the event.
- 8.1.11 To establish special financial regulations for the events that it commissions.
- 8.1.12 To co-operate with those international organisations and institutions contributing to the development and support of orienteering.
- 8.1.13 To consult with members between the General Assembly via member update meetings on matters of interest to members and the work of the Council.
- 8.1.14 To maintain, where appropriate, direct communications with orienteering organisations, at national level, not administered by the member concerned.

8.2 Working Procedure

- 8.2.1 The Council shall meet at least 4 times a year, either in person or via digital means.
- 8.2.2 Notice of a Council meeting, except for a meeting under clause 8.3.4, shall be sent out at least 2 weeks prior to the meeting by circulating a provisional agenda.
- 8.2.3 The Council may invite others to participate in its meetings.
- 8.2.4 As a general rule, the IOF shall not pay for travel or subsidise members of the Council or Council appointed bodies to attend meetings. The IOF member that nominated the Council member for election is expected to assist that Council member to attend in-person meetings of the Council. The IOF shall facilitate attendance at digital meetings of the Council and Council-appointed bodies.

8.3 Taking decisions

- 8.3.1 Seven members shall constitute a quorum.
- 8.3.2 Decisions shall be taken by a simple majority of votes. In case of a tie, the President shall have a casting vote.
- 8.3.3 The members who are Athletes Commission representatives are not eligible to vote in the selection of the organisers for IOF World Championships, IOF World Cup or IOF Regional Championships for any discipline.

- 8.3.4 In the case of an urgent matter, the Council may hold a meeting by using recorded electronic communication. Such decisions shall be documented in the minutes of the next ordinary Council meeting.

8.4 Objections and appeals

- 8.4.1 Should a member consider a decision of the Council, other than one taken under clause 8.1.10, to violate its rights or to be contrary to these Statutes, an objection or appeal may be presented to an IOF General Assembly.
- 8.4.2 Should a member consider a decision of a Jury of an international orienteering event to violate the IOF Code of Ethics, an appeal may be presented to the Ethics Panel.
- 8.4.3 Any appeal with respect to an IOF decision on sanctions relating to doping must be submitted to the Court of Arbitration for Sport. Any such appeal to the Court of Arbitration for Sport shall not delay the implementation of the said IOF sanction.

8.5 Vacancy

If the President is unable to carry out his/her duties, the Senior Vice President shall take over.

8.6 Rules for the composition of the Council

- 8.6.1 The Ordinary General Assembly shall elect the Council.
- The Council shall consist of:
- The President
 - Three Vice Presidents
 - Seven Council members
 - Two Athletes Commission representatives
- 8.6.2 The elected Council, excluding the President and Athletes Commission representatives, shall include at least three persons of each gender and at least two persons from outside Europe. The elected Council shall include a Vice President of each gender. The Athletes Commission representatives shall be of different genders.
- 8.6.3 A Member whose National Anti-Doping Organisation (NADO) is not compliant with the World Anti-Doping Code, may not have a nominee elected to the Council nor have members appointed to IOF Commissions.
- 8.6.4 In conjunction with the Ordinary General Assembly a possibility for Members to hear presentations of nominated Council candidates shall be organised.
- 8.6.5 The representatives of the Athletes Commission are elected by the athletes as defined in the rules for the Athletes Commission.

8.7 Council members term and rotation model

- 8.7.1 The President, the Vice Presidents and the Council Members are elected for a four-year term. A system of rotation ensures that approximately half, as defined in clauses 8.7.4 and 8.7.5, of the Council positions are declared vacant every two years.
- 8.7.2 The Athletes Commission representatives shall be Council members for a two-year term.
- 8.7.3 The President may seek re-election for only one further four-year term and only to the position of President.

A Vice President may seek re-election to the same position for only one further four-year term.

A Council Member having attained the position of Vice President is not eligible to seek re-election to the position of Council Member.

Council Members may seek re-election to the same position for only one further four-year term.

8.7.4 An elected Vice President or Council member may seek election to a higher position during their current term. If they seek election to a higher position, their current position will become available from the point of election. They may seek re-election for their current position in addition to the higher position.

8.7.5 The election for the position of President is held every fourth year at the General Assembly held in the year of the Olympic Summer Games.

At the same General Assembly, one Vice President and four Council Members shall also be elected by the General Assembly.

8.7.6 Two Vice Presidents and three Council Members shall be elected by the General Assembly held in the year of the Olympic Winter Games.

8.7.7 Should an elected person vacate a Council position during their elected term, a successor will be elected at the next General Assembly for the remainder of the term until the next statutory election.

Should a Council Member or Vice President be elected to a higher position in the Council at a General Assembly, a successor will be elected at the same General Assembly until the next statutory election.

The period until the next statutory election is not counted in relation to the maximum total period of service under clause 8.7.3.

8.7.8 In case a Vice President or Council Member is not elected to a higher position in the Council and is re-elected for their current position, then their term is until the next statutory election. The period until the next statutory election is counted in relation to the maximum total period of service under clause 8.7.3.

8.8 Nominations to the Council

8.8.1 A member may propose candidates only from its own country. No member federation shall be represented on the Council by more than one person, excepting Athletes Commission representatives.

8.8.2 By six months before the General Assembly, a member federation with a person on the current Council, whose term will expire, must announce in writing, if they will re-nominate that person.

A member federation with a person on the current Council who plans to seek a higher position must, not later than six months before the General Assembly, write to announce their intention to nominate that person for the new position. They must also say if they will re-nominate that person for their current position, in accordance with 8.7.4 and 8.8.5.

The Secretary General shall send out advice regarding this intention together with the call for nominations for election to the Council.

8.8.3 A member federation failing to re-nominate a current member of Council by the statutory deadline of six months prior to the General Assembly, as defined in clause 8.8.2, cannot then nominate the said person at the general call for nominations scheduled by the Statutes to reach the Secretary General four months before the General Assembly.

8.8.4 Nominations for the Council are to be received, in writing, by the IOF Secretary General not later than four months before the General Assembly.

- 8.8.5 A member federation may, with due observance of the provisions in clauses 8.7.3 and 8.8.2, nominate the designated candidate for more than one Council position.
- 8.8.6 Should the Statutory requirements not be met; the Secretary General shall call for supplementary nominations not later than 7 days after the date of the deadline for nominations.
- 8.8.7 Supplementary nominations are to be received, in writing, by the Secretary General not later than three months before the General Assembly.
- 8.8.8 The list of candidates shall be sent out to the members together with the General Assembly agenda.

9. THE OFFICE

The Office is the connecting link between the IOF, its members, Council members, Council appointed groups and outside organisations and individuals.

- 9.1 The Council shall be responsible for the administrative organisation of the Office in the provision of services to members, including the appointment of the Chief Executive Officer and the Secretary General.
- 9.2 The Chief Executive Officer is responsible for the day-to-day administrative leadership and operation of the Office. The Chief Executive Officer shall attend the General Assembly, member update meetings and attend the meetings of the Council.
- 9.3 The detailed duties of the Chief Executive Officer shall be specified in a job description approved by the Council.
- 9.4 The Secretary General is responsible for the statutory leadership of the IOF within the Strategic Directions and Activity Plan agreed to by the General Assembly. The Secretary General shall attend the General Assembly, member update meetings and shall call and attend the meetings of the Council.
- 9.5 The detailed duties of the Secretary General shall be specified in a job description approved by the Council.

10. ETHICS PANEL

The Ethics Panel is an independent judicial body in the IOF consisting of up to five members that are appointed by the General Assembly.

10.1 Remit

- 10.2.1 To regularly review all business and operations covered by the Code of Ethics.
- 10.2.2 To adjudicate upon violations of the Code of Ethics.
- 10.2.3 To report findings to the Council or the General Assembly and impose sanctions for violations of the Code of Ethics.

11. HONORARY LEGAL ADVISER

The Honorary Legal Adviser is a qualified legal counsel that is appointed by Council to provide pro-bono legal advice on an as-needed basis.

11.1 Remit

- 11.1.1 To support the Council with issues requiring comprehensive understanding of legislation, governance, and international business matters.

12. AWARDS OF HONOUR, HONORARY PRESIDENT, HONORARY MEMBERS

- 12.1 Awards of honour may be made.
- 12.2 Those persons who have given special service to the IOF may be appointed Honorary Members of the IOF or be appointed to the position of Honorary President. Such appointments may be made by the General Assembly on a proposal by the Council.
- 12.3 The Honorary President and Honorary Members may attend a General Assembly as a guest but shall not have the right to vote and shall not pay any fees.

13. DISPUTES

Any unresolved sports related dispute between members of the IOF or between a member and the IOF, which the Council considers cannot be settled by reference to the Statutes, Regulations or Rules, shall be settled definitively by a Court set up in accordance with the Statutes and Regulations of the Court of Arbitration for Sport in Lausanne, Switzerland.

14. DISSOLUTION OF THE IOF

- 14.1 A two thirds majority of the Council may propose the dissolution of the IOF. The dissolution becomes effective on approval of the proposal by a two thirds majority of those voting at the General Assembly, providing that at least two thirds of the members entitled to vote are represented at the General Assembly.
- 14.2 The disposal of the assets of the IOF shall be decided by the General Assembly dissolving the Federation and shall be in keeping with the aims of the IOF.

15. MISCELLANEOUS

- 15.1 The financial year of the IOF is one (1) year, beginning on January 1st and ending on December 31st of that year.
- 15.2 The accounts of IOF shall be audited on an annual basis.
- 15.3 The General Assembly shall select a firm of auditors to audit the accounts for the current and the following financial period, and a Governance Auditor from among the membership to audit the governance of the IOF.

STATUTES

INTERNATIONAL ORIENTEERING FEDERATION

**These Statutes were approved by the IOF Extraordinary General
Assembly on March 25, 2022.**

STATUTES OF THE INTERNATIONAL ORIENTEERING FEDERATION (IOF)

1. NAME, AUTHORITY AND DEFINITION

1.1 Name

The name of the organisation is the International Orienteering Federation, henceforward IOF, registered in Sweden.

1.2 Authority and definition

The IOF, recognised by the International Olympic Committee (IOC), is, amongst its members, the supreme authority on all matters relating to international orienteering.

Orienteering is a sport involving non-motorised (with the exception of wheelchairs) navigation with a map.

The recognised orienteering disciplines are foot orienteering, ski orienteering, trail orienteering and mountain bike orienteering, including any and all forms of virtual/electronic orienteering activities and competitions related to the above disciplines.

1.3 Official language

The official language of the IOF is English.

2. AIMS, TASKS and OBLIGATIONS

2.1 The aims of the IOF shall be:

2.1.1 To promote the global growth of orienteering and develop competitive and recreational orienteering.

2.1.2 To create and maintain a world event programme.

2.2 The tasks of the IOF shall be:

2.2.1 To commission and supervise World Championships and other IOF events.

2.2.2 To maintain universal rules and guidelines for orienteering events under its auspices and to supervise their proper application.

2.2.3 To act as the final authority in controversies other than those coming within the jurisdiction of the jury of an international orienteering event.

2.2.4 To maintain cordial relations with other international sports organisations and to represent the interests of its members and international orienteering in its dealings with such organisations.

2.3 The obligations of the IOF are:

2.3.1 To respect and abide by the Olympic Charter.

2.3.2 To respect and abide by the provisions of the World Anti-Doping Code.

2.3.3 To respect and implement the UN Sustainable Development Goals for the protection of the environment and sustainable development.

2.3.4 To respect the autonomy of its members and not intervene in their internal affairs.

- 2.3.5 To ensure that only countries that can guarantee freedom of participation on an equal basis to all IOF members shall be commissioned with the organisation of the General Assembly, IOF event, course, seminar, or conference held under the auspices of the IOF.

3. MEMBERSHIP

3.1 Structure

- 3.1.1 The IOF is made up of the national orienteering federations that have been admitted to membership. Only one legally constituted orienteering organisation from any one country, defined as an independent member of the IOC, may be admitted as a member.

The IOF may provide for provisional membership of a national organisation when first admitted to membership. Provisional membership may be granted to organisations which have not yet fulfilled all requirements for membership yet have fulfilled the basic requirements of good governance and have demonstrated achievements in the development of the sport in their country.

A provisional member may retain that status for two Ordinary General Assembly periods during which time the provisional member must, in the view of the Council, have actively developed the sport of orienteering in that country.

The Council may determine to further extend the period of provisional membership by one Ordinary General Assembly period.

A provisional member having such membership terminated by the Council or the General Assembly may not reapply for membership until after one Ordinary General Assembly period has lapsed.

A national federation having once attained the designation *member* rather than that of *provisional member* may not, voluntarily, revert to provisional membership.

3.2 Application Procedure, Rights and Duties of Members

- 3.2.1 A national organisation desiring provisional membership shall lodge with the Office a written application together with a copy of the organisation's registration, constitution and competition rules, a report on the development of orienteering in the country including map examples and a statement of current membership figures. The organisation applying for membership shall pay an application fee which shall be paid prior to the Council considering the application. The application fee is non-refundable and in case of a successful application will be applied towards payment of the membership fee for the initial calendar year of provisional membership. If the Council approves the application, the organisation shall be accepted as a provisional member. To be final, the Council's decision must be ratified by the next General Assembly.

- 3.2.2 A national organisation desiring membership, including those currently holding a provisional membership, shall lodge with the IOF Office a written application including a copy of the organisation's registration, constitution and competition rules, a report on the development of orienteering in the country including map examples and a statement of current membership figures and evidence of recognition by the relevant national sports authority. The organisation applying for membership shall pay an application fee which shall be paid prior to the Council considering the application. The application fee is non-refundable and in case of a successful application will be applied towards payment of the membership fee for the initial calendar year of membership. If the Council approves the application, the organisation shall be accepted as a member. To be final, the Council's decision must be ratified by the next General Assembly.

- 3.2.3 Rights of Members and Provisional Members

As soon as the Council has decided to admit an organisation to membership or provisional membership, the organisation is entitled to the following rights, provided the membership fee has been paid.

- To participate in Council updates to members between the General Assembly
- To participate in IOF events in all recognised orienteering disciplines.
- To organise IOF events in all recognised orienteering disciplines.
- To organise and participate in courses, seminars, and other activities of the IOF.
- To receive all official IOF material.
- To publicise their activities via the IOF.

As soon as the membership or provisional membership has been ratified by the General Assembly, the organisation is entitled to the following rights, provided the membership fee has been paid.

- To participate in and to vote at an IOF General Assembly, except that Provisional Members may participate in the General Assembly but may not vote nor nominate candidates to Council.
- To make proposals and to express views to the General Assembly and to the Council.

3.2.4 Obligations of Members and Provisional Members

Members and Provisional Members shall abide by these Statutes, the IOF Anti-Doping Rules, the IOF Code of Ethics, the IOF Environmental Policy, other IOF Rules and policies, and the decisions of the General Assembly and Council.

