



International Rogaining Federation

Strategic Plan for the Sport of Rogaining 2014

Produced for the sport of rogaining by the International Rogaining Federation Inc.

Developed in consultation with IRF Members and other national rogaining groups.

1 Description of the Sport of Rogaining

Rogaining is the team sport of long distance cross-country navigation. The championship rogaine is a continuous twenty four hour event. Map reading, teamwork, endurance and strategy are features of the sport.

Rogaining originated in Australia, where the sport can be traced to the first 24 hour walks from 1947, creation of the rules in 1968 and the official intervarsity 24 hour competition in 1969 and the first rogaining association in 1976.

The objective of rogaining is to collect the highest score by finding checkpoints within a set time limit. Teams of two to five members travel entirely on foot¹, navigating with the aid of a topographic map and analogue compass. Teams select their own order of visiting checkpoints, in terrain that varies from open countryside to hilly forest. The classic rogaine includes both day and night navigation.

At many rogaines a central base camp provides hot meals and teams may return at any time to eat, rest or enjoy the fellowship. Teams travel at their own pace, and anyone from children to grandparents can experience the personal satisfaction that comes from cross-country navigation at individual levels of competition and comfort.

Rogaining aims to support and encourage people to develop respect for and enjoyment of rural and forest environments; and to encourage the development of navigational skills, self-reliance, general fitness, and the ability to work in a team.

Rogaining is closely related to orienteering and many people enjoy both sports. The key features that distinguish rogaining are:

- It is a team sport,
- Rogaines are normally long duration events, usually 3, 6, 8, 12 or 24 hours,
- Teams choose their own route as there is no set course,
- Teams all start and finish at about the same time
- The central base camp providing food, shelter and safety.

¹ Rogaines normally require travel on foot, but some variants utilise bicycle, ski, canoe, or public transport

2 Rogaining Value Proposition

Rogaining provides:

- Good value for money, requiring modest outlay for; entry fees, gear or equipment
- Safe conditions and a controlled environment for adventure
- Access to some areas not normally accessible to the general public
- Communal awareness of the need to care for the natural environment
- Physical exercise for individuals leading to a more healthy community
- Development of teamwork skills
- Cross-country navigation skills
- Development of self-reliance and leadership skills in outdoor settings
- A forum to meet, communicate with and learn from others who share the common interests inherent in wilderness sports

3 Our Mission

Our mission is to provide the opportunity for Rogaining in as many parts of the world as practicable. We will pursue our mission by:

- Consolidating and supporting rogaining where it already has a presence
- Expanding rogaining to new regions and countries
- Supporting increased participation at both elite and recreational levels
- Raising the event and organisational quality of all rogaines through facilitating communication between experienced and inexperienced rogaining groups
- Promoting and developing regular high-quality, well organised and technically challenging World Rogaining Championships
- Developing and growing sustainable national rogaining peak bodies.

4 Strategic Platform

The sport appeals to a wide range of **members**, by providing quality rogaining **events** that are organized through a structure of **associations**. This strategic plan for international rogaining is built on these three major components: members, rogaining events, and rogaining associations, which include the IRF.

4.1 Members

Rogaining is an amateur sport managed by volunteers. Three member groups can be recognized who are important to the sport:

Participants are core to our success, and make up the bulk of rogainers by number. Participants in a rogaine come from diverse backgrounds and include hikers, bushwalkers, runners, orienteers, adventure racers, search and rescue personnel, outdoor groups, Scouting personnel, school teams, hunters, military teams, police and fire department teams, local landowners, friends and family.

Elite competitors are those who aspire to win rogaining championships. This group may be small in number compared to the participant group, but their presence adds credibility to each rogaining championship and sets and extends the standards of achievement in the sport. This group also drives the expectations for professionally run events with top quality courses and organization.

Volunteer organizers of rogaining events and the associations who are essential for development and maintenance of the sport, organizing activities, and leading the associations.

4.1.1 Goals for Members

Goals	How this will be achieved
Attract more participants	<ul style="list-style-type: none"> • By greater community awareness of rogaining
Retain participants at subsequent rogaines	<ul style="list-style-type: none"> • By a friendly event atmosphere • Providing the opportunity for self-improvement using rogaining publications, training programmes, online resources and practice courses
Attract elite competitors especially at major rogaining championships	<ul style="list-style-type: none"> • By recognition of their achievements • Providing quality events and technically challenging courses • Fair competition
Achieve greater representation of nationalities at major international rogaining championships	<ul style="list-style-type: none"> • By confidence in the quality, style and fairness of championship events • Adopting uniform rules • Promoting greater global community awareness of rogaining • Establishing strong rogaining associations
Use volunteers' time effectively	<ul style="list-style-type: none"> • By seeking efficiencies in all our processes • Sharing advancements on a global scale • Periodically re-using courses and/or areas • Encouraging new ideas and promulgating these to the broader rogaining community
Recognize volunteers	<ul style="list-style-type: none"> • Formal and informal encouragement and awards recognizing efforts
Foster a culture that encourages risk-taking with new developments in the sport	<ul style="list-style-type: none"> • By encouraging a willingness to innovate at the local level and accepting that not all new ideas will succeed

4.2 Events

The sport is built on the foundation that rogaining events should embody:

- Interesting countryside in which to rogaime
- Accurate, fair and technically challenging courses
- Friendly hash house atmosphere, and
- Excellent administration and presentation of events.

