

## Minutes of the XXVI IOF Ordinary General Assembly

Date Friday 20 July, 2012  
Venue Lausanne, Switzerland

### 1 Opening of the General Assembly

The President of the IOF, Åke Jacobson, opened the XXVI Ordinary General Assembly.

### 2 Roll call

The Secretary General called the roll of those present (APPENDIX I).

### 3 Voting members present

The number of voting members present at the time of the roll call was 37, each having one non-transferable vote.

### 4 Presidium

Åke Jacobson (President), Marcel Schiess, Leho Haldna and Brian Porteous (Vice Presidents) were elected to constitute the presidium during the proceedings of the Ordinary General Assembly.

### 5 Minutes witnesses

Lyn West, GBR, and Chun-Ming 'Jimmy' Chen, TPE, were elected to certify the minutes of the meeting.

### 6 Election of tellers

Charlotte MacNaughton, CAN, Hans Joachim Bader, GER, and Garry Morrison, RSA, were elected tellers.

### 7 Approval of agenda

The agenda was approved.

### 8 Open sessions

It was agreed that the sessions should be open and observers welcomed.

### 9 Approval of the minutes of the XXV IOF Ordinary General Assembly held on 13 August 2010

The minutes of the previous IOF Ordinary General Assembly, held at the XXV IOF Congress in Trondheim, NOR, were amended as follows:

Agenda item 14.3 Reduction of sanction fees, paragraph 4:

In presenting its proposal, NOR said that arena production should be standard at all World Championships and World Cup events. Arena and TV production is, however, costly and causes the organiser financial difficulties. NOR therefore proposed that

Council might allow a reduction of max.30% of the sanction fee, should it deem that the organiser had provided an appropriate arena and TV production.

Agenda item 14.4 Disconnect the organisation of the WMOC from the World Masters Games, paragraph 7:

Moreover, ITA declared that it is in favour of orienteering being part of the World Masters Games and is ready to ensure the presence of orienteering in the 2013 World Masters Games in Torino.

With these amendments, the minutes were approved.

#### 10 Council's report

President Åke Jacobson introduced the matter by presenting Council's assessment of the progress made on the activities carried out in the past 2-year period.

With reference to the text on page 9 of the Biennial Report 2010–2012 NOR commented that more credit ought to be given to event organisers who have managed to secure TV coverage.

The General Assembly unanimously approved the report on the activities of the IOF since the XXV Ordinary General Assembly (2010–2012).

#### 11 Other reports from Council

##### A Matters raised by member federations at the XXV Ordinary General Assembly, 2010

##### 11.1 Proposal from Norway – Sanction fee reductions

At the 25th General Assembly in 2010, the Norwegian orienteering federation proposed that the IOF Council might allow a reduction of maximum 30 % of the sanction fee, should it deem that a WOC or World Cup organiser had provided an appropriate arena and TV production. The General Assembly referred the matter to Council.

President Åke Jacobson reported that Council had dealt with the proposal and been in agreement that professional arena production is an important means of improving the image of orienteering. It is not, however, realistic to cover part of the cost for all WOCs and World Cup events from the IOF budget. A considerable income reduction on sanction fees would require increasing other fees and Council does not see that as a realistic alternative. Such a model could be considered only when external funding is available. With increasing interest in TV coverage of major orienteering events the situation may however change quickly. The matter is now dealt with as part of these efforts.

NOR thanked for the report but remarked that Council could also have looked into other possible ways of compensating the organisers.

#### 12 Auditors' report, approval of accounts and discharge of the Council

The General Assembly unanimously approved the Auditors' reports and the accounts for the fiscal years 2010 and 2011, and discharged the members of the Council from liability for the period concerned.



### 13 Applications for membership

#### 13.1 Montenegro

An application for membership had been received from Montenegro. The General Assembly approved the application by acclamation, Montenegro thus becoming IOF member number 72.

#### 13.2 Cyprus

An application for membership had been received from Cyprus. The General Assembly approved the application by acclamation, taking the number of IOF member federations to 73.

### 14 Proposals to the XXVI IOF Ordinary General Assembly

#### A Proposals from the Council

##### 14.1 Strategic Directions 2012–2018

Vice President Brian Porteous presented the Strategic Directions 2012–2018 document.

SWE expressed its satisfaction with the structure and the content of the document and said that it was particularly pleasing to note the goal of positioning the World Orienteering Championships as the premium promotional platform for orienteering.

Thanking Council for the clear direction provided by the document, FIN commented that the IOF ought to have a risk register and, in future, Council should also inform the General Assembly of potential risks.

Put to the vote, the General Assembly unanimously approved Strategic Directions 2012–2018 (APPENDIX II).

##### 14.2 WOC in the Future

President Åke Jacobson briefly outlined the meeting procedure saying that all four proposals would be debated together. Each mover would be presenting his/her respective proposal and, for the general discussion of the proposals, the General Assembly would temporarily become a committee. The discussion having been concluded, the assembly would revert to formal meeting procedure and voting would take place.

#### B Proposals from Member Federations

##### 14.3 ITA: WOC in the Future

ITA presented its proposal, saying that it was built on the strength of the current WOC programme and would comprise an individual sprint with qualification and final, a sprint relay for teams of 1 man and 1 woman, a middle distance qualification and final, a long distance and the traditional relay for teams of 3 for both men and women.