Members and Provisional Members shall:

- respect and abide by the Olympic Charter.
- respect and abide by the provisions of the World Anti-Doping Code, commit themselves to doping-free sport and agree that the provisions of the World Anti-Doping Code apply to all persons and competitors under the jurisdiction of the IOF and its members.
- respect the UN Sustainable Development Goals for the protection of the environment and sustainable development.
- respect the autonomy of other members.
- not interfere in the internal affairs of other members.
- guarantee freedom of participation on an equal basis for all IOF members if commissioned with the organisation of the General Assembly, IOF event, course, seminar, or conference held under the auspices of the IOF.
- meet the financial requirements of membership.
- undertake to stage national championships.
- undertake to provide information and advice about the development of the national federation, the development of the sport of orienteering in their country and the development of the sport internationally upon request.
- undertake to provide membership and activity data annually.

Members and Provisional Members that are not responsible at the national level for all the orienteering disciplines practised in the country concerned shall also:

- maintain constructive relations with the body or bodies responsible at the national level for other orienteering disciplines.
- give their approval, which may not be unreasonably withheld, before the body or bodies responsible for other orienteering disciplines at the national level may apply to organise IOF events, send teams to IOF events or provide members of IOF bodies.
- act as an umbrella organisation for such bodies in relation to the IOF.

3.3 Suspension of Membership

3.3.1 Members who do not meet the obligations of membership in clause 3.2.4 may be suspended.

3.3.2 The Council, acting under the authority the General Assembly, shall determine the period and terms of the suspension and advise the member in writing of the period and terms of the suspension.

3.3.3 A member who is suspended shall have the right to attend the General Assembly as a guest and to speak regarding the suspension of its membership.

3.3.4 For a suspension to be valid it must be ratified by the Ordinary General Assembly.

3.4 Termination of Membership

3.4.1 Membership shall end one month after the receipt by the Office of a notice of resignation. The resigning member shall fulfil its financial and other obligations as stipulated in these Statutes by the end of the ongoing calendar year.

3.4.2 The General Assembly may expel a member that fails to meet its Statutory obligations, its financial obligations, or violates the IOF Statutes or other policies and rules issued by the IOF.

3.4.3 A member that has been expelled under clause 3.4.2 may only be re-admitted to the IOF when it has complied with its undertakings.

3.5 Designation

Members shall be designated by the IOC's standard three letter abbreviation of the country's name.

4. MEMBERSHIP FEES

4.1 The fee applicable to a member and a provisional member, including the application fee for the respective memberships, shall be fixed by an Ordinary General Assembly and shall cover the two calendar years following the General Assembly.

4.2 The membership fee for the current year shall be payable to the Office by March 1st.

4.3 If a member fails to pay its fee within two months of the due date, despite a warning sent to the member's official contact address, it shall lose the rights detailed under clauses 3.2.3. A member who fails to pay its fee may be suspended under clause 3.3.

4.4 A newly admitted member shall pay its first fee before being allowed to exercise the rights of membership.

5. STATUTORY INSTITUTIONS

The statutory institutions of the IOF are:

- The General Assembly
- The Council
- The Office
- The Ethics Panel

6. THE GENERAL ASSEMBLY

The supreme decision-making body of the IOF for members is The General Assembly. The General Assembly may be either Ordinary or Extraordinary. The General Assembly is an on-site event where possible and shall allow for remote participation using videoconference tools for members. A fully digital General Assembly shall only be conducted in extraordinary circumstances where an on-site event is impossible.

6.1 Ordinary General Assembly

The Ordinary General Assembly shall be conducted biennially, in even years, between 1 July and 31 December. Written invitations shall be sent out to the members at least six months, and the agenda at least two months, before the beginning of the Ordinary General Assembly.

6.2 Extraordinary General Assembly

The President shall call an Extraordinary General Assembly if it is requested by a two-thirds majority of the Council, or by 40 % of the members entitled to vote. Such a request shall be accompanied by a draft agenda. The Council shall determine the place and date of an Extraordinary General Assembly. It shall be held within three months of the receipt of the request by the President. The invitation and agenda for an Extraordinary General Assembly shall be sent out to the members at the latest one month before the meeting. Only those agenda items included in the invitation shall be dealt with at an Extraordinary General Assembly.

6.3 Procedure at the General Assembly

- 6.3.1 The General Assembly is an open event.
- 6.3.2 Delegates, members of Council, members of the Ethics Panel, the Chief Executive Officer and the Secretary General shall have the right to speak at the General Assembly. Guests may speak only with the approval of the General Assembly. A member who has been suspended by the Council, per clause 3.3, shall have the right to attend the General Assembly as a guest and to speak regarding the suspension of its membership.
- 6.3.3 In case of a disagreement about procedure, the Chairperson shall, if the point is not covered in the Statutes, proceed in a manner consistent with standard rules for the conduct of formal meetings.

6.4 Representation

Each IOF member shall have the right to be represented by three delegates at a General Assembly, with each participating on-site or remotely. All delegates shall have the right to speak, and one of the delegates shall be allocated digital permission to exercise voting rights. Delegates shall be citizens or permanent residents of the country represented.

6.5 Voting rights

- 6.5.1 Each member present at the General Assembly and possessing voting rights shall have one vote.
- 6.5.2 A member that has not paid all its fees and is not suspended, may send delegates to the General Assembly without voting rights.

6.6 Voting

- 6.6.1 Voting shall be conducted digitally and in secret, supervised by a person independent of the IOF. If the digital voting systems fails, voting will be by roll call. When voting by roll call, the members shall be read out in alphabetical order of the standard abbreviations.
- 6.6.2 The following decisions require a majority of two-thirds of the valid votes, disregarding abstentions and blank votes:
- A proposal to declare a matter urgent to have it included on the agenda of the General Assembly.
 - An amendment to the Statutes
 - The dissolution of the IOF (in accordance with clause 14.1)
 - The election of Honorary Members or appointment to the position of Honorary President.
- 6.6.3 All other decisions shall be approved by the General Assembly by simple majority of valid votes, that is more than, but not equal to, one-half (1/2) of all valid votes cast, disregarding abstentions and blank votes.
- 6.6.4 To determine the outcome of a tied vote, except for the elections for the Council, the Chairperson of the General Assembly shall draw lots.

- 6.6.5 The election of the Council shall be in four stages corresponding to the four levels indicated in clause 8.6.1. starting with the election of President. At each stage, voting shall be preceded by the announcement of candidates.

Approval voting shall always be carried out for the election of the President and the Vice Presidents even if the number of candidates does not exceed the number of places available. Should a sole candidate for President not reach a simple majority of valid votes, an Extraordinary General Assembly shall be promptly called, in accordance with clause 6.2, with the sole purpose of electing a President.

Voting for other members of Council will not be carried out unless the number of candidates exceeds the number of places available.

- 6.6.6 The ballot paper, except for Athletes Commission representatives as set out in clause 8.6.1, shall state the number of names to be chosen for the position in question. To be valid, a completed ballot paper must indicate a name for each available seat. A candidate may only appear once on the completed ballot paper. Candidates obtaining the greatest number of votes shall be elected. If voting is equal between the candidates for the last seat available, a second ballot shall be taken between the tied candidates. If there is still a tie, lots shall be drawn.

6.7 Minutes

Minutes of the General Assembly shall be compiled and shall be checked by two witnesses and signed by the Chairperson.

6.8 Decisions

Decisions of the General Assembly, other than those made in accordance with clauses 3.2.3 and 3.3.4 shall come into force at the end of the General Assembly.

7. THE ORDINARY GENERAL ASSEMBLY

7.1 Agenda

At least the following items shall be included on the agenda of an Ordinary General Assembly:

- 7.1.1 Opening of the General Assembly.
- 7.1.2 Confirmation of the number of voting members present.
- 7.1.3 Practical organisation of the General Assembly. Election of a General Assembly presidium consisting of a Chairperson and a Secretary, two persons to check the minutes and an independent election supervisor to supervise the digital election process or to count votes manually in the case of a failure of digital election tools.
- 7.1.4 Approval of the agenda and ruling on the urgency of any items not included.
- 7.1.5 Approval of the minutes of the previous General Assembly.
- 7.1.6 Report by the Council on the activities of the IOF since the last Ordinary General Assembly, and approval of same.
- 7.1.7 Report by the Ethics Panel on the activities since the last Ordinary General Assembly, and approval of same.
- 7.1.8 Auditors' reports, approval of the accounts for the two previous calendar years and discharge of the Council
- 7.1.9 Applications for membership and decisions regarding suspensions and expulsions.

- 7.1.10 Proposals.
- 7.1.11 Strategic directions and focus areas for the two calendar years following the General Assembly.
- 7.1.12 Membership fees and budget for the two calendar years following the General Assembly.
- 7.1.13 Appointment of a firm of auditors to audit the accounts for the current and the following financial period, and a Governance Auditor from among the membership to audit the governance of the IOF.
- 7.1.14 Appointment of up to five members to the Ethics Panel.
- 7.1.15 Election of the Council.
- 7.1.16 Any other business.
- 7.1.17 Closure of the General Assembly

7.2 Proposals

- 7.2.1 Proposals may be tabled by a member or by Council. A proposal from a Member Federation must be seconded by another Member Federation. To second a proposal does not imply that the seconder is in favour of the proposal being approved; it expresses the wish that it be discussed. A proposal which fails to be seconded may not be discussed. Proposals by Council need not be seconded.
- 7.2.2 Council has the right to answer to the proposals before proposals are included into the General Assembly agenda. If a member is satisfied with Council's answer to their proposal, the member has the right to withdraw their proposal and the proposal will not be included in the General Assembly agenda.
- 7.2.3 Proposals shall reach the Office in writing at least four months before the General Assembly. Proposals shall be communicated to the members at least two months before the beginning of the General Assembly.

7.3 Urgent business

Proposals or matters of which the Office has not been notified at least four months before the Ordinary General Assembly can only be included in the agenda if they are deemed urgent by the General Assembly. Amendments to the Statutes and the assignment of IOF assets shall not be considered as urgent business.

8. THE COUNCIL

The Council shall lead the IOF between General Assemblies.

8.1 Remit

The Council works in accordance with the statutes and under the authority and decisions of the General Assembly and organises its own work.

The work of the Council shall include the following:

- 8.1.1 To initiate measures to further the aims of the IOF and to implement the resolutions of the General Assembly for the development and spread of orienteering according to the activity plans for each election period.
- 8.1.2 To verify observance of the Statutes and IOF Rules.
- 8.1.3 To confirm and supervise observance of decisions and documentation (e.g., minutes) of the IOF.

- 8.1.4 To appoint an Honorary Legal Adviser and form such permanent or temporary commissions or groups as it deems appropriate to assist it in carrying out its work and in fulfilling tasks assigned to it by the General Assembly or specified in an agreed long-term plan. The Council is responsible to the General Assembly for the work of all such groups.
- 8.1.5 To prepare the Statutes, material for the General Assembly, and other basic documentation of the IOF, and to approve IOF competition rules for each recognised orienteering discipline and communicate them to members.
- 8.1.6 To find an organiser and a place of the next General Assembly. To oversee the arrangements and to prepare the business of the General Assembly.
- 8.1.7 To admit new members of the IOF. Such a decision shall be ratified by the General Assembly.
- 8.1.8 To determine the seat of the IOF and appoint a Secretary General and a Chief Executive Officer.
- 8.1.9 To elect after each General Assembly a Senior Vice President from among the Vice Presidents.
- 8.1.10 To adjudicate in controversies arising during IOF approved international events, where the matter does not come within the jurisdiction of the jury of the event.
- 8.1.11 To establish special financial regulations for the events that it commissions.
- 8.1.12 To co-operate with those international organisations and institutions contributing to the development and support of orienteering.
- 8.1.13 To consult with members between the General Assembly via member update meetings on matters of interest to members and the work of the Council.
- 8.1.14 To maintain, where appropriate, direct communications with orienteering organisations, at national level, not administered by the member concerned.

8.2 Working Procedure

- 8.2.1 The Council shall meet at least 4 times a year, either in person or via digital means.
- 8.2.2 Notice of a Council meeting, except for a meeting under clause 8.3.4, shall be sent out at least 2 weeks prior to the meeting by circulating a provisional agenda.
- 8.2.3 The Council may invite others to participate in its meetings.
- 8.2.4 As a general rule, the IOF shall not pay for travel or subsidise members of the Council or Council appointed bodies to attend meetings. The IOF member that nominated the Council member for election is expected to assist that Council member to attend in-person meetings of the Council. The IOF shall facilitate attendance at digital meetings of the Council and Council-appointed bodies.

8.3 Taking decisions

- 8.3.1 Seven members shall constitute a quorum.
- 8.3.2 Decisions shall be taken by a simple majority of votes. In case of a tie, the President shall have a casting vote.
- 8.3.3 The members who are Athletes Commission representatives are not eligible to vote in the selection of the organisers for IOF World Championships, IOF World Cup or IOF Regional Championships for any discipline.

- 8.3.4 In the case of an urgent matter, the Council may hold a meeting by using recorded electronic communication. Such decisions shall be documented in the minutes of the next ordinary Council meeting.

8.4 Objections and appeals

- 8.4.1 Should a member consider a decision of the Council, other than one taken under clause 8.1.10, to violate its rights or to be contrary to these Statutes, an objection or appeal may be presented to an IOF General Assembly.
- 8.4.2 Should a member consider a decision of a Jury of an international orienteering event to violate the IOF Code of Ethics, an appeal may be presented to the Ethics Panel.
- 8.4.3 Any appeal with respect to an IOF decision on sanctions relating to doping must be submitted to the Court of Arbitration for Sport. Any such appeal to the Court of Arbitration for Sport shall not delay the implementation of the said IOF sanction.

8.5 Vacancy

If the President is unable to carry out his/her duties, the Senior Vice President shall take over.

8.6 Rules for the composition of the Council

- 8.6.1 The Ordinary General Assembly shall elect the Council.
- The Council shall consist of:
- The President
 - Three Vice Presidents
 - Seven Council members
 - Two Athletes Commission representatives
- 8.6.2 The elected Council, excluding the President and Athletes Commission representatives, shall include at least three persons of each gender and at least two persons from outside Europe. The elected Council shall include a Vice President of each gender. The Athletes Commission representatives shall be of different genders.
- 8.6.3 A Member whose National Anti-Doping Organisation (NADO) is not compliant with the World Anti-Doping Code, may not have a nominee elected to the Council nor have members appointed to IOF Commissions.
- 8.6.4 In conjunction with the Ordinary General Assembly a possibility for Members to hear presentations of nominated Council candidates shall be organised.
- 8.6.5 The representatives of the Athletes Commission are elected by the athletes as defined in the rules for the Athletes Commission.

8.7 Council members term and rotation model

- 8.7.1 The President, the Vice Presidents and the Council Members are elected for a four-year term. A system of rotation ensures that approximately half, as defined in clauses 8.7.4 and 8.7.5, of the Council positions are declared vacant every two years.
- 8.7.2 The Athletes Commission representatives shall be Council members for a two-year term.
- 8.7.3 The President may seek re-election for only one further four-year term and only to the position of President.

A Vice President may seek re-election for only one further four-year term.

A Council Member having attained the position of Vice President is not eligible to seek re-election to the position of Council Member.

Council Members may seek re-election to the same position for only one further four-year term.

- 8.7.4 The election for the position of President is held every fourth year at the General Assembly held in the year of the Olympic Summer Games.

At the same General Assembly, one Vice President and four Council Members shall also be elected by the General Assembly.

