

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:

- ✓ Implement and enhance educational plans, including eLearning modules
- ✓ Coordinate both 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:

- ✓ 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

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:

- ✓ 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.

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:

- ✓ 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

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:

- ✓ 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

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:

- ✓ 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

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:

- ✓ 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

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:

- ✓ 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

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:

- ✓ 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

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:

- ✓ 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

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:

- ✓ 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

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:

- ✓ 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

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:

- ✓ 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