##### 14.4 SUI: WOC in the Future

Presenting its proposal, SUI said that the duration of the WOC week would remain 8 days. The week would comprise sprint qualification and final, middle and long distance finals and a relay for separate genders. In addition, SUI proposed a new chasing start final for which the runners would qualify on the basis of the middle distance final results.



#### 14.5 Council: WOC in the Future

Mike Dowling presented Council's proposal saying that the proposals submitted by ITA and SUI both contained good elements. The Council had felt that, by combining these two proposals, the interests of both smaller and larger federations could be taken into account. Therefore, Council had decided to suggest that the two proposals be merged into one. The main changes to the current programme would be that, except for the sprint, the qualification races would be removed and a new sprint relay for teams of 2 men and 2 women would be introduced.

#### 14.6 DEN, FIN, NOR and SWE: WOC in the Future

SWE presented the joint proposal made by the Nordic federations, saying that the best way to achieve the goals for the WOC would be to organise a "terrain" WOC and an "urban" WOC in alternating years.

The terrain WOC would include the existing middle, long and relay formats and an additional "first-to-finish" format. Qualifications for the middle and long distance races would be based upon some form of nation's strength system. The new format and the relay would be open to equal participation for all nations.

The urban WOC would include a sprint with qualification and final, a sprint relay and a knock-out sprint based upon the experience acquired of this format in the NORT World Cup round. In the urban WOC, all nations would be allowed to have an equal number of runners in all formats.

Further, SWE said that the proposed model should also be applied to the Regional Championships. The overall structure of the IOF competition programme should also be reviewed and designed to further the goal of making the WOC the major platform for promoting orienteering.

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President Åke Jacobson thanked all the presenters and temporarily suspended the formal meeting procedure to allow for a general discussion on the subject.

POL said that splitting the WOC would make it easier for small countries to organise the event.

RSA commented that, in order to fit into the Olympic Games programme, both cricket and rugby had developed new competition formats.

HKG underlined that all orienteering formats would not either be suitable for inclusion in the Olympic Games. For cities like Hong Kong and Singapore it would not be possible to organise the traditional WOC while it might be possible to organise a sprint WOC.

AUS said that the structure of both models is acceptable, but the Nordic proposal would provide more opportunities for organising the event and open up for participation of more countries. AUS also stressed the importance of not deciding on a qualification model that would lock the situation so that those that originally had qualified for participation would stay in and there would not be possibilities to move up or down.

FIN commented that the Nordic proposal had been designed to help both the IOF and the organisers and that it would take into consideration the entire event programme, including the European Championships.



ITA said that the sprint WOC is not in fact easier to organise as it puts heavy demands on the TV and arena production and on the IT technology. Organising a good sprint event in an urban city is rather complicated. GBR commented that the Nordic proposal also takes into consideration the regional championships and that it is a holistic approach.

On behalf of Council, Mike Dowling commented that it is a matter of development and the profile of the product. The models suggested by ITA, SUI and Council combine the traditional with the new, providing the host city with a sprint profile. He questioned whether the traditional WOC would attract candidate cities if the events are not visible. Also, as ITA had pointed out, a sprint WOC is not necessarily easy to organise. The hearing process had shown that there is considerable support for the present WOC model and Council had therefore concluded that it should be further enhanced. As regards regional qualification, Mike Dowling commented that it would not work satisfactorily at this stage as the regions are at such a different stage of development.

EST said that support had been shown for the split WOC model. Organising a WOC in urban areas is however a complex and challenging task not only for the organiser but also for the Senior Event Adviser. Also, a split WOC would potentially split the orienteering community as the runners would specialise on either of the two models.

ESP said that their major concern is the varying quality of the events and, given the choice, ESP would prefer the Nordic model.

FIN commented that, in case of regional championships a split model is motivating for countries that may not be able to organise both urban and forest events.

DEN did not believe that a split WOC would cause A and B class events. The athletes already now primarily focus on either sprint or traditional events.

SUI commented that it would have been impossible to stage the 2012 WOC in Lausanne without organising the sprint in the city. Further, from a financial point of view, it is better to have both types of events.

Responding to the issues raised, SWE commented that the requirements on the TV production would be the same for both WOC types. Further, the Nordic federations do not say that organising urban events is a simple task, but suggest that big federations might help less experienced countries with the organisation. As regards complexity, organising the present WOC requires the use of two different mapping standards and that adds to the challenges.

CAN felt that it could support all the proposed models but from the point of view of recruitment, the Nordic proposal would seem to be better. It might also help new nations to take podium places.

NOR commented that the Nordic federations do not suggest it would be easier to organise a split WOC but the goal would be to make orienteering more visible and TV coverage is the major vehicle for achieving visibility.

HKG remarked that splitting the WOC would in fact be splitting the whole discipline. Urban orienteering would attract young people and it would be easier to introduce globally. It would however be challenging to get the newcomers to take up the forest type of the sport.

USA said that the organiser usually also puts up public events to cover the costs of the WOC but the possibility to attract participants to events in urban areas would seem to be rather limited.



RSA commented that the sprint was introduced to promote specialisation but it did not make any difference. Also, TV production would be the same for both urban and forest WOC. RSA felt that there was a contradiction between the Nordic proposal to organise the first terrain WOC in 2016 and SWE's application to host the 2016 WOC.

SWE stressed that the goal would be to raise the standard and to become truly global. Investments in TV production have been made by the Nordic and the Swiss federations but so far, a breakthrough has not been achieved. As regards the 2016 WOC, SWE commented that the organiser had indicated its readiness to introduce the new model, should the Nordic proposal be accepted.