- 8.7.5 Two Vice Presidents and three Council Members shall be elected by the General Assembly held in the year of the Olympic Winter Games.

- 8.7.6 Should an elected person resign from a Council position during their elected term, a successor will be elected at the next General Assembly for the remainder of the term until the next statutory election.

The period until the next statutory election is not counted in relation to the maximum total period of service under clause 8.7.3.

8.8 Nominations to the Council

- 8.8.1 A member may propose candidates only from its own country. No member federation shall be represented on the Council by more than one person, excepting Athletes Commission representatives.

- 8.8.2 Not later than six months before the General Assembly, a member having a person on the current Council shall announce, in writing, its intention or not to re-nominate that person. The Secretary General shall send out advice regarding this intention together with the call for nominations for election to the Council.

- 8.8.3 A member federation failing to re-nominate a current member of Council by the statutory deadline of six months prior to the General Assembly, as defined in clause 8.8.2, cannot then nominate the said person at the general call for nominations scheduled by the Statutes to reach the Secretary General four months before the General Assembly.

- 8.8.4 Nominations for the Council are to be received, in writing, by the IOF Secretary General not later than four months before the General Assembly.

At a particular General Assembly, a member federation may, with due observance of the provisions in clauses 8.7.3 and 8.8.2, nominate the designated candidate for more than one Council position.

- 8.8.5 Should the Statutory requirements not be met; the Secretary General shall call for supplementary nominations not later than 7 days after the date of the deadline for nominations

- 8.8.6 Supplementary nominations are to be received, in writing, by the Secretary General not later than three months before the General Assembly.

- 8.8.7 The list of candidates shall be sent out to the members together with the General Assembly agenda.

9. THE OFFICE

The Office is the connecting link between the IOF, its members, Council members, Council appointed groups and outside organisations and individuals.

- 9.1 The Council shall be responsible for the administrative organisation of the Office in the provision of services to members, including the appointment of the Chief Executive Officer and the Secretary General.
- 9.2 The Chief Executive Officer is responsible for the day-to-day administrative leadership and operation of the Office. The Chief Executive Officer shall attend the General Assembly, member update meetings and attend the meetings of the Council.
- 9.3 The detailed duties of the Chief Executive Officer shall be specified in a job description approved by the Council.
- 9.4 The Secretary General is responsible for the statutory leadership of the IOF within the Strategic Directions and Activity Plan agreed to by the General Assembly. The Secretary General shall attend the General Assembly, member update meetings and shall call and attend the meetings of the Council.
- 9.5 The detailed duties of the Secretary General shall be specified in a job description approved by the Council.

10. ETHICS PANEL

The Ethics Panel is an independent judicial body in the IOF consisting of up to five members that are appointed by the General Assembly.

10.1 Remit

- 10.2.1 To regularly review all business and operations covered by the Code of Ethics.
- 10.2.2 To adjudicate upon violations of the Code of Ethics.
- 10.2.3 To report findings to the Council or the General Assembly and impose sanctions for violations of the Code of Ethics.

11. HONORARY LEGAL ADVISER

The Honorary Legal Adviser is a qualified legal counsel that is appointed by Council to provide pro-bono legal advice on an as-needed basis.

11.1 Remit

- 11.1.1 To support the Council with issues requiring comprehensive understanding of legislation, governance, and international business matters.

12. AWARDS OF HONOUR, HONORARY PRESIDENT, HONORARY MEMBERS

- 12.1 Awards of honour may be made.
- 12.2 Those persons who have given special service to the IOF may be appointed Honorary Members of the IOF or be appointed to the position of Honorary President. Such appointments may be made by the General Assembly on a proposal by the Council.
- 12.3 The Honorary President and Honorary Members may attend a General Assembly as a guest but shall not have the right to vote and shall not pay any fees.

13. DISPUTES

Any unresolved sports related dispute between members of the IOF or between a member and the IOF, which the Council considers cannot be settled by reference to the Statutes, Regulations or Rules, shall be settled definitively by a Court set up in accordance with the Statutes and Regulations of the Court of Arbitration for Sport in Lausanne, Switzerland.

14. DISSOLUTION OF THE IOF

- 14.1 A two thirds majority of the Council may propose the dissolution of the IOF. The dissolution becomes effective on approval of the proposal by a two thirds majority of those voting at the General Assembly, providing that at least two thirds of the members entitled to vote are represented at the General Assembly.
- 14.2 The disposal of the assets of the IOF shall be decided by the General Assembly dissolving the Federation and shall be in keeping with the aims of the IOF.

15. MISCELLANEOUS

- 15.1 The financial year of the IOF is one (1) year, beginning on January 1st and ending on December 31st of that year.
- 15.2 The accounts of IOF shall be audited on an annual basis.
- 15.3 The General Assembly shall select a firm of auditors to audit the accounts for the current and the following financial period, and a Governance Auditor from among the membership to audit the governance of the IOF.

CODE OF ETHICS

INTERNATIONAL ORIENTEERING FEDERATION

PROPOSAL FOR AMENDMENT

Proposal from IOF Council to the 2024 IOF Ordinary General Assembly for amendment marked in green (in clause 1.1)

The proposal is based on the following recommendation from the IOF Ethics Panel received in 2023:

“Clarify in the Code of Ethics or IOF Statutes as to whether the IOF Council is subject to the Code of Ethics”

THE IOF CODE OF ETHICS

1 Persons and Organizations Subject to this IOF Code of Ethics

- 1.1 This IOF Code of Ethics (hereinafter referred to as “the Code”) applies to all federations (members or provisional members), [the IOF Council](#) and all elected, appointed or contracted IOF employees, functionaries, volunteers and organizing committees for IOF events and their officials and volunteers. The Code also applies to officials and volunteers at IOF- sanctioned member events, athletes, coaches, trainers, doctors, team staff, team officials, all other persons claiming or seeking standing as present or prospective participants in any IOF activity. The Code also applies to any persons without status or title who engage in any activity in relation to the IOF that is covered by this Code.

2 Preamble

- 2.1 The IOF is committed to the highest standards of conduct in sport administration and competition. To meet this commitment, the IOF has developed the Code to express the core values of both the organisation and the sport of Orienteering in general. Such values and ethics underpin the IOF’s policies, procedures and rules. Observance of the code is vital to the integrity of orienteering.
- 2.2 The IOF Code of Ethics comprises four principles based on the fundamental values of Orienteering (Equality, Fair Play, Respect of others and Integrity). The Code imposes obligations in terms of respect and responsibility upon everybody involved in orienteering - competitors, spectators, officials and all other accredited persons engaging in IOF activities.
- 2.3 Persons involved in the IOF and in Orienteering must not act in a manner likely to tarnish the reputation of the IOF or the sport of Orienteering generally, nor act in a manner likely to bring the sport into disrepute.
- 2.4 All persons subject to this Code are further required to adhere to the standards set out in the [Olympic Movement Code on the Prevention of the Manipulation of Competitions](#).

3 The IOF Ethics Panel

- 3.1 In accordance with Article 12 of the IOF Statutes, the IOF Ethics Panel (hereinafter referred to as “the Panel”) is an independent judicial body in the IOF consisting of up to five members that are appointed by the General Assembly.
- 3.2 A panel member is appointed for a two-year term, commencing from the end of the General Assembly at which they are appointed. No panel member may serve more than four terms (whether consecutive or non-consecutive).

3.3 The Ethics Panel's terms of reference are:

- To preserve the integrity and reputation of the IOF and IOF events, and protect the security of all participants in IOF events.
- To review all IOF policies, procedures, regulations and other operations that fall within the scope of the IOF Ethics Code, and make recommendations and/or reject proposed amendments.
- To receive reports and investigate cases of alleged breaches of the IOF Ethics Code by anyone to whom the Code applies, excluding alleged technical breaches of competition rules.
- To adjudicate and impose sanctions for violations of the IOF Ethics Code in a fair, independent and impartial manner.
- To review and report on its activities, including the findings of all cases, to the IOF Council or General Assembly.

4 Conflicts of Interests

- 4.1 All elected, appointed or contracted IOF employees and officials having an elected or appointed position, which may be permanent or long-term, in an IOF member federation or partner organization (such as, but not limited to, IOC, IWGA, FISU and CISM), who have or may have a conflict of interest, must report a conflict of interest to the IOF Office, who is responsible for keeping a register of conflict of interests. This will be available for inspection by the Panel if appropriate.
- 4.2 If a person is seeking election, appointment or employment with IOF, it is the responsibility of the IOF Office to check if there are conflict of interests that may make the election, appointment or employment in question inappropriate. If required, the Panel is consulted on this matter.
- 4.3 All elected, appointed or contracted IOF employees and officials shall avoid any contacts that might lead to or suggest a conflict of interest between personal activities and the business of the IOF. They shall pledge to behave in a dignified manner. They shall behave and act with complete credibility and integrity. They may not abuse their position as part of their function to take advantage of their function for private aims or gains, or in any other way. Direct or indirect receipt or provision of money or the equivalent such as, and not limited to, gains, gifts and other advantages shall be offered or accepted only in accordance with the standards and levels deemed appropriate to the general working of the IOF. A formal policy on the acceptance of gifts and hospitality will be agreed by the IOF Council.
- 4.4 All those acting on behalf of the IOF must make decisions in the interests of the IOF. All those whose personal interests might reasonably be perceived as being affected by a decision or policy concerning an IOF matter (including receiving material benefits) shall refrain from the decision-making process.

5 The four Ethical Principles of the IOF

5.1 Equality

Discrimination and harassment against others on grounds of, amongst others, race, disability, marital status, sex, sexuality, age, political or religious conviction are not condoned in Orienteering. All forms of harassment be they physical, mental, professional, sexual or other are strictly prohibited. Orienteering promotes the inclusion of everyone equally.

5.2 Fair Play

Fair play is the guiding principle in the sport of Orienteering. It is expected that all persons taking part in orienteering shall behave with fairness and honesty. All persons shall operate within and abide by the rules of the sport. Orienteering is committed to being a drug free sport.

5.3 Respect

Orienteering shall be characterised by mutual respect and self-responsibility. All persons involved in orienteering shall be treated with dignity and consideration. The contribution that people make to the sport shall be recognised. In pursuing the sport's goals, the governance of Orienteering shall be mindful of the physical and psychological wellbeing of its athletes. Violence and abusive behaviour are not to be tolerated. Orienteering respects the natural environment.

5.4 Integrity

All persons subject to this code shall use due care and diligence in fulfilling their roles for, and on behalf of, the IOF or Orienteering generally. Decisions by the IOF will be made in accordance with established procedures, objectively, fairly and with honesty and integrity. In using resources, personnel will strive for economy, efficiency and environmental friendliness. Conflicts of interest are to be avoided.

6 Compliance and Whistle-blowing

6.1 Each person as described in section 1.1 are encouraged to report violations of the Code by reporting misconduct to the Panel. All allegations of potential violations of the Code that are made in good faith will receive a swift, fair and comprehensive investigation conducted by the Panel.

6.2 The IOF Council has ownership of the Code and performs regular content and compliance reviews. Each person as described in section 1.1 is responsible for acting in accordance with the Code and is encouraged to voice concerns and to highlight examples of good practice.

- 6.3 All business and operations covered by the Code will be regularly reviewed by the Panel. Acts that are inconsistent with the Code must be promptly corrected and are subject to disciplinary action up to termination of election, appointment, contraction or employment.

7 Good Governance

- 7.1 The IOF is an international organization with global activities. The IOF Council is therefore responsible in maintaining a Policy involving Delegation of Authority and Rights of Signature that provides flexibility for the organization to manage contractual and financial matters in a timely manner, while maintaining good financial control in accordance with applicable laws and standards.
- 7.2 It is the responsibility of all statutory institutions of the IOF to conduct good governance in business and all operations, and have well-structured, documented and transparent decision-making processes.

8 Procedure for managing possible ethical violations

- 8.1 A report of a possible ethical violation may be filed with the IOF Office or directly with the Panel. Such a report may be filed by a member federation, the IOF Council, or an individual with an interest in the dealings of the IOF. The IOF Office shall refer any report it receives to the Panel.
- 8.2 The Ethics Panel shall consider the report and gather additional information if required. The Panel may also seek independent advice on any aspect of the case, subject to the approval of IOF Chief Executive Officer on the issue of cost only.
- 8.3 The Ethics Panel shall decide whether to proceed with a hearing. If a hearing is to be held, the Panel shall determine the procedure to be followed.

Hearings shall normally be conducted in English.

The hearing process shall respect the following principles:

- the right of each party to be represented (at the party's own expenses) or to be accompanied by a person chosen by each party;
- the right to respond to the asserted ethical violation;
- the right of each party to present evidence, including the right to call and question witnesses;
- the right to an interpreter at the hearing if required.

The Panel shall have jurisdiction to determine which party shall bear the responsibility for the cost of the interpreter.

- 8.4 The Panel shall decide the way in which the hearing is to be held, taking into account the severity of the possible ethical violation, whether the circumstances of the possible ethical violation are disputed, the wishes of each party, any time constraints, the geographical locations of each party and the expenses that would be incurred. Options include:
- A face-to-face hearing where all parties are physically gathered in one location
 - An electronic meeting using software such as Skype
 - A discussion conducted by email
- 8.5 The Panel shall appoint the members of the Hearing Panel in each case. Normally that will consist of all or some members of the Panel, excluding any of whom were involved in the case investigation or who have a conflict of interest. Exceptionally, and with the approval of IOF Council, other people who are not members of the Panel may be appointed to the Hearing Panel.
- 8.6 Decisions shall be taken by a majority of the Hearing Panel.
- 8.7 The Hearing Panel shall announce its decision in writing, with reasons, as soon as possible after the conclusion of the hearing. The written decision shall contain the composition of the Hearing Panel, the names of the parties, the date of the decision, a summary of the facts, the grounds of the decision, the provisions on which the decision was based, the terms of the decision, any sanctions to be applied and notice of the provisions for appeal. The decision shall be published on the IOF web site. The IOF Council is responsible for enforcing the decision.

9 Sanctions

- 9.1 Sanctions may be applied to an individual, a group of individuals or a member federation
- 9.2 Possible sanctions include:
- An informal caution
 - A formal caution
 - Temporary suspension from competitions and/or IOF activities
 - Exclusion for life from competitions and/or IOF activities
 - An appropriate fine
 - Removal of any previously obtained honours
 - Any other appropriate sanction that the Hearing Panel decides

10 Appeals

- 10.1 The decision of an Ethics Panel pursuant to 8.7 may be submitted exclusively by way of appeal to the Court of Arbitration for Sport (CAS) in Lausanne, Switzerland, which will resolve the dispute definitively in accordance with the Code of sports-related arbitration. The language of the appeal proceedings will be English and the law applicable to the merits will be the IOF Regulations and the law of Sweden.
- 10.2 The time limit for appeal shall be 21 days from receipt of the decision appealed against.

11 Review

- 11.1 The Ethics Panel may reopen a case that has been closed following a final decision, if a party discovers new information that, despite investigation, could not have been produced sooner and could result in a more favourable decision. A request for review shall be made by the party concerned within ten days of discovering the new information or it will not be admitted.
- 11.2 The limitation period for submitting a request for review is one year after the date of the Ethics Panel decision.



