



October 30, 2016

IOF Member Federations
IOF Commissions
IOF Athletes Commissions
IOF Auditors

Dear IOF Stakeholders,

RE: IOF Strategic Directions 2018-2024

The current version of Strategic Directions lapses in 2018. At the General Assembly 2016 the general process (roadmap) to establish a new set of Strategic Directions was presented. The IOF Council intends this to be an open and consultative process.

The basis of the work with the new Strategic Directions is the IOF Vision and Values, the current Strategic Directions and the development of the IOF over the past few years. The elaboration of a credible strategy requires open discussion and an exchange of views both externally and within the IOF. The Strategic Directions shall be easily understood and still be more than a simple listing of goals. The following aspects are central dimensions when working with IOF Strategic Directions:

- A common Vision (the ultimate goal in a nutshell)
- Review and analysis of the outcomes of the previous Strategic Directions (an outside view is also important here)
- Defining success factors and targets to be achieved (i.e. to be measured)
- Involvement of Member Federations and other stakeholders

Regarding the above-mentioned aspects, council asks you to give input and get involved in this early stage of the process. Council will also ask for external analysis, from partner organisations and external stakeholders and have started work on defining potential success factors to be measured.

Please see the attached consultation document and the following questions.



We kindly ask your opinions on the following questions:

1. Today's **Vision** is : "Orienteering shall be a truly global sport and included in the Olympic and Paralympic Games." Do you think this **Vision** should be our ultimate common goal also in the future?
2. Today's Strategic Directions lasts for 6 years. Is there a need to change this **time-period**?
3. Today's Strategic Directions are based upon a set of **Values**. Council propose to add some values from Agenda 2020 (IOC) about doping and equality. Do you have comments about the **Values** which you feel should be considered?
4. Council propose some changes in the **Key Goals**. Do you have comments or other proposals?
5. Council propose to change from **Strategic initiatives** to Strategic Activities, and have made a first draft. We ask for your comments.

There will be most certainly be further consultations in preparation for the next IOF General Assembly in 2018, but we ask for your early involvement in this very important process.

Please send your comments to iof@orienteering.org before 31 December 2016.

If you have any questions, please feel free to contact IOF Sr Vice President Astrid Waaler Kaas astrid.waaler.kaas@orienteering.org or Secretary General Tom Hollowell tom.hollowell@orienteering.org

Sincerely,

Tom Hollowell
IOF Secretary General/CEO