President Åke Jacobson closed the committee.

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The General Assembly reverting to formal procedure, Åke Jacobson reminded the delegates that each delegation would be allowed to speak on three occasions.

EST said that, at the previous General Assembly, NOR had proposed a mass start competition and now again a new model. A split WOC favours the big federations as it is a bigger burden for small nations to finance two different teams. Having two different WOCs would also show orienteering as a split family.

RSA commented that Council had presented a transition proposal elevating the profile of the sprint.

LAT declared that it was in favour of Council's proposal. All aspects of fair play have not been realised during the 11 years since the sprint was introduced. Also, it is difficult to organise three sprint events in a big city. LAT said that bilateral support is a way of improving the standards and expressed a wish that, in future, the strong federations would support weaker nations.

SUI commented that the Nordic proposal was interesting, but wondered what would happen in future. Would the athletes be in favour of this model and, if a sprint WOC is introduced, would there be any forest orienteering at all after 10 years.

FRA felt that it would be a risk to split the WOC and that it would be challenging to find organisers. It would not be easy to find four different sprint terrains in all countries.

POL stated that it is easier to find sponsors and organisers for sprint.

ITA commented that it is good to have a combination of sprint and forest events.

HUN felt that the Nordic proposal is good for big and small federations but not for medium size federations who would get smaller WOC teams.

BEL commented that orienteering very much is a sport for the insiders and that people outside orienteering do not understand it. It is not realistic to expect that investing in TV will make a difference. Instead, the WOC should be improved for the runners.

Responding to the comments, SWE said that the proposal of the Nordic federations would not favour bigger federations but it would bring in more countries. Currently it appears to be difficult to find WOC organisers. Splitting the WOC would make it easier to find interested organisers.



EST commented that cross-country skiing had also considered whether to split the World Championships but determined to stay with the present model.

SUI felt that there will be more participants if there are more WOC formats and that it is possible to add formats if the qualification races are taken out.

President Åke Jacobson closed the debate and declared that the purpose of the first vote would be to determine whether to retain the principles of the current WOC model with certain variations or to introduce a model corresponding to the proposal submitted by DEN, FIN, NOR and SWE.

Put to the vote, the current WOC model with certain variations was supported by 20 delegations and the split WOC model was supported by 16 countries.

By this decision, the General Assembly decided in favour of the current WOC model with certain variations.

ITA declared that it would withdraw its own proposal. Two proposals, namely, from SUI and from Council thus remained to be voted on.

HKG commented that there would also be the possibility to say no to both proposals, in which case the current WOC model would be retained.

On behalf of Council, Mike Dowling clarified that step one would be to choose between the proposals made by SUI and Council, and step two would then be to vote between the winning proposal and the current WOC model.

Vote: SUI's proposal 9 votes, Council's proposal 25 votes. Council's proposal was carried.

A final vote was taken to resolve whether to retain the current WOC model or to introduce the new WOC model as proposed by Council.

By voting 22 in favour, 11 against and no abstentions, the General Assembly approved Council's proposal to introduce a new WOC programme. This decision meant that the 2010 General Assembly decision to introduce a mass start lapsed.

#### 14.7 IOF Council composition (Statutes change)

ITA presented its proposal to modify the IOF Statutes article 8.10.1 so as to state that, nominations permitting, the elected Vice Presidents shall include one person of each gender and at least two persons of each gender shall be included among the seven Council members.

Commenting on behalf of Council, Marcel Schiess said that Council supports the objective of having an improved gender balance on Council. However, by a majority, the Council had agreed not to support this specific proposal as it might considerably reduce the number of Council positions available for election at the General Assembly.

SWE informed the assembly that, in Sweden, quotas is required by law. It is felt to provide a better gender balance and the number of candidates is big.

Vote: 13 in favour, 17 against and no abstentions. The ITA proposal was not carried.

#### 14.8 Adventure Racing

ESP presented its proposal to introduce adventure racing as an official IOF discipline. In so doing, ESP said that the sport has matured during the past years and it has



spread to many countries. The sport is spectacular and it attracts TV and sponsors. In Spain, the experience has been good and adventure racing has become a source of income. It is business driven and about half of the events are organised by clubs and half by companies. Adventure races have become popular in many countries and they have raised the awareness of orienteering.

Marcel Schiess, responding on behalf of Council, said that Council recognises the importance of adventure racing to the Spanish Orienteering Federation. However, very few of the IOF member federations administer, or seek to administer, adventure racing and the format differs from one country to another. Some formats do not even involve any navigational activity. The majority of the activity is commercially driven and it would be impossible for the IOF to exert full control over the activity. The IOF also has limited resources and is not in a position to add a further discipline.

EST commented that adventure sport attracts many participants and that it should be given a possibility.

AUS said that it does not support inclusion of adventure sport for the moment, but the situation might be reconsidered when a significant number of federations have it on their programme.

ITA commented that the IOF should not wait but take on adventure sports now.

POR confirmed that adventure racing has been a very good experience for them.

RUS commented that the name "adventure" is not very appropriate as it is not clear what it means. It is time for the IOF to take this format under its umbrella.

FIN raised the issue of adventure races lasting many days and said that taking adventure races on board would also imply increased risks, for example relating to the use of banned substances.