INTERNATIONAL ORIENTEERING FEDERATION

Celebration of the Leibnitz Convention

Proposal from Council to the General Assembly

Background

Event quality improvement was the main theme of the Presidents' Conference held in conjunction with the World Orienteering Championships in 1999. At the seminar held on the day preceding the XX IOF General Assembly in 2000, this topic was discussed more in detail under the heading "Event quality improvement and orienteering on TV and Internet".

Fast, exciting, compact - those were the three key elements emphasised by Björn Persson, Sweden, who gave an appreciated introduction to the theme. The introduction was followed by a lively discussion and the delegates agreed to gather around a statement, "The Leibnitz Convention", expressing their expectation that the measures included in this document shall be considered by all future organisers of IOF events.

The Convention was unanimously adopted by the 41 member federations attending the General Assembly.

The Convention

WE, THE MEMBERS OF THE IOF, attending the 20th IOF General Assembly in Leibnitz, Austria, on the 4 August 2000, hereby declare that it is of decisive importance to raise the profile of the sport to further the spread of orienteering to more people and new areas, and to get orienteering into the Olympic Games. The main vehicles to achieve this are: to organise attractive and exciting orienteering events which are of high quality for competitors, officials, media, spectators, sponsors, and external partners to make IOF events attractive for TV and Internet

We shall aim to:

- increase the visibility of our sport by organising our events closer to where people are*
- make our event centres more attractive by giving increased attention to the design and quality of installations*
- improve the event centre atmosphere, and the excitement, by having both start and finish at the centre*

- *increase television and other media coverage by ensuring that our events provide more and better opportunities for producing thrilling sports programmes*
- *improve media service by better catering for the needs of media representatives (in terms of communication facilities, access to runners at start/finish and in the forest, continuous intermediate time information, food and beverages, etc)*
- *pay more attention to promoting our sponsors and external partners in connection with our IOF events*

We, the Members of the IOF, expect that these measures shall be considered by all future organisers of IOF events.

Proposal from Council to the General Assembly

The Leibnitz Convention has been a success. The level of attraction of our major events has seen positive development due to this common declaration of intent. This should be celebrated.

However, Council recommends a retirement of the Convention:

- Technological advances and best-practices in orienteering sports presentation have made parts of the Convention irrelevant to the current work of the IOF.
- Since the introduction of the Convention there has been a realisation that there is a need for differentiation in ambitions across our disciplines and events which is not adequately represented in the Convention.

Council therefore proposes the following resolution to the 2024 IOF Ordinary General Assembly:

Resolution: Attractive and exciting orienteering events

We, the members of the IOF, wish to recognize the significant work done by event organisers, federations and the IOF organisation in striving to achieve the goals set out in the Leibnitz Convention from 2000. This collective work has improved the profile, presentation and attractiveness of our sport for competitors, officials, media, spectators, sponsors, and external partners.

We also recognize that the intent of the Leibnitz Convention remains highly relevant, but with its form and content has become less relevant to the current working of the IOF and resolve to celebrate its retirement.

We hereby resolve to work together to continue the development of attractive and exciting orienteering events for competitors, officials, media, spectators, sponsors, and external partners and to make select IOF events attractive for TV and digital broadcasting.

Proposal of the Czech Orienteering Federation to the General Assembly 2024

Subject: extension of the World Orienteering Championship program by one event

Current situation: Since 2019, the WOC has been divided into sprint and forest (the only exception was 2021, when two sprint races were also held in the Czech Republic due to the postponement of the WOC in 2020)

Proposal:

- Continue to maintain once in every two years the character of the sprint WOC and once in every two years the forest WOC;
- add a middle distance race to the Sprint WOC;
- add a sprint or sprint relay race to the Forest WOC.

Reason for change:

The World Orienteering Championships should be a jewel among the major IOF events. The situation is that 3 championship medals are awarded in orienteering every year, which is less compared to both other disciplines in orienteering (Ski-O, MTBO, TrailO) as well as in completely different sports (e.g. biathlon or cross-country skiing), moreover WOC in orienteering has much more prestige.

Pros:

- More races mean more chances to win medals within more countries;
- more TV media space (and thus a bigger offer for IOF partners);
- the more races (but there must not be too many), the greater the interest of the public and the media;
- stabilization of two disciplines in the program of each WOC (middle and sprint/sprint relays) as the main (and most watched in the media) races;
- to show all the beauties of orienteering within the weekly championship;
- to enable "specialists" (only for forest or sprint disciplines) to have at least one WOC race per year;
- enable competitors to win a greater number of better places (medals), which will be reflected by their personal sponsors, but also subsequently in a number of countries in the state support of orienteering.



Other:

- The fears that the prestige of hosting the European Championship would suffer do not appear to be justified.
- The original argument for changing the format of the WOC from 2019 - to organize the World Cup even in countries where it is not possible to prepare forest disciplines - has become irrelevant, no such organizer has yet submitted an application since 2019.

Since when?

- Ideally from 2025 - the precedent was the WOC 2021, when the organizers were able to add two sprint races to the program in less than a year, but realistically from 2026 or 2027.

Proposal of the Czech Orienteering Federation to the General Assembly 2024

Recommendation from Council to the General Assembly

As a follow-up of the Strategic Directions 2022-2026 approved by the 2022 Ordinary General Assembly, IOF Council established in 2023 the Sustainable Event Program Working Group. The process lead by this working group is instrumental in shaping the future of our major events, ensuring the sustainability of our portfolio of events in all four disciplines, including the World Orienteering Championships where the complexity and sustainability in terms of resources and financing has been a key challenge in the past.

A member working session centred around the Sustainable Event Program project will be conducted in connection with the Pre-General Assembly on 13 July 2024, and Council believes that this session will provide an excellent opportunity for further dialogue and collaboration on initiatives aimed at enhancing the sustainability and appeal of our major events, including the World Orienteering Championships.

Given the comprehensive nature of this proposal from the Member Federation in Czechia and its potential impact on the structure of the World Orienteering Championships, Council believes that a deeper analysis and holistic consideration should be done. The proposal warrants careful consideration, and Council believes that the best way doing this is within the context of our Sustainable Event Programme work.

Council therefore recommends the General Assembly to not approve the proposal submitted from the Member Federation in Czechia, but to send it over to Council and the Sustainable Event Program Working Group for further consideration.



XI. Strategic Directions 2022-2026 and focus areas for the years 2024-2026

STRATEGIC DIRECTIONS

VISION

Orienteering is the most attractive adventure-based sport for all

MISSION

We promote the global growth of orienteering and develop competitive and recreational orienteering

MAIN GOAL

Our main goal is to become a global and sustainable sport

VALUES

Sustainable

Orienteering provides mental and physical challenge, builds life-skills and self-confidence and promotes a healthy lifestyle. We are respectful of the natural environment and promote environmental good practice. Orienteering events require limited infrastructure and a low threshold for participation. We are pro-active in our response to changes in society.

Inclusive

We equally include people from all ethnic, religious and social backgrounds. Success by women and men is equally recognised. Orienteering is a sport for people across all generations and with varying physical abilities.

Ethical

We are characterized by good governance, democracy and transparency. We are committed to fair play - characterised by the spirit of friendship. Everyone shall conduct themselves with the highest ethical standards of fairness, honesty and respect for the rules and for one another. We are committed to being a doping free sport and support the enforcement of the World Anti-Doping Code.

IMPLEMENTATION

Member Federations, the IOF Council, the IOF Commissions and the IOF Office work together to achieve the main goal. Council has the responsibility to implement the Strategic Directions and reports to the General Assembly.

STRATEGIC INITIATIVES 2022-2026

To become a global and sustainable sport the IOF and the Member Federations will focus on four strategic initiatives the coming years.

1. Actively improve the performance and sustainability* of the IOF and Member Federations

(*financial, social and environmental)

- Education
- Financial resources
- Building strong regional (and sub-regional) activities
- Youth program development

2. Improve the IOF Brand and Orienteering's Visibility

- TV and live media development
- World Orienteering Week and worldwide participation
- Relations to other stakeholders

3. Develop the IOFs Global competition programme

- Organiser development
- Quality improvements
- Fair Play and Rules

4. Upgrade Governance further

- Diversity and Inclusion
- Value-based branding and communication
- Digitalisation and Sustainability

Strategic initiative nr. 1

Actively improve the performance and sustainability* of the IOF and Member Federations (*financial, social and environmental)

Education

Goal 2026:

- ✓ A systematic approach towards education has been established involving more than 10 Member Federations

Route Choices 2024-2026 (NEW):

- ✓ Implement and enhance educational plans, including eLearning modules
- ✓ Coordinate both existing and new seminars across disciplines

Route Choices 2022-2024:

- ~~✓ Create an education plan, including e-learning~~
- ✓ ~~Coordinate existing and new seminars across disciplines~~

Financial resources

Goal 2026:

- ✓ Growth in new and external income to 500 000 EUR within IOF finances

Route Choices 2024-2026 (NEW):

- ✓ Foster closer collaboration between Member Federations and the IOF for event sponsorship
- ✓ Promote IOF Events and recreational orienteering to potential Corporate Social Responsibility (CSR) sponsors and grant providers
- ✓ Identify and evaluate alternatives for a financially optimized organizational model for activities under the IOF

Route Choices 2022-2024:

- ~~✓ Closer cooperation between Member Federation and IOF for event sponsoring~~
- ~~✓ Promote IOF Events and recreational orienteering to Corporate Social Responsibility (CSR) sponsors and grant providers~~

Building strong regional (and sub-regional) activities

Goal 2026:

- ✓ 60 IOF Member Federations are defined as sustainable (healthy, well working) members based on organisation, local and domestic activities.

Route Choices 2024-2026 (NEW):

- ✓ Revise criteria for *Sustainable IOF Member Federations*
- ✓ Strengthen Member support from the IOF organisation including refining the approach for the IOF Senior Development Consultants
- ✓ Define and improve the regional and sub-regional structure and championships
- ✓ Arrange regional development conferences to inspire and frequent webinars covering topics pertinent to global development, facilitating knowledge sharing from the IOF discipline commissions.

~~Route Choices 2022-2024:~~

- ~~✓ Strengthen Member support from IOF organisation~~
- ~~✓ Define and improve regional/sub-regional structure and championships~~
- ~~✓ Promote pairing developed countries with countries in need to support orienteering development ("twin countries")~~
- ~~✓ Organise annually a digital Global Development Conference for inspiration, networking and international exchange.~~

Youth program development

Goal 2026:

- ✓ School activities and relevant youth initiatives are organised in all regions and in all disciplines
- ✓ Orienteering eSport established within IOF

Route Choices 2024-2026 (NEW):

- ✓ Establish and execute a strategy for robust cooperation with the International University Sports Federation (FISU)
- ✓ Develop plans for Orienteering eSport
- ✓ Provide global and regional platforms for the development of young leadership and exchange of knowledge

~~Route Choices 2022-2024:~~

- ~~✓ Define and implement a strategy for a solid cooperation with International School federation.~~
- ~~✓ Recruit and involve young people in commission work in the IOF~~

Strategic initiative nr. 2

Improve the IOF Brand and Orienteering's Visibility

TV and Live media development

Goal 2026:

- ✓ The number of countries that TV broadcast WOC/World Cup has increased to 12
- ✓ An annual growth of LIVE Orienteering users by 20%

Route Choices 2024-2026 (NEW):

- ✓ Collaborate with Event Partners and Broadcasters to enhance the TV product
- ✓ Increase the visibility of top athletes through broadcasting channels and cooperation with Member Federations
- ✓ Enhance IOF's LIVE Orienteering platform and IOF TV to better engage orienteering fans worldwide

~~Route Choices 2022-2024:~~

- ~~✓ Develop the TV product together with Event Partners and Broadcasters~~
- ~~✓ Make the top athletes more visible, in order to enable more professionals~~
- ~~✓ Develop the LIVE Orienteering platform to be the primary channel for following orienteering~~

Worldwide participation and World Orienteering Week

Goal 2026:

- ✓ 55 countries participate at WOC and athletes from 20 countries have achieved top 30 results in WOC and World Cup.
- ✓ Record 500 000 participants in 90 countries/territories at World Orienteering Week

Route Choices 2024-2026 (NEW):

- ✓ The IOF provides a project manager for World Orienteering Week, and offers manuals, templates and best practice recommendations
- ✓ Strengthen relations and cooperation between the IOF Global Development Commission, Office, and Member Federations to promote World Orienteering Week to potential organizers, with a targeted use of Social Media.
- ✓ Member Federations actively promote and support IOF Major Events
- ✓ Continue to develop the Regional Championships, leveraging them as developmental platforms towards the World Cup and World Championships
- ✓ Ensure financing, promotion, and recruit strong candidates for participation in the IOF WOC Clinic

~~Route Choices 2022-2024:~~

- ~~✓ The IOF provides a dedicated Project Manager for World Orienteering Day~~
- ~~✓ Member Federations actively promote and support IOF Major events~~

Relations to other stakeholders

Goal 2026:

- ✓ Maintain good relationships within our stakeholder organisations
- ✓ Position the IOF as a leading federation in ARISF (IOC recognised sports)

Route Choices 2024-2026 (NEW):

- ✓ Engage in international networking and lobbying efforts
- ✓ Concentrate efforts on select partners, particularly those vital for youth development (FISU)
- ✓ Collaborate with event stakeholders, including entities like Event Scotland and Sport Event Denmark

~~Route Choices 2022-2024:~~

- ~~✓ International networking and lobbying~~
- ~~✓ Focus on few partners, especially those important for youth (FISU, ISF)~~
- ~~✓ Cooperate with event stakeholders (like Event Scotland, Sport Event Denmark, etc.)~~

Strategic initiative nr. 3

Develop the IOFs High Level Events

Organiser development

Goal 2026:

- ✓ More than one event application for each WOC and WMOC
- ✓ At least one event application for the other IOF Major Events
- ✓ A lasting interest to organise World Cup rounds

Route Choices 2024-2026 (NEW):

- ✓ Detail and elucidate the specific requirements in IOF Major Events across disciplines for prospective Event Partners and Member Federations
- ✓ Institute a systematic appointment process and enhance event support for IOF Major Events
- ✓ Facilitate collaboration between Member Federations and Event Partners to enhance event quality, local sponsorship revenue, and overall income
- ✓ IOF Office support the decisive event-related work within the discipline commissions

~~Route Choices 2022-2024:~~

- ~~✓ Describe and clarify the differentiated requirements in IOF Major Events per discipline for potential Event Partners and Member Federations~~
- ~~✓ Implement a systematic appointment procedure and strengthen event support for IOF Major Events~~
- ~~✓ Member Federations and Event Partners cooperates to develop event quality, local sponsorship incomes and revenue.~~
- ~~✓ IOF Office supports the decisive Event work within Discipline commissions~~
- ~~✓ Prepare Orienteering eSport plans~~

Quality improvements

Goal 2026:

- ✓ Develop and implement a Championship strategy including all disciplines
- ✓ World Ranking Events are organised with high quality and with an increasing number of participants in all regions
- ✓ Measured quality of IOF Major Events as been raised

Route Choices 2024-2026 (NEW):