In responding to the comments, ESP encouraged the IOF to form a working group and declared that ESP would like to participate in the work. ESP said that it believes that it is beneficial for orienteering to take adventure racing on board. However, should the IOF resolve not to do so, ESP will continue on its own. In Spain, adventure racing has brought in sponsors and TV to orienteering. One of the IOF's values is the spirit of adventure and fair play and ESP asked the IOF not to miss out on the opportunity to take adventure racing under its umbrella.

Putting the proposal to the vote, the Chairman reminded the assembly that this was a statutory issue and that adoption thus required 3/4 majority of votes expressed.

Vote: 20 votes in favour, 13 against and no abstentions. The proposal was not carried.

On a point of order, HKG said that ESP had not asked for a modification of the Statutes.

Brian Porteous commented that it is possible to take the matter forward. It would be a matter for the future Council to deal with and it can be included in the Activity Plan.

On a point of order, HKG commented that ITA can amend the ESP proposal.

Åke Jacobson remarked that the matter would be taken forward according to the spirit of the proposal and that it would not be dealt with as a Statutes matter.



Thanking the assembly, in particular ITA, for the support, ESP said that there is a lot of work ahead and there will not be a World Championship in the near future. International rules need to be established in cooperation with the federations.

Åke Jacobson noted that there was support for the intentions of the proposal and that Council would determine how to take it forward.

## 15 Membership fees, budget for the years 2013–2014 and activity plan for the Congress period 2012–2014

### 15.1 Membership fees and budget for the years 2013–2014

On behalf of the Council, Leho Haldna presented the membership fee proposal. In so doing he said that the proposal was based on the membership fee structure decided on at the previous General Assembly. The members are classified according to three criteria: international activity, domestic activity and the GDP per capita of the country. To facilitate the move from provisional member to member, Council had decided to propose the introduction of a new fee group to come into effect in 2013 for new members and in 2015 for provisional members on extended provisional membership period.

SUI asked that, in future, the detailed figures be presented as the classification system is not very transparent.

The General Assembly unanimously approved Council's proposal for membership fees for the years 2013 and 2014 (APPENDIX III).

Following the approval of the membership fees, Leho Haldna presented Council's proposal for the budget for the fiscal years 2013 and 2014.

The General Assembly unanimously approved the proposed budget for the calendar years 2013 and 2014 (APPENDIX IV).

### 15.2 Activity plan for the Congress period 2012–2014

Vice President Brian Porteous presented Council's proposed Activity Plan for the Congress period 2012–2014. He said that Council, at all its meetings, assesses the achievements and, where necessary, takes measures to ensure that the planned activities are implemented. Further, he confirmed that Council would be happy to make the assessment available to the members.

Responding to a comment from FIN, Brian Porteous confirmed that, at the next General Assembly, the Activity Plan would be presented prior to the budget.

SWE asked that the second action listed under the strategic initiative 'Increase the visibility of orienteering' be amended to read: "Implement the decisions taken by GA 2012 on WOC programme layout and extend its implications to Regional Championships and World Cups in all disciplines."

Council confirmed its willingness to amend the wording accordingly.

The General Assembly unanimously adopted the Activity Plan 2010–2012 (APPENDIX V).

## 16 Appointment of auditors for 2012 and 2013

Ms. Päivi Mishael, Auditing Firm Nexia, Finland, and a representative of the Federazione Italiana Sport Orientamento, Italy, were appointed auditors for the fiscal



years 2012 and 2013. Further, the General Assembly determined that Auditing Firm Nexia, Finland provide the substitute auditor for the said financial period.

## 17 Appointment of organisers of senior World Championships

### Foot orienteering

#### 17.1 World Championships in 2016

One application to host the World Orienteering Championships in the year 2016 had been submitted, namely by SWE.

The General Assembly appointed SWE organiser of the 2016 World Orienteering Championships by acclamation.

### MTB orienteering

#### 17.2 World Championships in 2015

No application to organise the 2015 World MTB Orienteering Championships had been received by the application deadline, and Council therefore asked the General Assembly for authority to appoint the organiser.

The General Assembly unanimously approved Council's proposal.

### Ski orienteering

#### 17.3 World Championships in 2015

One application to organise the 2015 World Ski Orienteering Championships had been received, namely from Norway.

The General Assembly appointed NOR organiser of the 2015 World Ski Orienteering Championships by acclamation.

### Trail orienteering

#### 17.4 World Championships in 2016

SWE had declared its willingness to host the World Trail Orienteering Championships in conjunction with the 2016 WOC.

The General Assembly appointed SWE organiser of the 2016 World Trail Orienteering Championships by acclamation.

## 18 Election of the IOF Council

The following Council was elected for the Congress period 2012–2014:

The President was elected by secret ballot from the two candidates nominated.

Result of the vote:

Brian Porteous, GBR	24 votes	elected
Helge Søgaaard, DEN	12 votes	

Helge Søgaaard congratulated Brian Porteous on his election as IOF President and wished him the best of success in his new role. Helge Søgaaard then also declared



that he wished to withdraw his candidature for the post as Vice President.

As a result of Helge Søgaaard's withdrawal, three nominated candidates remained for the three Vice President seats available, and the General Assembly elected the following persons by acclamation:

Michael Dowling, AUS  
Leho Haldna, EST  
Astrid Waaler Kaas, NOR

Nine candidates had been nominated for the seven member seats. In accordance with Statute article 8.10.1 the Council shall, nominations permitting, include at least two persons of each gender, and two persons from outside Europe.

Åke Jacobson stated that Michael Dowling and Astrid Waaler Kaas had been elected Vice Presidents and thus occupied two of the statutory seats. Therefore, the remaining statutory space for one woman and one person from outside Europe would go to the respective eligible candidates receiving the most votes. All other candidates would need to secure their respective seat by getting enough votes to place among the top seven candidates.

Seven members were then elected by secret ballot, from the nine nominated candidates.

Result of the vote:

Timo Ritakallio, FIN	34 votes	elected
Niklaus Suter, SUI	33 votes	elected
Maria Silvia Viti ITA	30 votes	elected
Laszlo Zentai, HUN	30 votes	elected
Owe Fredholm, SWE	29 votes	elected
Ting Wang 'Dominic' Yue, HKG	27 votes	elected
Tatiana Kalenderoglu, TUR	27 votes	elected
Vincent Frey, FRA	25 votes	
Irina Chsheglova, KAZ	17 votes	

#### 19 The XXVII IOF Congress and Ordinary General Assembly

The General Assembly appointed ITA organiser of the XXVII IOF Congress and Ordinary General Assembly. The Congress will be held in conjunction with the 2014 World Orienteering Championships in Trentino, Italy.

#### 20 Any other business

SWE expressed its thanks to Åke Jacobson for his work for the IOF and international orienteering and declared that he had been awarded a free place at the 2014 O-Ringen.

POR expressed its willingness to be included in the adventure racing working group.

#### 21 Awards of Honour

President Åke Jacobson presented the IOF bronze pin to Vincent Frey, Sergio Grifoni, Flemming Hjort Jensen, Erkkka Laininen, Zoran Milovanovic, Antti Myllärinen, José Angel Nieto Poblete, Erik Peckett and Markku Vauhkonen.

Åke Jacobson awarded the IOF silver pin to Clive Allen, Konrad Becker and Unni Strand Karlsen.



Åke Jacobson presented the IOF gold pin No. 6 to Marcel Schiess.

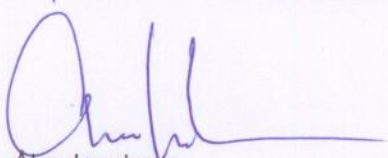
Brian Porteous presented the IOF gold pin No. 5 to Åke Jacobson.

Brian Porteous proposed to the General Assembly that Åke Jacobson be appointed Honorary President of the IOF. The General Assembly approved the proposal by acclamation.

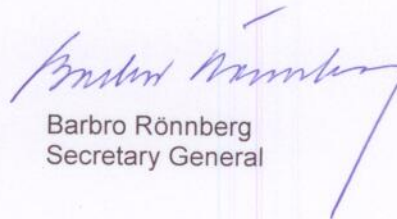
## 22 Closure

President Åke Jacobson thanked the attendees and directed special thanks to Swiss Orienteering for having hosted the XXVI IOF Congress and General Assembly.

Åke Jacobson formally closed the XXVI IOF Ordinary General Assembly and declared the new Congress period open.



Åke Jacobson  
President



Barbro Rönnerberg  
Secretary General

Minutes verified by:

Lyn West

Chun Ming 'Jimmy' Chen



## ATTENDANCE LIST

## APPENDIX I

### Delegates

ARG	Francesco Buselli
AUS	Blair Trewin, Robert Spry
AUT	Richard Werner
BEL	Mark Van Bruggen
BLR	Fedor Polekshanov
BRA	Ronaldo André Castelo dos Santos de Almeida, Rubens da Igreja Ferreira, Leandro Pereira Parturiza
BUL	Atanas Georgiev
CAN	Charlotte MacNaughton
CHN	Juan Xu, Xiaoping Tan
CZE	Petr Klimpl, Jiri Subrt, Dusan Vystavel
DEN	Helge Sogaard, Michael Sorensen, Erik Nielsen
ESP	José Samper García
EST	Sixten Sild
FIN	Kirre Palmi, Hannu Kottonen, Mika Ilomäki
FRA	Jean-Paul Ters, Marie-Violaine Palcau, Vincent Frey
GBR	Lyn West, Martin Ward
GER	Hans Joachim Bader, Björn Heinemann
HKG	Ting Wang 'Dominic' Yue
HUN	Áron Less, László Zentai
ITA	Sergio Grifoni, Maria Silvia Viti, Nicolo Corradini
JPN	Toshio Onoye
KAZ	Irina Chsheglova, Marat Dzhumanbakov
KGZ	Ilshat Dautov
KOR	Kim Taeson
LAT	Jurgis Krastins
LTU	Donatas Mickus
MDA	Igor Postica
MKD	Risto Kirov
NOR	Einar Tommelstad, Dag Kaas, Bjørnar Valstad
POL	Przemyslaw Patejko
POR	Augusto da Silva de Almeida, Richardo Miguel Oliveira Calado Pereira Chumbinho, Jacinto Farias Eleutério
RSA	Garry Morrison, Jeremy Green
RUS	Alexey Kuzmin, Alexander Bliznevskiy
SRB	Djorde Zagorac, Zoran Milovanovic
SUI	Matthias Niggli, Karin Haueter, Nik Suter
SVK	Jozef Wallner
SWE	Lena Larsson, Roland Hellberg, Tom Hollowell
TPE	Chun-Ming 'Jimmy' Chen
TUR	Mehmet Genc, Tatiana Kalenderoglu
UKR	Vitalii Petrov
USA	Rick Worner, Linda Kohn