- ✓ Assess and establish criteria for all IOF championships
- ✓ Implement Event Quality Index to objectively measure and continuously improve the overall quality of IOF events across all disciplines, adding one more discipline alongside FootO
- ✓ Advance the Orienteering World Cup in accordance with the objectives outlined by the World Cup Steering Group

~~Route Choices 2022-2024:~~

- ~~✓ Evaluate and set criteria's for IOF Championships worldwide~~
- ~~✓ Implement Event Quality index to objectively measure and continuously improve the overall quality of IOF events in all disciplines~~
- ~~✓ Evaluate World Cup consortium and decide upon future World Cup~~

Fair Play and rules

Goal 2026:

- ✓ All athletes respect and follow fair-play rules
- ✓ All athletes license holders have completed e-learning tools regarding sports ethics and orienteering fair-play
- ✓ All Council and commission members have passed sport ethics e-learning education
- ✓ The usability and readability of the IOF rules have been improved for all stakeholders

Route Choices 2024-2026 (NEW):

- ✓ Continue to develop and refine sports ethics and orienteering fair play education tool
- ✓ Educate athletes and coaches in anti-doping, sport ethics and fair play
- ✓ Educate commission members, event advisers and jury members in sport ethics
- ✓ Establish clear guidelines and firewall practises for organisers of major events
- ✓ Clarify rules as necessary to ensure transparency and fairness

~~Route Choices 2022-2024:~~

- ~~✓ Develop and implement Sports Ethics and Orienteering Fair Play education tool~~
- ~~✓ Educate athletes and coaches in anti-doping, sport ethics and fair play~~
- ~~✓ Educate commission members, SEAs, jury members in sport ethics~~
- ~~✓ Establish clear guidelines and firewall practices for the organisers of major events~~
- ~~✓ Clarify rules as needed~~

Strategic initiative nr. 4

Upgrade Governance further

Diversity and Inclusion

Goal 2026:

- ✓ The gender balance and age composition in the IOF organisation has improved to at least 30% of each gender, average age below 50 years and one person under 35 in each commission/Council.
- ✓ At least 70% of the Member Federations are consistently represented at the General Assembly

Route Choices 2024-2026 (NEW):

- ✓ Ensure diversity among candidates for Council and commissions through a dedicated Working Group, actively supporting and encouraging Member Federations to nominate new candidates while working for diversity and inclusion within their own organisations
- ✓ Monitor gender balance and age distribution, taking proactive steps to align with the demographics of participation in our sport
- ✓ Implement digital meeting tools to enhance participation and inclusivity, making meetings more accessible to a broader range of participants

~~Route Choices 2022-2024:~~

- ~~✓ Encourage Member Federations to propose new candidates to Council and Commissions in accordance with our Inclusivity values.~~
- ~~✓ Measure gender balance and age composition and act to align with participation in our sport~~
- ~~✓ Implement digital meeting tools to improve participation and inclusivity~~

Value-based branding and communication

Goal 2026:

- ✓ Our values are well communicated and actively in use
- ✓ The social and lifelong aspects of orienteering are well known

Route Choices 2024-2026 (NEW):

- ✓ Emphasize IOF values in all facets of IOF work, including the Council, commissions, and the General Assembly
- ✓ Build the orienteering brand based upon our values
- ✓ Enhance the IOF brand through improvements in event quality and the implementation of systematic marketing communications strategies
- ✓ Mobilize all elite athletes and utilize the IOF Main Events to promote fair play at all levels internationally and nationally

~~Route Choices 2022-2024:~~

- ~~✓ Focus on IOF values in all IOF work (Council, Commissions, General Assembly etc.)~~
- ~~✓ Build the orienteering brand based upon our values~~
- ~~✓ IOF brands upgrade via event quality and systematic marketing communications~~
- ~~✓ Use elite athletes to promote fair play globally~~
- ~~✓ Build the orienteering brand based upon our values~~

Digitalisation and Sustainability

Goal 2026:

- ✓ Use digitalisation to improve the efficiency and achievement of targets within the IOF organisation
- ✓ Reduce IOF's carbon footprint by 50% and through this fulfil IOF's commitment under the UNFCCC Sports for Climate Action Framework
- ✓ Digitalise and revise the Rules system

Route Choices 2024-2026 (NEW):

- ✓ Prioritize the development of digital workflows
- ✓ Enhance IT systems and digital educational resources
- ✓ Implement the sustainability strategy alongside a Climate Transition Action Plan
- ✓ Develop plans to enhance sustainability and minimize the carbon footprint of IOF events across all disciplines, while also encouraging and supporting Member Federations to adopt similar initiatives

~~Route Choices 2022-2024:~~

- ~~✓ Focus on developing digital ways of working~~
- ~~✓ Develop IT systems and digital education tools~~
- ~~✓ Implement the sustainability strategy~~



XII. Membership fees and budget for the years 2025 and 2026

PROPOSAL IOF MEMBERSHIP FEES 2025 AND 2026

BACKGROUND

At the 2020 General Assembly, Members expressed a desire for a more transparent method of determining member fees, and a new member fee system was developed and adopted by the 2022 General Assembly. This uses publicly available data such that the system is open and transparent.

The new system adopted in 2022 is based on a methodology with a criterion “International Participation and Member Strength” based on the use of Federation league tables across all IOF disciplines; FootO, MTBO, SkiO and TrailO with an 8-point scale. The use of GDP data, provided by the International Monetary Fund (IMF), on a four-point scale continued to be used as a criterion.

The principle in the fee system where the fees for members changing fee-levels increases or decreases progressively remained. That is, 50% of change in first year and 100% of change in the second year.

In moving to the new fee system, if a member had an increase of over 100% of their member fee in the transition from the old fee system to the new fee system the member shall reach that new fee level over a four-year period. That is increasing the member fee by 25% first year, 50% second year, 75% third year, 100% fourth year in such circumstances.

INTRODUCTION

Based on advice from Council, the 2022 General Assembly agreed that member fees should provide approximately 200,000 Euros per year in the current General Assembly period to support the functioning of the IOF Office for the current General Assembly period.

For the forthcoming General Assembly period, Council recommends a continuation of this direction to secure stability in deliveries and functioning of the IOF Office. The IOF is dependent on a robust IOF Office, also to support all the work in the IOF organisation done on voluntarily basis.

A continuation of the base assumption from the previous General Assembly presupposes an index regulation of member fees due to the inflation IOF is exposed to. The proposal for member fees for 2025 and 2026 reflects an index regulation 9,7% from 2024 to 2026. This is below the total inflation of the current General Assembly period for the IOF.

THE MEMBERSHIP FEE SYSTEM

SYSTEM PRINCIPLES:

1. High international activity of the member means that the IOF is providing proportionally more **services** to the member in the major international competition program of the IOF.
2. The system assumes that financially stronger members, who have the capacity to take part in the international competition program at a high level, will be able to contribute more to the day-to-day operation of the IOF.
3. The system must be a transparent and understandable system using publicly available data and eliminate the possibility of basic data manipulation by members.
4. The membership fee is an important resource for the IOF to effectively deliver services to members.
5. The General Assembly decides the total sum of membership fees (ca 200 000 EUR in 2022) and sets the base fee level for IOF membership.

THE SYSTEM

The system is based on a classification of member federations according to two criteria.

1. **International Participation and Member Strength** - This criterion identifies and ranks the international participation and strength of members according to their ranking in IOF competitions taken from Federation league tables in all IOF disciplines as of January 1 in the year of the General Assembly.
2. **The GDP per Capita of the Member** – This criterion uses the wealth of the country using IMF data in \$US from the year preceding a General Assembly as a measurement of the economic strength of a member.

For each of these criteria, member federations are attributed 1 to 8 points for International Participation and Member Strength and 1 to 4 points for GDP as follows:

INTERNATIONAL PARTICIPATION AND MEMBER STRENGTH

Members are ranked by combining rankings across Federation League tables for all IOF disciplines using an Overall Ranking Factor.

Federation League Tables

Each Federation League ranking table is determined using the following criteria and taken as of January 1 in the year of the General Assembly for member fee determination.

- FootO** Two Federation Leagues for FootO (Men and Women) where:
(Sum of Top 10 Sprint Ranking Scores) + 2 x (Sum of top 10 Middle/Long Ranking scores) = Federation League Score
- MTBO** Two Federation leagues for MTBO (Men and Women), where best 5 athletes count as the sum of all points
(Sum of Top 5 Ranking Scores) = Federation League Score
- SkiO** Two Federation leagues for SkiO (Men and Women) where best 5 athletes count as the sum of all points
(Sum of Top 5 Ranking Scores) = Federation League Score
- TrailO** One Federation league for TrailO where best 5 ranked score counts. If a federation has less than 5 ranked athletes 90 points is added for each missing athlete.
N = number of ranked athletes for a federation
If N>= 5: (Sum of Top 5 Ranking Scores) = Federation League Score.
If N<5: (Sum of Top N Ranking Scores) + 90 x (5-N) = Federation League Score.
Lowest score is the leader.

For FootO, MTBO and SkiO, the overall member Federation ranking in each discipline is determined by averaging the male and female ranking.

Overall Ranking Factor

A member's Overall Ranking Factor is determined by the following ranking factors.

FootO ranking factor = (male rank + female rank)/2) x 0.75

MTBO ranking factor = (male rank + female rank)/2) x 0.1

SkiO ranking factor = (male rank + female rank)/2) x 0.1

TrailO ranking factor = rank x 0.05

Overall Ranking Factor = FootO ranking factor + MTBO ranking factor + SkiO ranking factor + TrailO ranking factor.

The Overall Ranking Factors are sorted from highest to lowest rank to determine the Final Ranking Groups for the allocation of International Participation and Member Strength points.

Points Description

0.	Ranked 61+ (no participation in IOF events across all disciplines)
1.	Ranked 51 to 60
2.	Ranked 43 to 50
3.	Ranked 35 to 42
4.	Ranked 27 to 34
5.	Ranked 19 to 26
6.	Ranked 11 to 18
7.	Ranked 6 to 10
8.	Ranked 1 to 5

GDP

Points Description: Points GDP range in thousands USD (based on 2021 IMF statistics)

1.	1 to 17
2.	+17 to 32
3.	+32 to 51
4.	51+

Note: GDP has increased by 16 % on average amongst IOF members from 2021 to 2023. The GDP groupings have been adjusted from the previous member fee period to reflect this.

MEMBER FEE CHANGES

In the fee system, where the fee for a member change, the fee-level increases or decreases progressively: 50% in the first year and 100% in the second year.

POINTS AND MEMBER FEE CATEGORIES

Each Member's total points are the sum of International Participation and Member Strength points and GDP points to determine the member fee level.

Where a Member has no international participation under the INTERNATIONAL PARTICIPATION AND MEMBER STRENGTH criterion, the member shall pay the base membership fee that is set by the General Assembly.

Where a Member is suspended, a freeze applies to which membership fee group the Member belongs to before suspension. Provisional Members pay the "base" member fee (fee level group 10).

Total Points	Fee Level Group	Member Fee 2024	Member Fee 2026
Increase of total fees in %:			9,7%
1	10	320	340
2	10	320	340
3	10	320	340
4	9*	640	680
5	8	960	1 020
6	7	1 440	1 530
7	6	2 160	2 300
8	5	3 240	3 450
9	4	4 860	5 180
10	3	7 290	7 770
11	2	10 940	11 660
12	1	16 410	17 490
Total fees in EUR:		20 4570	224 390
Increase of total fees in EUR:			19 820

* Starting from Fee Level Group 9*, the fee paid by each group is about 1.5 times higher than the fee of the previous group (rounded to nearest 10 EUR).

Member	Int. participation and Member Strength			GDP per capita 2023		Total points	Fee Group		Yearly Membership Fees			Comments
	Score	Rank	Points	\$US	Points		2025-2026	2023-2024	2024 Fee	2025 Fee	2026 Fee	
SWE	1,85	1	8	55216	4	12	1	1	16410	16950	17490	
FIN	3,45	2	8	54507	4	12	1	1	16410	16950	17490	
SUI	3,70	3	8	102866	4	12	1	1	16410	16950	17490	
NOR	4,75	4	8	99266	4	12	1	1	16410	16950	17490	
DEN	8,98	7	7	71402	4	11	2	2	10940	11300	11660	
AUT	9,95	8	7	58013	4	11	2	3	7290	9475	11660	
CZE	5,40	5	8	30475	2	10	3	3	7290	7530	7770	
FRA	7,98	6	7	46315	3	10	3	3	7290	7530	7770	
GBR	10,10	9	7	48913	3	10	3	3	7290	7530	7770	
GER	11,53	12	6	52824	4	10	3	4	4860	6315	7770	
AUS	17,13	18	6	63487	4	10	3	3	4860	6315	7770	
ITA	12,20	13	6	37146	3	9	4	3	7290	6235	5180	
ESP	13,15	14	6	33090	3	9	4	4	4860	5020	5180	
BEL	21,38	22	5	53657	4	9	4	4	4860	5020	5180	
USA	22,63	24	5	80412	4	9	4	5	3240	4210	5180	
LAT	11,15	11	6	24929	2	8	5	5	3240	3345	3450	
EST	13,35	15	6	30998	2	8	5	5	3240	3345	3450	
HUN	14,45	16	6	21076	2	8	5	5	3240	3345	3450	
POL	17,00	17	6	22393	2	8	5	5	3240	3345	3450	
NZL	18,93	21	5	48072	3	8	5	6	3240	3345	3450	
JPN	23,00	25	5	33950	3	8	5	5	3240	3345	3450	
HKG	23,50	28	4	51168	4	8	5	4	3240	3345	3450	
IRL	29,33	34	4	112248	4	8	5	6	2160	2805	3450	
RUS	32,63	10	7	13006	1	8	5	5	3240	3345	3450	Group Frozen
LTU	17,38	19	5	28482	2	7	6	6	3240	2770	2300	
SVK	23,15	26	5	24471	2	7	6	7	1440	1870	2300	
CAN	32,00	36	3	53247	4	7	6	6	2160	2230	2300	
NED	33,93	39	3	61770	4	7	6	6	1530	1915	2300	Transition from old system over four years.
ISR	35,48	41	3	53196	4	7	6	7	1440	1870	2300	
UKR	18,35	20	5	5225	1	6	6	6	1440	1485	1530	
POR	25,38	29	4	26879	2	6	6	6	2160	1845	1530	
ROU	27,48	33	4	18413	2	6	6	6	1440	1485	1530	
SLO	32,58	37	3	32350	3	6	6	6	1440	1485	1530	
SGP	41,63	48	2	87884	4	6	6	7	960	1245	1530	
BLR	49,13	23	5	7477	1	6	6	6	2160	2230	2300	Group Frozen
BUL	23,35	27	4	16087	1	5	8	8	1440	1230	1020	
MDA	25,50	30	4	6411	1	5	8	9	470	575	680	Transition from old system over four years.
TUR	26,20	31	4	13308	1	5	8	8	1440	1230	1020	
BRA	27,38	32	4	10413	1	5	8	7	1440	1230	1020	
CRO	33,73	38	3	20876	2	5	8	8	960	990	1020	
TPE	37,40	43	2	32340	3	5	8	7	1440	1230	1020	
SRB	31,50	35	3	11301	1	4	9	8	960	820	680	
CHN	35,25	40	3	12541	1	4	9	8	960	820	680	
RSA	37,13	42	3	6191	1	4	9	9	640	660	680	
CHI	43,88	49	2	17254	2	4	9	9	470	575	680	Transition from old system over four years.
KOR	45,00	52	1	33147	3	4	9	8	960	820	680	
CYP	46,88	58	1	34791	3	4	9	10	900	790	680	
LIE	49,13	63	0	150000	4	4	9	10	320	330	340	No international participation.
COL	37,88	44	2	6976	1	3	10	10	320	330	340	
INA	38,63	45	2	5109	1	3	10	10	320	330	340	
MKD	39,38	46	2	7672	1	3	10	10	320	330	340	
MAS	40,88	47	2	13034	1	3	10	10	320	330	340	
ARG	44,25	54	1	13297	1	2	10	10	320	330	340	
EGY	44,58	50	2	3770	1	3	10	10	320	330	340	
PAR	44,63	51	1	5843	1	2	10	10	320	330	340	
LUX	45,00	53	1	135605	4	5	10	10	320	330	340	
IRI	45,75	55	1	4234	1	2	10	10	320	330	340	
URU	46,50	56	1	21378	2	3	10	10	320	330	340	
BIH	46,88	57	1	7778	1	2	10	10	320	330	340	
THA	46,88	59	1	7298	1	2	10	10	320	330	340	
PRK	47,63	60	1	800	1	2	10	10	320	330	340	
KAZ	48,73	61	0	12968	1	1	10	10	320	330	340	
MLT	49,13	70	0	38715	3	3	10	10	320	330	340	
UAE	49,13	71	0	50602	3	3	10	10	320	330	340	
CRC	49,13	72	0	16213	1	1	10	10	320	330	340	
DOM	49,13	73	0	11249	1	1	10	10	320	330	340	
PHI	49,13	75	0	3859	1	1	10	10	320	330	340	
VEN	49,13	76	0	3474	1	1	10	10	320	330	340	
MRI	49,13	74	0	2338	1	1	10	10	320	330	340	
BAR	49,13	78	0	21442	2	2	10	10	320	330	340	
AZE	49,13	77	0	7530	1	1	10	10	320	330	340	
CUB	49,13	64	0	7450	1	1	10	10	320	330	340	
ECU	49,13	62	0	6500	1	1	10	10	320	330	340	
GEO	49,13	65	0	8165	1	1	10	10	320	330	340	
IND	49,13	66	0	2612	1	1	10	10	320	330	340	
KGZ	49,13	67	0	1830	1	1	10	10	320	330	340	
MOZ	49,13	68	0	647	1	1	10	10	320	330	340	
NEP	49,13	69	0	1353	1	1	10	10	320	330	340	