### Council members

Åke Jacobson, President (SWE)	Members of the Presidium
Marcel Schiess, Senior Vice President (SUI)	
Brian Porteous, Vice President (GBR)	
Leho Haldna, Vice President (EST)	
Mike Dowling (AUS)	
Vincent Frey (FRA)*	
Timo Ritakallio (FIN)	
Astrid Waaler Kaas (NOR)	
Maria Silvia Viti (ITA)*	
László Zentai (HUN)*	



## Commission members

Göran Andersson (SWE)  
Finn Arildsen (DEN)  
Konrad Becker (SUI)  
Owe Fredholm (SWE)  
Sergio Grifoni (ITA)\*  
Björn Heinemann (GER)\*  
Ursula Häusermann (SUI)  
Thierry Jeanneret (SUI)  
David May (GBR)  
Antti Myllärinen (FIN)  
Henning Spjelkavik (NOR)  
Unni Strand Karlsen (NOR)  
Edmond Szechenyi (FRA)  
Daniel Sägesser (SUI)  
David Rosen (GBR)

Foot Orienteering  
IT  
Foot Orienteering  
Trail Orienteering  
Map  
IT  
MTB Orienteering  
Ski Orienteering  
Foot Orienteering  
Ski Orienteering  
IT  
Foot Orienteering  
MTB Orienteering  
Ski Orienteering  
Rules

\*) national delegates as indicated above

## IOF Secretariat

Barbro Rönnerberg, Secretary General  
Anna Zeelig, Assistant Secretary General  
Björn Persson, Sports Director  
Riikka Tolkki, Office Assistant  
Clive Allen, Media Officer

## Observers

Patricia Andres (ESP)  
Jose Angel Nieto Poblete (ESP)  
Dian Bonev (BUL)  
Elizabeth Borchorst (DEN)  
Hugh Cameron (AUS)  
Roger Cortes (ESP)  
Magnus Danielson (SWE)  
Thomas Eriksson (SWE)  
Johan Fegar (DEN, translator for ESP)  
Jose Fernando Gomez Rueda (COL)  
Rolf Heinemann (GER)  
Laura Ivern (ESP)  
Jan Kocbach (NOR)  
Konstantin Koynov (BUL)  
Helge Landberg (SUI)  
Lennart Larson (SWE)  
Mårten Lång (SWE)  
Sven Moosberg (SWE)  
Jordina Ouer (ESP)  
Mette Ronning Steffensen (DEN)  
Thomas Scholl (SUI)  
Heinz Tschudin (GER)  
Pirjo Valjanen (FIN)  
Colin West (GBR)





INTERNATIONAL ORIENTEERING FEDERATION

**STRATEGIC DIRECTIONS**

**INTERNATIONAL ORIENTEERING FEDERATION**

**2012–2018**



## PREFACE

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

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

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

## VISION

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

## VALUES

Orienteering is **at one with nature**.

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

Orienteering is **mentally and physically challenging**.

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

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

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

Orienteering is **inclusive**.

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

Success by women and men is equally recognised.

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

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

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



## KEY GOALS

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

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

### A TRULY GLOBAL SPORT

This goal means:

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

### VISIBLE AND ATTRACTIVE

This goal means:

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

### POSITIONED FOR OLYMPIC AND PARALYMPIC GAMES

This goal means:

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

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

## STRATEGIC INITIATIVES

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

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

### FOCUS ON KEY OUTCOMES

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

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

### INCREASE THE ATTRACTIVENESS OF ORIENTEERING TO YOUNG PEOPLE

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

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

### STRENGTHEN THE IOF POSITION ON THE WORLD SPORTING STAGE

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

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



### INCREASE THE VISIBILITY OF ORIENTEERING

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

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

### STRONG MANAGEMENT AND FUNDING

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

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

## IMPLEMENTATION

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

## MEMBERSHIP FEES IN 2013 and 2014

### Council's proposal to the 2012 General Assembly

The table below is the application of the existing system for determining membership fees.

One (1) country changes fee-level between 2012 and 2013. This change is shown in **BOLD**.

Fee level	Allocation of members to fee groups for 2013 & 2014	Fees in EUROS (€)		
		2012	2013	2014
1	FIN, NOR, SWE, SUI (4)	15860 (FIN,NOR,SWE) SUI 13870	16080	16080
2	DEN, GBR (2)	7930	8040	8040
3	AUT, FRA, ITA, <b>RUS</b> , (4)	4530	4600, <i>RUS 3595*</i>	4600
4	AUS, CZE, ESP, EST, GER, HUN, LAT, LTU, POR, USA (10)	2590	2630	2630
5	BEL, BUL, IRL, ISR, JPN, NZL, POL, SVK, UKR (9)	1480	1500	1500
6	BAR, BLR, BRA, CAN, CHN, COL, CRO, CYP, HKG, KAZ, KOR, LIE, MDA, MGL, MNE, NED, PRK, ROU, RSA, SLO, SRB, TPE, TUR (23)	845	860	860
7	Starting from 2013 - for new members Starting from 2015 - provisional members on extended provisional membership period	-	490	490
8	Provisional members: ARG, CHI, CUB, ECU, GEO, GRE, INA, IND, JAM, KEN, KGZ, MAS, MKD, MOZ, PAK, PAN, PUR, SOM, THA, URU, VEN (21)	100	100	100
<b>Total income from membership fees</b>		<b>152 555</b>	<b>159 475</b>	<b>160 480</b>

(\*) The principle in the fee system where the fees for members changing fee-levels increases or decreases progressively: 50% in 2013 and 100% in 2014.



## BUDGET FOR 2013 AND 2014

INCOME	Result	Budget	Proposed budget	
	2011	2012 updated	2013	2014
<b>Membership fees</b>	148,4	152,5	159,5	160,5
<b>Major Events</b>	238,3	297,0	260,6	312,6
World Games		16,0	8,0	
WOC	50,0	50,0	55,0	60,0
FootO World Cup	45,0	42,0	45,0	72,0
JWOC	2,0	2,0	2,0	2,0
WMOC	63,7	88,0	66,0	70,0
WSOC, SkiO WorldCup	7,5	12,0	10,0	12,0
WMSOC	4,9	1,5	1,2	1,2
JWSOC	0,5	1,0	1,0	1,0
WMTBOC	10,0	10,0	10,0	10,0
MTBO WorldCup	9,0	12,0	12,0	12,0
JWMTBOC	1,0	1,0	1,0	1,0
WMMTBOC	2,9	2,0	2,4	2,4
WTOC	1,0	0,0	1,0	1,0
Regional Championships	1,5	22,5	2,0	27,0
WR Events (all disciplines)	29,3	28,0	30,0	30,0
Bid fees, WOC, WMOC	3,0	2,0	5,0	2,0
Prize money, FootO World Cup*	7,0	7,0	9,0	9,0
<b>Other sources</b>	52,8	56,0	63,0	63,0
IOC	17,7	18,0	18,0	18,0
Publications (OW etc...)	0,2	0,0	0,0	0,0
Other external sources	34,9	38,0	45,0	45,0
<b>TOTAL</b>	<b>439,5</b>	<b>505,5</b>	<b>483,1</b>	<b>536,1</b>

EXPENDITURE	Result	Budget	Proposed budget	
	2011	2012 updated	2013	2014
<b>Council</b>	71,9	39,0	89,0	31,0
Travel (repr & business)	14,2	15,0	15,0	15,0
Council meeting expenses	1,2	4,0	4,0	4,0
Council projects:				
w Development projects	20,6	10,0	10,0	10,0
w Arena production	10,0	0,0	0,0	0,0
w World Games	17,5	10,0	60,0	2,0
w IOF 50 years	8,3	0,0	0,0	0,0
<b>Communications</b>	18,8	20,5	20,5	20,5
External communications	6,5	8,0	8,0	8,0
Internal communications	0,7	2,5	2,5	2,5
Publications (OW etc...)	11,5	10,0	10,0	10,0
<b>Discipline Commissions</b>	2,6	4,0	4,0	4,0
Foot orienteering	0,3	1,0	1,0	1,0
MTB orienteering	0,2	1,0	1,0	1,0
Ski orienteering	1,9	1,0	1,0	1,0
Trail orienteering	0,2	1,0	1,0	1,0
<b>Support Commissions</b>	8,8	9,0	9,0	9,0
Environment	0,0	0,5	0,5	0,5
IT	0,3	0,5	0,5	0,5
Map	0,2	0,5	0,5	0,5
Medical	6,3	7,0	7,0	7,0
Rules	2,1	0,5	0,5	0,5
<b>Major Events</b>	45,5	57,0	62,0	59,0
Evaluation of bids	4,6	2,0	5,0	2,0
Event advising	25,6	35,0	35,0	35,0
Education, High Level Event Seminar	0,5	3,0	3,0	3,0
Professional services	1,4	3,0	3,0	3,0
Medals, diplomas, etc.	6,4	7,0	7,0	7,0
Prize money, World Cup*	7,0	7,0	9,0	9,0
<b>Administrative services &amp; costs</b>	337,3	336,0	351,0	351,0
Staff (salaries, expenses, etc...)	262,5	250,0	265,0	265,0
Running costs of secretariat	59,2	55,0	55,0	55,0
Membership of Int. Bodies	4,3	5,0	5,0	5,0
Sponsor res. & serv. comm. partners	5,1	10,0	10,0	10,0
Support for meeting attendance	5,3	13,0	13,0	13,0
Support for regional working groups	1,0	3,0	3,0	3,0
<b>Surplus or deficit</b>	-45,3	40,0	-52,4	61,6
<b>TOTAL</b>	<b>439,5</b>	<b>505,5</b>	<b>483,1</b>	<b>536,1</b>

\* To be paid to the athletes



## ACTIVITY PLAN FOR THE CONGRESS PERIOD 2012 - 2014

1	Focus on key outcomes	To spread the sport, the IOF and the regions must focus their development initiatives on a number of key outcomes to be achieved by end 2018.	
Actions		Targets / Measures	Key Outcomes by 2014
Strengthen relations with regional working groups to work towards a regional development plan in each region appropriate to its needs and potential		Annual meeting with every RWG held and guidance and support for development provided	
Support development programmes in Africa/Asia/South America to build local capacity		Programmes supported and evaluated	
Support O-Ringen Academies and IOF WOC Clinics to encourage increased participation by federations		Academies and Clinics held each year	<ul style="list-style-type: none"><li>• 80 members</li><li>• 60 members organise national championship in at least one discipline</li></ul>
Drive, promote and coordinate member federations' support of developing federations		Bilateral support programmes in progress	<ul style="list-style-type: none"><li>• 55 members take part in WOC</li></ul>
Take initiatives to increase number of members		Number of members increased	
Take initiatives to motivate further member federations to stage national championships for seniors and juniors		Number of members with championships	<ul style="list-style-type: none"><li>• A plan to stage major IOF events outside Europe established</li></ul>
Development of a mid-term plan for allocation of WOC, World Cup and WMOC in each discipline to encourage the spread of events outside Europe		More events programmed outside Europe compared to the existing programme by end 2014	
Development of a promotion concept to further enhance the environmental sustainability of orienteering		Concept available	