Budget Preface

Amended design

For the 2025-2026 period, the IOF budget is presented in a form that is more aligned with the IOF Financial Report structure and headings to enable easier comparison over several years. A balance sheet budget is added, and the IOF budget is also presented more aggregated, but with the operational income and operational costs presented in appendixes for transparency.

The IOF budget and appendix A and B is complemented with notes to clarify details and enable comparisons with recent IOF General Assembly Budgets.

Budget outlook 2025-2026

In general, the income and costs in the 2025 and 2026 budget is in line with what the financial year end accounting for 2023, and the 2024 forecast, shows. Inflation and especially higher costs for travel, accommodation, services and salaries will continue to be a challenge in 2025 and 2026. The total cost and cost share for the anti-doping testing program is also a challenge. It is thoroughly followed and adjustments might be needed in the coming years.

A positive trend is that the external income share keeps growing, with TV rights and IOF TV streaming income as the biggest driver together with sponsorship income.

The share of total income from membership fees have been reduced year by year, and will in the upcoming period be around 15% with the proposal to the General Assembly from IOF Council (in 2013 the share was 32%, and in 2017 the share was 21% of the total income)

The expected total turnover will be slightly lower in 2025 due to the fact that most of the income and costs for the TV production of WOC and one World Cup will be outside of IOF finances. But the year end result for 2025 is unchanged due to lower costs. In 2026, the turnover will bounce back again and is expected to reach all time high, 10% higher than 2024 numbers.

IOF BUDGET 2025 - 2026
Proposal to IOF General Assembly

All numbers are in k€

	Result 2023	Forecast 2024	Budget 2025	Budget 2026
Income				
Net income from operations (Details in Appendix A)	1115	1095	1048	1217
Membership fees	197	205	215	225
Grants (IOC Development Fund)	31	31	31	31
Total income	1343	1331	1294	1473
Costs				
Cost of operations (Details in Appendix B)	-973	-930	-883	-1045
Other external costs (IOF Office, Governance & Meetings)	-75	-77	-78	-85
Staff costs	-277	-300	-315	-325
Depreciation	-2	-3	-3	-3
Total costs	-1327	-1310	-1279	-1458
Profit/Loss	16	21	15	15
Investments and financing				
Interest and Exchange rate income	7	0	5	5
Interest and Exchange rate costs	0	0	0	0
Result after investments and financing	23	21	20	20
Result for the year	23	21	20	20

BALANCE SHEET BUDGET 2025 - 2026
Proposal to IOF General Assembly

All numbers are in k€

ASSETS	31.12.2023	31.12.2024	31.12.2025	31.12.2026
Inventory & Equipment	13	8	8	8
Accounts receivable	124	25	25	25
Prepayments and accrued income	18	20	20	20
Cash at bank	273	385	405	425
TOTAL ASSETS	428	438	458	478
EQUITY AND DEBTS				
Balanced gains	262	285	306	326
Result for the year	23	21	20	20
Accounts payable	23	22	22	22
Other short-term liabilities	68	60	60	60
Accruals and deferred income	52	50	50	50
TOTAL EQUITY AND DEBTS	428	438	458	478

Appendix A and B to IOF budget 2025-2026

Appendix A - Operations income distribution	Result	Forecast	Budget	Budget
	2023	2024	2025	2026
<i>FootO Championships & World Cup*</i>	295	270	280	310
<i>SkiO Championships & World Cup</i>	14	14	14	14
<i>MTBO Championships & World Cup</i>	25	24	24	10
<i>TrailO Championships</i>	5	3	5	3
WRE income	51	50	50	50
Other income from operations	23	4	20	20
Sponsoring, advertising	130	130	135	140
Income from TV rights, TV Contributions & IOF TV**	505	530	450	600
Anti-doping fund (Athletes License & Contributions)	67	70	70	70
Total (Net income from operations)	1115	1095	1048	1217

Appendix B - Operations costs distribution	Result	Forecast	Budget	Budget
	2023	2024	2025	2026
Event related costs***	-321	-270	-253	-275
Costs for Development & Digitalisation	-51	-60	-90	-75
Communication costs	-26	-25	-30	-35
Other operational costs	0	-10	-15	-20
Costs for TV productions & Live streaming	-479	-470	-395	-540
Costs for anti-doping testing	-96	-95	-100	-100
Total (Cost of Operations)	-973	-930	-883	-1045

Notes to Appendix A and B - Part 1

Appendix A present the Operations income distribution, where the IOF Service Fee income for Championships and World Cups is presented per discipline in the first four rows (*in Italic*). To enable a comparison the direct costs IOF have to support and perform the very same Championships and World Cups is presented below:

	Result	Forecast	Budget	Budget
***Event related direct cost distribution:	2023	2024	2025	2026
<i>FootO Championships & World Cup costs</i>	-281	-230	-213	-245
<i>SkiO Championships & World Cup costs</i>	-15	-15	-15	-15
<i>MTBO Championships & World Cup costs</i>	-20	-20	-20	-10
<i>TrailO Championships costs</i>	-5	-5	-5	-5
Sum:	-321	-270	-253	-275

Notes to Appendix A and B - Part 2

Since the income related to IOF Service Fees for FootO Events are significant and with large variations, they are presented below per Championship. This is also to enable comparison with the recent GA budget.

*	Result	Forecast	Budget	Budget
FootO Events income distribution:	2023	2024	2025	2026
World Cup income (FootO)	125	122	110	135
WOC income (FootO)	60	30	60	60
WMOC income (FootO)	105	108	100	105
JWOC income (FootO)	2	5	5	5
ROC outside Europe income (FootO)	3	5	5	5
Sum:	295	270	280	310

Notes to Appendix A and B - Part 3

Income from TV rights, TV Contributions & IOF TV is presented with a split below where the Contribution from external Venue Partners is presented separately.

	Result	Forecast	Budget	Budget
**TV related income distribution:	2023	2024	2025	2026
TV rights & IOF TV income (Rightsholders & Customers)	345	350	330	360
TV Contribution income (Venue Partners)	160	180	120	240
Sum:	505	530	450	600

The total TV related income can be compared with the cost for for TV productions & Live streaming that is presented in Appendix B.

Notes to Appendix A and B - Part 4

Costs for Development & Digitalisation will in the 2025-2026 budget also include investments the IOF do in conjunction with prioritized Partner Events like The World Games and FISU World University Games. In 2023 and in 2024 there are no such investments.



XIII. Appointment of a firm of auditors and a Governance Auditor from among the membership



Proposal for appointment of Auditors

For re-appointment as Financial Auditor for the for the current and the following financial period, i.e. calendar years 2024 and 2025:

Grant Thornton Sweden AB, represented by Authorized Public Accountant Malin Palmqvist.

For re-appointment as Governance Auditor for the General Assembly period 2024-2026:

Matthias Kalle Dalheimer (GER/SWE)



Malin Palmqvist

Authorized public accountant

Grant Thornton

Authorized public accountant

Malin Palmqvist is an authorized public accountant. She is currently working as a manager on businesses with different operations and size at the Gothenburg office.

Experience

Malin has been with Grant Thornton since 2018, where her work is characterized by leading assignments as manager along with working as Group Manager for the audit department.

Due to Malin's knowledge deriving from working with privately held businesses, non-profit organizations, corporate groups, private equity and international companies she is experienced in consulting owners and accountants regarding questions about taxes and accounting.

Industry experience

Malin has a good knowledge and experience in auditing and advising organizations in the non-profit sector and has been part of the audit team at IOF since 2022.

References

Below are a few assignments that Malin is working on at Grant Thornton.

- RF SISU Västra Götaland
- Göteborgs Friidrottsförbund
- International Orienteering Federation
- Idrottens Bingo i Göteborg AB

Professional qualifications and memberships

Malin is a member of FAR – the professional institute for authorized public accountants, approved public accountants and other highly qualified professionals in the accountancy sector in Sweden.

Languages spoken

Swedish, English

Contact details

Grant Thornton
Box 2230
Östra Hamngatan 26
403 14 Göteborg

M: +46 725 038 954

E: malin.palmqvist@se.gt.com



XIV. Appointment of members to the Ethics Panel

Proposal for appointment of Ethics Panel

To be appointed for the General Assembly period 2024–2026

For re-appointment:

Robert Dredge (GBR)
Michel Ediar (FRA)
Ari-Pekka Koivisto (FIN)

For new appointment:

Sophie Bordet (PER)
Henrik Nilsson (SWE)

XV. Election of the Council: Nominations and CVs

Nominations for IOF Council

To be elected for the period 2024–2028

For the position of IOF President – one persons to be elected

Tom Hollowell	USA	For new election
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For the position of IOF Vice President – two persons to be elected

László Zentai	HUN	For new election
Linda Take	SWE	For new election
Ildze Straume	LAT	For new election

For the position of IOF Council Member – four persons to be elected

Anne Straube	GER	For new election
Jean-Philippe Stefanini	FRA	For new election
Jukka Kokkonemi	COL	For new election
Ildze Straume	LAT	For new election
Ingrid Okkenhaug	NOR	For new election
Jürg Hellmüller	SUI	For re-election
Linda Take	SWE	For re-election
Takashi Sugiyama	JPN	For new election
Walther Rahbek	DEN	For new election

Confirmation of two athletes' representatives

Eline Gemperle	SUI	For new election
Jonatan Ståhl	SWE	For new election

Council composition, voting order and procedure:

8.6 Rules for the composition of the Council

8.6.1 The Ordinary General Assembly shall elect the Council.

The Council shall consist of:

- The President
- Three Vice Presidents
- Seven Council members
- Two Athletes Commission representatives

8.6.2 The elected Council, excluding the President and Athletes Commission representatives, shall include at least three persons of each gender and at least two persons from outside Europe. The elected Council shall include a Vice President of each gender. The Athletes Commission representatives shall be of different genders.

8.6.3 A Member whose National Anti-Doping Organisation (NADO) is not compliant with the World Anti-Doping Code, may not have a nominee elected to the Council nor have members appointed to IOF Commissions.

8.6.4 In conjunction with the Ordinary General Assembly a possibility for Members to hear presentations of nominated Council candidates shall be organised.

8.6.5 The representatives of the Athletes Commission are elected by the athletes as defined in the rules for the Athletes Commission.

6.6 Voting

6.6.1 Voting shall be conducted digitally and in secret, supervised by a person independent of the IOF. If the digital voting systems fails, voting will be by roll call. When voting by roll call, the members shall be read out in alphabetical order of the standard abbreviations.

6.6.3 All other decisions shall be approved by the General Assembly by simple majority of valid votes, that is more than, but not equal to, one-half (1/2) of all valid votes cast, disregarding abstentions and blank votes.

6.6.4 To determine the outcome of a tied vote, except for the elections for the Council, the Chairperson of the General Assembly shall draw lots.

6.6.5 The election of the Council shall be in four stages corresponding to the four levels indicated in clause 8.6.1. starting with the election of President. At each stage, voting shall be preceded by the announcement of candidates.

Approval voting shall always be carried out for the election of the President and the Vice Presidents even if the number of candidates does not exceed the number of places available. Should a sole candidate for President not reach a simple majority of valid votes, an Extraordinary General Assembly shall be promptly called, in accordance with clause 6.2, with the sole purpose of electing a President.

Voting for other members of Council will not be carried out unless the number of candidates exceeds the number of places available.

6.6.6 The ballot paper, except for Athletes Commission representatives as set out in clause 8.6.1, shall state the number of names to be chosen for the position in question. To be valid, a completed ballot paper must indicate a name for each available seat. A candidate may only appear once on the completed ballot paper. Candidates obtaining the greatest number of votes shall be elected. If voting is equal between the candidates for the last seat available, a second ballot shall be taken between the tied candidates. If there is still a tie, lots shall be drawn.

Karlstad, Sweden
May 11, 2024

International Orienteering Federation
Drottninggatan 47 3 ½ tr
65225 Karlstad
Sweden

Dear IOF Members;

RE: Introduction letter Tom Hollowell (USA)

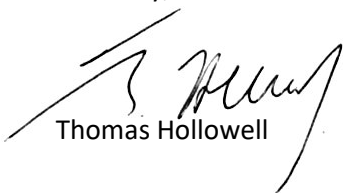
I am very pleased to be nominated by Orienteering USA for the position of President in the IOF Council. I hope to gain your continuing support for the election at the IOF General Assembly 2024.