2	Increase the attractiveness of orienteering to young people	To foster innovation in our sport and to spread it to new countries, the IOF and the regions must promote youth orienteering, i.e. orienteering must be made more attractive to young people.		
Action		Targets / Measures		Key Outcomes by 2014
Devise innovative measures and strategies to improve the attractiveness of orienteering to young people		Concept and strategies available		<ul style="list-style-type: none"><li>• A concept and a masterplan are available to guide the IOF in the realisation of the youth ambition</li><li>• Strategy for inclusion in international youth games presented to the 2014 GA</li></ul>
Extend the existing IOF development document library to include more translated information on programmes to support work with young people		Materials available		
Develop a strategy for inclusion in international youth games		Strategy available		
Take initiatives to motivate member federations to promote improved accessibility of orienteering activities and events		Number of members with positive feedback > 20		

<b>3</b>	<b>Strengthen the IOF position on the world sporting stage</b>	To promote orienteering in the world sporting community, the IOF must foster an international awareness that orienteering is a sport that adds value to the community.
Action	Targets / Measures	Key Outcomes by 2014
Ensure that the WOC is our major platform for exposure of the sport	Preferred model developed and promoted	<ul style="list-style-type: none"><li>• Focus on WOC</li><li>• Strong position in multi-sport Games where orienteering is on the programme</li><li>• Stronger contacts with IOC bodies</li><li>• Continued status as doping and corruption free sport</li><li>• Credibility increased within international sporting community</li><li>• At least one discipline adopted to FISU Universiade</li></ul>
Address the IOC evaluation criteria systematically	Meet all possible criteria	
Ensure a high profile at the 2013 World Games	Support provided to organisers	
Ensure a high profile at the 2013 World Masters Games	Support provided to organisers	
Seek inclusion in FISU summer and winter Universiade	Process completed	
Continue to ensure that orienteering is a sport free from doping, corruption and illegal betting	Proven rules and processes in place	
Build further the relations with the IOC and other international sporting organisations	Number of contacts doubled compared to 2011	
Devise a PR / marketing strategy for the IOF	Strategy available	
Communicate our position and values in the world sporting community	Number of communications	
Develop a strategy for inclusion in further international multi-sport games	Strategy available	
Position candidates for election to boards of international sporting organisations	Opportunities and chances are known	



<b>4 Increase the visibility of orienteering</b>	To increase the visibility of our sport, the IOF needs to work in various dimensions such as sport events, sport governing organisations, marketing businesses, as well as the public sector. The IOF shall explore new means to achieve visibility.	
<b>Action</b>	<b>Targets / Measures</b>	<b>Key Outcomes by 2014</b>
Implement and consolidate the Event Quality Management System to realise the event quality concept for major events	Quality standards met	
Implement the decisions taken by GA 2012 on WOC programme lay out and extend its implications to Regional Championships and World Cups in all disciplines	Programme format, competition format and rules adjusted	
Create a multi-media action plan (technology, production, distribution, commercialisation) for World Championships and World Cup to deliver wide distribution of high quality TV coverage of major events	Concept and master plan available – joint venture established with interested partners	<ul style="list-style-type: none"><li>• IOF has acquired a commercial partner for World Orienteering Championships (FootO)</li></ul>
Take initiatives to build up a long-term and sustainable concept for TV coverage of major IOF events	Concept available	<ul style="list-style-type: none"><li>• IOF has acquired a commercial partner for World Cup (FootO)</li></ul>
Promote and support professional arena production at World Championships and World Cup events	Professional arena production always implemented	<ul style="list-style-type: none"><li>• International TV coverage of World Championships and World Cup secured and contracted until 2017</li></ul>
Present orienteering to non-participants in an attractive way (create sport entertainment value)	Concept available and distributed to organisers	
Evaluate the potential of Adventure Racing	Potential is known and appropriate proposals made for the GA	
Continue to research and aspire to establish new commercial partnerships (e.g. event management, media, promotion agencies, sponsoring research)	Number of contacts	

5 Strong Management and Funding	To secure implementation of the strategic initiatives, the IOF must strengthen its management and financial capabilities.		
Action		Targets / Measures	Key Outcomes by 2014
Implement measures to strengthen the capacity and capability of both its professional and voluntary resources of the IOF		Organisation strengthened	<ul style="list-style-type: none"> <li>Increased external income in support of development and realisation of key outcomes</li> <li>Professional skills in marketing and PR available</li> <li>Increased capacity and productivity of the IOF organisation</li> </ul>
Increase dramatically external funding		Income increased and invested in development and realisation of key outcomes	
Increase professional human resources in the marketing and public relations domain		Resources increased	
Increase financial support from individual member federations for development projects		Development projects realised	