Many of you will recognize me as the Secretary General/CEO of the IOF from 2015 – 2022 and in my current role of Vice President in the Council. Having transitioned from Secretary General to a Council role I feel that I have unique experience which I believe is beneficial to the work of Council.

If elected as President my priorities will continue to be on delivering upon the Strategic Directions approved by the IOF General Assembly. This includes strengthening the sustainability of orienteering and the IOF, improving conditions for becoming a truly global sport, continuing to improve the visibility and commercial attractiveness of orienteering, and to continue the path of good governance which has been successfully followed in the past few years. I feel it is important that decisions made, implementation of those decisions and all communications are done in line with the values of the IOF; Sustainable, Inclusive and Ethical.

I hope that you as members will find my background and experience of interest when electing the new IOF Council and hope for your support and for fruitful discussions and activities with you in the coming years.

Sincerely,



Thomas Hollowell

Curriculum vitae

THOMAS (TOM) HOLLOWELL

Born 21 November 1961 – Ohio, USA
Married to Physical Therapist Tone Hollowell
3 children, 5 grandchildren

EDUCATION

B Sc Computer Systems Engineering
University of Massachusetts, 1982

PROFESSIONAL HISTORY

In Business

Procos AS

- Software Developer/Project Manager -
Copenhagen, Denmark 1982- 1985
- Sales Manager - Sandefjord, Norway 1985 –
1987

Emerson Process Management

- Global Product Manager - Minnesota, USA 1987
– 1990
- Marketing Director Europe - Den Haag,
Netherlands 1990 – 1994
- General Manager, Scandinavia - Karlstad,
Sweden 1994 – 2001

Prevas AB

- Vice President - Karlstad, Sweden 2001 – 2007

Imtech Nordic AB

- General Manager – Karlstad, Sweden 2012 – 2014

In Orienteering

Swedish Orienteering Federation

- Director O-Ringen - Sweden 2007 – 2010
- Secretary General - Stockholm, Sweden 2010 – 2012

International Orienteering Federation

- Secretary General/CEO – Karlstad, Sweden, 2015 - 2022

A TRULY GLOBAL LEADER

My background and experience in industry and sports is truly global. I was born in the US and remain a US citizen. My family moved to Norway during my high school years, where I also met my wife and discovered the sport of orienteering. I have lived and worked in both North America and Europe over a 30+ year career in leadership positions. Particularly in my years in global product and marketing management I also travelled extensively in Asia, Oceania and Africa and find working in multi-cultural environments to be exciting and stimulating.

I decided to retire from paid work in 2022 to be able to fully dedicate myself to family and to volunteer work within orienteering.



HISTORY IN SPORTS

I have had the opportunity to be involved in nearly all aspects of sports at both the local and international level.

As an Athlete - I have been a standing member of the US Orienteering Team during the 1980s and have several US and North American Championship titles. I have represented the USA as an athlete at 3 IOF World Championships, FISU World University Championships and numerous IOF World Cup events and Regional Championships.

As a Coach and Team Official – I have been Coach of the US Orienteering Team and have been Coach and Team Leader at multiple IOF World Championships between 2003 and 2014.

As a Developer of Sport – Upon returning to the USA in 1980 after living in Norway, I was involved in the grass-roots development of orienteering in the state of Michigan together with my family. Starting an orienteering club from scratch, building the necessary infrastructure of maps and equipment, marketing the sport and engaging in the organisation of activities and events has contributed significantly to my understanding of sport at the grass-roots level and how sports add value to society.

As a Volunteer – Over the past 45 years I have involved myself as a volunteer in the various sports organisations that I myself, my wife and our children, have been members of. I continue to involve myself as a volunteer across everything from coaching youths, to club administration, to developing recreational concepts and as event director of both smaller and larger events in several orienteering disciplines.

As an Organiser of Major Events – In 2007 I was appointed Permanent Event Director for O-Ringen. I gained experience with all aspects of international major events organisation during the years I had the responsibility.

From a National Sports Organisation – As Secretary General of the Swedish Orienteering Federation I gained experience and knowledge about the workings of national sports organisations and their relationship to international sports organisations.

From an International Sports Federation – In my 7 years at the IOF, I worked in leading the professionalisation of the IOF Office and in meeting our strategic objectives in developing the sport globally, increasing visibility and further improving our governance and sustainability.

As part of the international sports movement – I was elected to the Executive Board of the Association of IOC Recognized International Sports Federation (ARISF) in 2018 and to the Executive Board of the International Masters Games Association (IMGA) in 2021. I have also been the ARISF representative in the SportAccord Membership Commission and in these roles I have worked with colleagues from the IOC, Olympic Federations, recognized and non-recognized federations. Learning from the experiences of other sports federations and building an IOF presence in the international sports community have been priorities.

Finally, as a Masters Athlete – I fully embrace the life-long aspect of orienteering and I continue to compete in masters' events including participation in the World Masters Orienteering Championships. This participation has given me very good insight into the positive aspects of sport for life.

CURRICULUM VITAE

Name: László ZENTAI
Nationality: Hungarian
Born: November 03, 1959 in Salgótarján, Hungary
Education: Eötvös Loránd University, Budapest, cartographer
Marital status: Married, one child (1989)
Residence: Budapest, Hungary
Languages: English, some Russian



Professional experience

Academic degrees MSc (1984), Phd (1995), habil (2004), DSc (2005) in cartography
Position Director of the Institute of Cartography and Geoinformatics, Eötvös Loránd University, Budapest (2005-)
Lecturer (1988-1992), Assist. Prof. (1992-1996), Assoc. Prof. (1996-2006), Full professor (2006-)
Vice-dean of the Faculty of Informatics (2003-2007, 2012-2017)
Vice-Rector of the University (2007-2010, 2017-)
Secretary-General & Treasurer of the International Cartographic Association (2011-2019)
Vice President of the International Cartographic Association (2019-2023)

Experiences in orienteering

- Active orienteer since 1973. Athlete's career is (nearly) over in 2019 due to injury.
- First orienteering map made in 1979. Mapping in Spain, Andorra, Belgium, Israel, Finland, Slovakia, Slovenia. More than 100 o-maps field-worked and/or drawn.
- Organizing local, national and international events in foot-o, ski-o and MTBO (mapping, course-setting, controlling).
- Council member of the Hungarian Orienteering Federation (1998-2002).
- Event advisor in MTBO. Presentations on Advisor's Clinics. Event advisor of the MTBO European Championship, Italy, 2007. Recently EA on MTBO WREs
- Member of the Map Commission of the Hungarian Orienteering Federation since 1980 (chairman 1984-1994).
- Member of the IOF Map Commission: 1996-2006, chairman: 2002-2006.
- Member of the IOF Council (2006-)
- Honoured with IOF Bronze pin (2002).
- Participation and organization in several ICOMs (International Conference on Orienteering Mapping) since 1991, overall organizer in 2003, 2005.
- Instructor on map clinics in China and Japan (2001), Uruguay and Brazil (2006), Brazil (2009), Ecuador (2016).

Linda Take

“I’m Not Telling You It’s Going To Be Easy – I’m Telling You It’s Going To Be Worth It.”

Born: 14.9.1973
Lives in Karlstad, Sweden
Married to Mikael Take and two adult children

Background:

Language skills: Swedish (mother tongue) English (fluently spoken and written)
Hobbies: Orienteering, running
Social media: LinkedIn, Facebook, Instagram
Blog: www.takes.se



Orienteering experience

Active orienteer in OK Tyr.

Was running in the Swedish national team in orienteering on several occasions during the period 1992-2007.

Swedish Orienteering Federation

- Chairman of the board for Swedish Orienteering Events - since 2018
- Board member of the board for Swedish Orienteering Federation – Since 2018

International orienteering federation

- Council member - since 2020
- Member of Environments and Sustainably Commission – Since 2020
- Chair of Diversity and Inclusion working group – 2022
- Worked with, IOF's strategic direction, communication plan, transgender policy

Career in business:

Current, professional board work and investor, primarily within the technology and manufacturing industry. Previous experience includes 15 years as CEO in various industries such as the electrical power industry, manufacturing industry, and management.

Education:

Master of Business Administration, Edinburgh Business School
Degree of Master of Science, Mechanical Engineering, Blekinge Tekniska Högskola
Cultural studies, Literature and Archeologi at Karlstad University



Swedish Orienteering Federation

The Swedish Orienteering Federation nominates Linda for another period with the IOF Council. This is based on our belief that Linda has contributed a lot and will continue to contribute significantly as she is passionate about the strategic development of our sport.

Yours sincerely

On behalf of the board of the Swedish Orienteering Federation
Maria Krafft Helgesson, president

Curriculum Vitae



Ildze Straume

Born December 2, 1974

Latvia

Phone. +371 26563615

e-mail: ildze.straume@gmail.com

Education:

University of Latvia, Master's degree in Computer science, 1993-2003

Stockholm School of Economics in Riga, bachelor's degree in Economics and Business administration, 1994-1996

Work and project experience

<i>From</i>	<i>Until</i>	<i>Employer</i>	<i>Position/projects</i>
2017	today	Latvia Orienteering federation	Vice President WCup MTBO 2024 Event director ESOC/WJSOC/EYSOC 2023 Event director World Masters Championships 2019 Event director; World Orienteering championships 2018 organiser
2016	2017	SIA "Ezera krastā B&B"	Manager
2009	2015	SIA „Lattelecom Technology”	Managing consultant SAP BI Project manager
2009	2010	Riga Technical University, Riga Business School	MBA lecturer – Management information systems

2000	2009	SIA „Siemens”	IT consultant/project manager
1997	2000	SIA „Pricewaterhouse Coopers”	IT consultant/project manager
1996	1997	SIA „Proexpo”	Information and communications department manager

Languages

Latvian – native;

English – proficient;

Russian – good spoken and written.

My World of Orienteering

I am not a person with the “typical orienteering background”. I came to orienteering when I was already studying at university and I believe my first orienteering experience was participating at Latvia Student championship as a member of my university team. It took some 2 hours to finish my course ... but since then I have not only improved my skills in orienteering but also have moved to the World of Orienteering.

In my World of Orienteering right now I work full time for Latvia Orienteering federation, I participate in orienteering competitions and club events, teach orienteering in couple of schools and coach my own kid. And I really enjoy my World of Orienteering!

My main responsibilities in Latvia Orienteering federation includes high level events' management, federation's budget and projects, finance commission management and finance planning. We have managed to move to a stable financial situation and to expand our activities from just “sending a team to WOC” to having training plans and camps, goals and sustainability. And not only that. I believe that future for our sport is based on strong clubs and active work with youth involvement therefore those are also my areas of focus in the federation.

If elected to IOF Council I believe that my areas of focus and expertise could be development of youth programmes, IOF financial sustainability and more support to national federations. Although communication from IOF have improved considerably last years, we, at smaller federations still feel that it could still be better. Latvia as a member of regional NORD group have got valuable input from participation and experience sharing in the group so I think that active regional groups is a really good way how to include less experienced federations in IOF activities.

World is changing and also IOF should change with it. I think we should still stick to our past values of orienteering as ethical, family, inclusive and non-commercial sport but at the same time we should not avoid experimenting, innovating and improving.

Anne Straube

I am a competitive recreational orienteer with experience in all four orienteering disciplines and international success in TrailO. I have extensive experience in athlete representation and in professional leadership from a career in science.

Born 17th July 1975 in Halle (Saale), Germany

Active in FootO since 1984, active in TrailO since 2002

Current orienteering clubs: SV Lengefeld (GER), Octavian Droobers (GBR)

Taking part in about 50 FootO and up to 10 TrailO competitions / year

Member of German National Team in TrailO, representing Germany in TrailO since first WTOC in 2004.

Represented England in FootO at Veteran Home Internationals in 2012, 2015, at Interland in 2017, 2019, 2023, and selected for 2024.

Language skills: German (native), English (fluent), Russian (basic), French (basic)



Education/Qualifications:

2003 PhD (Dr. rer. nat.) in Cell Biology, Phillips University Marburg, Germany

1999 Diplom in Biochemistry and Molecular Biology, University Hamburg, Germany

Professional history

in Science:

2022 - Director of Warwick Bio-Medical Sciences, University of Warwick, UK

2020 - Professor, Warwick Medical School, University of Warwick, UK

2014 - 2020 Associate Professor in Mechanochemical Cell Biology, University of Warwick, UK

2009 - 2014 Assistant Professor in Mechanochemical Cell Biology, University of Warwick, UK

2007 - 2010 Group Leader, Marie Curie Research Institute, Oxted, UK

2004 - 2007 Postdoctoral Fellow, Wellcome Trust Centre for Cell Biology, Edinburgh, UK

2003 - 2004 Postdoctoral Researcher, Max-Planck-Institute for terrestrial Microbiology, Marburg, Germany

in Orienteering:

2023 - Chair, IOF TrailO Commission

2021 - Member, IOF TrailO Commission

2016 - 2018 IOF Event Advisor for WTOC 2018 (Latvia)

2011 - 2021 Chair, IOF TrailO Athletes Commission

2010 - 2012 National Controller for WTOC 2012 (Scotland)

2009 Qualified as IOF Event Advisor (TrailO), Senior Event Advisor since 2019



Podium positions in international Trail orienteering events:

2008 Gold, World Championships, PreO, Open Class

2010 4th, World Championships, PreO, Open Class

2017 5th, World Championships, PreO, Open Class

2019 5th, World Championships, Relay, Open Class

2002 2nd, European Championships, PreO, Open Class

2018 5th, European Championships, Relay, Open Class

2023 1st, World Ranking Event, WTOC PreO2, Open Class



Jean-Philippe STEFANINI

Phone: +33608841088

Office mail: jean-philippe.stefanini@ffcorientation.fr

Private mail : j.ph.stefanini@gmail.com

Living close to Grenoble (French Alps)

Born: June 1954

Married, 3 sons, 5 grandchildren.

Retired since June 2017

For training and professional career

<https://www.linkedin.com/in/jpstefanini/>

Start orienteering at the age of 40 after many years in mountaineering. Practicing mainly foot-orienteering, more occasionally MTBO and Ski-O. I have participated with my sons in many 5 days events across Europe (Scotland, Wales, Sweden, Finland, Norway, Czech Republic, Slovenia).

I followed the training course for coaching and competition organizing in France, first at the regional level then at the national level.

I am an IOF event advisor in foot-orienteering since 2011 and for ski orienteering since 2014.

I have only fulfilled these functions at the national level either as a national controller for YOC 2012 or as an event advisor on French WRE competitions.

I volunteered for orienteering first at the local level (club president, treasurer at the regional level for 10 years) before having national functions for the French Orienteering Federation. From 2017 to 2021 I was the secretary general and in March 2021 I was elected as President (up to end 2024). I plan to be candidate for a second term at the next general assembly of the French Federation

I start mapping for my club in 2003 (both urban and forest). In 2012, I took part at the 15th International Conference on Orienteering Mapping [in Lausanne](#) as presentator of a paper prepared by Marian Cotitra the mapper of the French 2011 WOC. In 2014, I gave a paper at the 16th conference in [Lavarone](#) related to the French Lidar experiences.

I joined the IOF Map commission in 2015. Within the commission I oversaw taking notes and preparing the minutes of all our meetings. I have worked on the final work on ISOM 2017, then on ISSPrOM 2019, ISSkiOM 2019 and ISMTBOM 2022. I have been chairing the commission from 2022 to January 2024. As a chair, I have focused on strengthening the relationship with the disciplines commissions.

Hobby: Road biking, Beekeeping

Language: French, English, notions of German and Japanese



JUKKA KOKKONIEMI

Vicepresident
Colombian Orienteering Federation

CONTACT

✉ Jukka.Kokkonen@gmail.com

☎ +57 317 535 1627

📍 Cra 13a # 89 - 31 (805 torre I)
Bogota COLOMBIA

🌐 www.linkedin.com/in/jukka_kokkonen

LANGUAGES

- Spanish 🇪🇸 - Fluent
- Swedish 🇸🇪 - Intermediate
- English 🇬🇧 - Fluent
- Finnish 🇫🇮 - Mother tongue

Entrepreneur connecting Nordics and Latin America for over 20 years. Orienteering in 5 decades: relay runner (darker and longer the better), event organizer, event adviser, club and federation active, course setter and coach

RELEVANT BACKGROUND

Work and life

Entrepreneur

- Internationalization consultancy
- Trading companies owner
- Circular Economy Industry companies: packaging, recycling etc

Office positions

- Commercial attache: Embassy of Finland in Bogota
- Project coordinator: International Labour Organization
- Trainee: Spanish Orienteering Federation

Orienteering and Sports

- Founder of Orienteering Colombia: pro-O movement
- VP Colombian Orienteering Federation
- Head of Sports - Student Union at the University

Just for fun

- MTB-O and SkiO races
- Hiking and National Parks
- Reading and film festivals

EDUCATION

Master of Public Administration

Lapland University 2007, Finland

- Certified Solutions Focused Coach
- Mental Coach



Orienteering Week 1995 (H18)



O-week 2000 (H2IE)



Jukka Kokkonen

COLOMBIA

Introduction

I'm very honored to be nominated for the IOF Council by the Colombian Orienteering Federation, the country I live, that I love, and where I have permanent residence since more than 15 years ago.

I run my first orienteering map in 1989 and fell in love. Since the early age I got involved, not only running, but also volunteer working as a member of the clubs board, event organizer, fundraiser and as a team leader for the regional national team.

For me orienteering has always been a team sport, for example through WOC and relays (Jukola/Tiomila) our sport is a true definition of building a community, connection and working as a team. Most part of my life I have been connecting different cultures and continents in business and sports.

Since I have been living in Colombia I have helped the local orienteering community to develop the sport as club activities, coaching, mapping, team leading, capacity building, working voluntary for the federation, founding orienteering Colombia movement and event organizing and advising (including the 1st international events in Colombia: WG and twice Central American and Caribbean Championships),

I strongly believe the people in orienteering is the most valuable asset and we have to take care of our people (specially when the average of orienteering runner and volunteer is aging) - to be able to build for the future generations.

My background is in traditional Nordic orienteering country, but I also have an insight and understanding of a small, developing orienteering country. I'm sure this together with my networks and long experience building connections between continents and cultures would help to contribute also in the IOF council work.

To: The 2024 IOF Ordinary General Assembly

IOF Council Nomination Eligibility

The Secretary General has consulted me on the question of the eligibility of Jukka Kokkonen to be nominated for the IOF Council by the Colombian Federation. Mr Kokkonen is a Finnish citizen, but a long-time permanent resident of Colombia, eligible for Colombian citizenship on request to the Colombian authorities, member of the Colombian Federation, and an active contributor to the Colombian orienteering community. Section 8.8.1 of the IOF Statutes requires a candidate to be “from the country” of the Federation nominating the candidate, but does not specify whether “to be from a country” means citizenship or residency or club or federation membership.

The Secretary General has, at my request, consulted with several long-term officials of the IOF whether anybody has previously been denied eligibility due to lack of citizenship, as I deem consistency and fairness to be very important. However, no such case has been reported. Also, the ExGA in 2022, and thus quite recently, has clarified that “citizenship or permanent residence” constitutes eligibility as delegate at a GA; this should be sufficient reason to apply the same criteria to Mr Kokkonen’s nomination.

I would propose that a future GA discuss and vote on an amendment of the statutes to clarify cases like this. As potential argument, it could be considered that it is well possible in many countries to have multiple citizenships, but only to have permanent residency in one (at a time). On the other hand, eligibility to run for a national team is tied to citizenship.

11 April 2024

Matthias Kalle Dalheimer
IOF Governance Auditor

CV for Ingrid Okkenhaug, candidate for IOF Council

Personal details

Name Ingrid Okkenhaug
Nationality Norwegian
Residence Trondheim, Norway
Club Byåsen Orienteering
Date of birth 23.04.1994
E-mail okkenhaug.ingrid@gmail.com
Language skills: Norwegian (mother tongue), English (fluently spoken and written)
Hobbies: Orienteering, running, cross-country skiing, refurbishing our cabin.



Education:

2013-16 Bachelor in Social Sciences and Sports Sciences, NTNU
2016-18 Master of Science in Sport Sciences, NTNU
2018-19 Post Graduate Teacher training in physical education and social sciences, NTNU

Working experience

2019-21 Research assistant Sport science, NTNU
2021- PhD. Candidate in sports sociology, NTNU

Orienteering experiences

I have been running orienteering my whole life and grew up in an "orienteering-family". I've never been a top-athlete but I'm an active recreational runner for my club Byåsen Orienteering, and I'm involved in children's and youth recruitment and participation, coaching, education and recreational orienteering, global development and rules and legislative work.

Orienteering board and committee positions

2022-24 Norwegian Orienteering Federation Council: Vice president
2022- Norwegian Orienteering Federation rules commission: Member
2020-22 Norwegian Orienteering Federation Council: Member with responsibilities for children, youth and education
2017-21 Global Development Commission, International Orienteering Federation: Member
2018-19 NTNUI Rules Commission: Member
2017-18 NTNUI Orienteering: Deputy chair

Other roles

2019 WOC clinic coach
2019- Coach educator Norwegian Orienteering Federation
2017-21 Club developer Norwegian Orienteering Federation



Jürg Hellmüller

Obere Kohlhalden 11, CH 9042 Speicher (Switzerland)
Married to Isabelle, 2 children – Mirjam (1992), Sven (1995) – all active orienteers
Age: 64 years
Language: german, english, french
E-Mail: j.hellmueller@bluewin.ch

SUMMARY OF PROFESSIONAL EXPERIENCE

1982 – 1986 Study as master of sports and physical education
1987 – 1988 Study of economy and management in sports
1989 – 1998 Teacher in sports and general education
1999 – 2009 CEO of sport centers
2009 – Own business (part-time) in sportevents and outdoor sports
2010 – Headmaster (part-time) primary school

SUMMARY OF EXPERIENCE IN ORIENTEERING

1976 My first competition in Orienteering (16y) / still active
2000 My first competition in SkiO / still active
2014 My first competition in MTBO / still active

2005 – 2013 Chief of education Swiss Orienteering
2014 – 2020 President Swiss Orienteering
2020 – IOF Council member
2023 Vice-chair European Universities Orienteering Championship, St.Gallen
2024 Chair FISU World University Championship Ski Orienteering, Lenzerheide
1989 – Event organiser

MOTIVATION TO BE MEMBER OF IOF COUNCIL FOUR MORE YEARS

My experience in Orienteering is based on my own practical activities as an athlete in MTBO, Orienteering and SkiO and as organiser of events as well. I know various views of our sport based on my volunteer function as chief of education and president Swiss Orienteering. With our great success to be part of "Winteruniversiade 2021 Lucerne", ski orienteering could become a compulsory discipline at the FISU Winter Games. As a legacy of the WU21, the FISU WUC Ski-Orienteering was held in Lenzerheide in January 2024.

Working on the Council was very enriching and I was able to contribute my experience. I am convinced that I will be able to continue to actively support the development of orienteering and am very much looking forward to another four years on the Council.

Takashi “Tac” Sugiyama
411 Ives Terrace, Sunnyvale, CA, USA
tacsugi@gmail.com

Summary

50 years of competitive orienteering experience mainly in Europe, Japan, and the US.
45 years of international business experience at Sony Corporation in Japan and the US.
Represented Japan in WOC 1976, 78, and 79.
Participated in almost all WMOC since 2002.
One of the Japanese team coaches for WOC 2005.
Appointed as an Assistant SEA for WMG/WMOC 2021, which unfortunately got postponed.

Core Strengths

International business experiences in the field of professional video, IT, and entertainment
Team building and management
Third party partnership management
Technology and partner company assessment
Business and contract negotiations
English communication

Orienteering Experience

<u>1972</u>	Started orienteering at Atlantic College Orienteering Club, GBR
<u>1975</u>	Won British Championships in both M19 Individual and Relay as a member of Oxford University Orienteering Club, GBR
<u>1976</u>	Represented Japan in WOC 1976 and finished 26th
<u>1978</u>	Won Japanese Championships
<u>1978 - 1979</u>	Lead the Japanese team in WOC 1978 and 1979
<u>2005</u>	Worked as one of the Japanese team coaches for WOC 2005
<u>2019</u>	Appointed as the Assistant SEA for WMG/WMOC 2021 Attended IOF Event Advisor Clinic
<u>2022</u>	Nominated as a candidate for IOF Council member
<u>2022</u>	Appointed as one of the juries for OUSA Nationals 2022
<u>2002 - 2023</u>	Participated in 18 WOMCs to date
<u>2024</u>	Appointed as the Event Advisor for OUSA Nationals/WRE 2024
<u>Present</u>	Member of Bay Area Orienteering Club, USA Honorary member of OLC Sans Souci, JPN

Career and Education

Tacsugi Consulting LLC, Managing Director	2015 - 2023
Sony Corporation, GM, and Director	1978 - 2015
University of Oxford (Oxford, United Kingdom) BA (First Class), Engineering Science	1974 - 1977
United World College of the Atlantic (South Wales, United Kingdom) International Baccalaureate	1972 - 1974

Other Sports Experience

Adventure Race

Represented Japan in Land Rover G4 Challenge 2006 in Thailand, Laos, Brazil, and Bolivia
Lead Team Suunto Japan to compete in Southern Traverse 2004, New Zealand

Skiing

Certified Skiing Instructor (Ski Association of Japan)

Life Saving

Award of Merit (Surf Life Saving Association, UK)

Scuba Diving

Advanced Open Water Diver (PADI)

Other sports

Trail/Fell Running, MTB, Kayak, Triathlon, Windsurfing, Hang-gliding, Golf, Soccer



Resume: Walther Rahbek (DEN) (age 63)
Candidate for IOF Council, 2024, Edinburgh

Short presentation:

I was born in Aalborg (Denmark) in 1960. It is Denmark's 3rd largest city located furthest north, close to forest, sea and nature. I have completed three bachelor's programs from Aalborg University (Engineering, Business Administration/Marketing and English).

In terms of work, I have spent 25 years in the private business sector as a department manager, CEO, sales manager and HR consultant. For the past 15 years, I have run my own consulting company within Business Management and recruitment. The last 15 years I have also been a high school teacher in the subjects of mathematics, marketing and business economics.

Within orienteering, I have been an active runner for 40 years. For the last 30 years I have participated in national championships and won many medals, especially together with two club mates on the relay teams. I have been chairman of a local orienteering club for 4 years and organized large events, among other things I was event director at JWOC in 2010. In the period 2014-2021 I was President of the Danish orienteering Federation. Since 2021 I have been member of the IOF's Global Development Commission.

I speak English and Scandinavian fluently, German at a proper level and I have a basic competence in French (and learn hard to speak Italian).

Privately, I have two daughters from a previous marriage, aged 32 and 35, and a total of 4 grandchildren. I have re-married in November 2023.

The Danish Orienteering Association has nominated me as a candidate for the IOF's council, which I have of course accepted. Should I be elected it is also my intention to continue my work in the Global Development Commission.

More details..



Edit

Walther Rahbek Mortensen

English

"Do not wait until tomorrow..."

Senior advisor and consultant with 25 years of management experience in private sector and 15 years experience from teaching at HighSchool and College level, Mathematics, Business Economy and Administration and Marketing.

Work experience

Engineer

Larsen & Laursen

1984 – 1986 | Aalborg , Denmark

Manager

Bladt Industries

1986 – 1989 | Aalborg , Denmark

Branch manager

A. Jespersen & Søn

1989 – 1991 | Aalborg , Denmark

Fundraiser

NIRAS

1991 – 1994 | København , Denmark

Fundraising in Baltic countries, Russia and Poland. Lived 9 months in Russia

Manager

Padborg Transportcenter

1994 – 1997 | Padborg , Denmark

Management Consultant - headhunter

Mercuri Urval

1997 – 2005 | Aalborg , Denmark

Sales manager and fundraiser, HR manager

Lyngsoe Systems

2005 – 2009 | Aars , Denmark

Liason officer to US branch

Recruitment consultant

Self employed

2009 – Current | Aalborg , Denmark

My own one-man company

High school teacher

Hasseris Gymnasium

2021 – Current | Aalborg , Denmark

Classic High School, Teach Mathematics, Business Economy and Marketing

High School teacher

Aalborg Handelsskole (Business Academy)

2010 – 2020 | Aalborg , Denmark

Teached Mathematics and Marketing

2012 I graduated from University with my diploma in Pedagogics

Education and training

Engineer

Aalborg University

1979 – 1983 | Aalborg , Denmark

Business Administration

Aalborg University

1984 – 1987 | Aalborg , Denmark

Business English

Aalborg University

1987 – 1989 | Aalborg , Denmark

Pedagogics

SydDansk Universitet

2012 – 2012 | Odense , Denmark

Mother tongue(s)

[Edit / A](#)

Danish
Mother tongue

Other language(s)

English

Listening
●●●●●●
C2 - Proficient User

Reading
●●●●●●
C2 - Proficient User

Spoken interaction
●●●●●●
C2 - Proficient User

Spoken production
●●●●●●
C2 - Proficient User

Writing
●●●●●●
C2 - Proficient User

German

Listening
●●●○●○
B1 - Independent User

Reading
●●●○●○
B1 - Independent User

Spoken interaction
●●●○●○
B1 - Independent User

Spoken production
●●●○●○
B1 - Independent User

Writing
●●○●○●
A2 - Basic User

French

Listening
●●○●○●
A2 - Basic User

Reading
●●○●○●
A2 - Basic User

Spoken interaction
●●○●○●
A2 - Basic User

Spoken production
●●○●○●
A2 - Basic User

Writing
●●○●○●
A2 - Basic User

Italian

Listening
●○●○●○
A1 - Basic User

Reading
●○●○●○
A1 - Basic User

Spoken interaction
●○●○●○
A1 - Basic User

Spoken production
●●○●○●
A2 - Basic User

Writing
●○●○●○
A1 - Basic User

Swedish

Listening
●●●●●○
C1 - Proficient User

Reading
●●●●●●
C2 - Proficient User

Spoken interaction
●●●●●○
C1 - Proficient User

Spoken production
●●●●●○
C1 - Proficient User

Writing
●●●●●○
C1 - Proficient User

Links:

[\(13\) Walther Rahbek | LinkedIn](#)

<https://www.facebook.com/walther.mortensen/>