The overall quality of each rogaining event affects the level of participation by members, the attraction of the sport to new participants, the willingness of volunteers to be involved, the financial viability, the access to external funding support, and the level of community support for rogaining.

Land access is critical to every rogaining country and to every rogaining event. Land access is very much a community and environment issue. For the sport to be sustainable (operating in today's environment without jeopardizing the future of the sport), it must safeguard its relationships with its local communities, regulatory bodies and with the natural environment. Rogaining areas will come under increasing development pressure and may be lost to the sport as land uses change. Rogaining associations need to be able to take a long term view (years or decades) in planning their land access.

4.2.1 Goals for Events

Goals	How this will be achieved
Provide consistently high quality events	By regular review, preserving and building on the four key elements of successful rogaines, making available written and on-line resources about the sport for organizers and participants, providing financial and other assistance, including billeting to key international rogaining organizers to encourage their attendance at major international rogaines and/or to provide training to less experienced organizers.
Offer fair and consistent competition	By maintaining and promulgating uniform Rogaining Rules and Practices (the Rogaining Code), so that events held in different parts of the world foster similar culture, ideals and practices, and consistently provide fair and technically challenging competition.
Increase the number of countries organizing rogaines, especially 24- hour rogaines	By wider recognition of the sport through international rogaining championships, supporting new organizers and providing material support where appropriate
Increase the number of rogaines being organized in existing rogaining countries	By building volunteer resources, improving access to land and streamlining organizational processes.
Increase the number of regional rogaining centres within existing rogaining countries, i.e. develop organizational bases outside capital cities	Developing and implementing models for decentralisation, devolution and growth
Increase participation in existing rogaines	By trialling various models for rogaining event formats, re-use of courses.
Increase community awareness and support for rogaining	By communicating regularly with the community and providing publicity to local and major media
More attractive competitions for spectators	Utilise GPS tracking systems to increase attractiveness for spectators and media via internet and social networking , whilst preserving the key elements of the sport.
Take a proactive role in encouraging members to respect the natural environment especially where rogaines are held	By leading by example, newsletters, instructions and messages to participants

Provide a clear message to the land owners (government and private) that rogainers respect their land	By continuing observation of the relevant rules and standards, emphasising this respect in communications with land owners, emphasising this respect and its importance in communications with participants, developing strategies to ensure that rogaining courses are left in better condition than they are found, promoting and publicizing these strategies, make aspects of land care a feature of events.
Monitor land access issues globally	By developing a strategy to retain and increase the land accessible to the sport

4.3 Associations

Rogaining associations provide the framework for membership, co-ordination, communication, history, learning, training, volunteering and representation.

They are not-for-profit entities operating under national legal systems. Sustainable rogaining associations can survive changes of leadership, changes in community and legal environments and changes in member preferences by constantly monitoring each of these factors and adapting accordingly. Good governance is expected of all associations.

4.3.1 Goals for Associations

Goals	How this will be achieved
Encourage a strong volunteer support base	By identifying, attracting, training, mentoring, rotating and retaining capable leaders, regular succession planning
Develop sustainable rogaining associations	By documenting successful case histories of how new associations formed and were sustained. Establish mechanisms to share resources between rogaining groups.
Upgrade communication to members	By newsletters, books, websites, IRF and national association meetings and informal connections
Monitor how the associations are meeting their objectives	Questionnaires and research projects, listening to feedback and disseminating this to the broader rogaining community
Develop learning processes to spread the benefits of new ideas throughout the sport	By active and responsive communication networks within the sport
Maintain active co-operation and dialogue between groups responsible for different delivery models for rogaining events	By the IRF and national associations offering an inclusive approach covering rogaines run by formal not-for-profit associations, commercial rogaining style activities, and local informal rogaines such as within school or Scouting groups

Achieve an appropriate balance between event fees, capitation fees, and other fund sources	By consulting with Members and encouraging volunteers and being transparent regarding expenditure
Manage resources professionally	Provide excellent reporting and transparency on financial activities.

4.4 International Rogaining Federation

The IRF is the peak organisational body for rogaining. It consists of its member national groups, observers from developing rogaining nations, and an executive. The IRF must develop and articulate the value that it is bringing to the sport and its members.

There are a number of areas that the IRF should leave to National Peak Bodies and not get involved in (including insurance, organisational structures, land access, volunteer management) because they vary widely across the world and are very different in different jurisdictions and cultures.

4.4.1 Goals for the IRF

Goal	How this will be achieved
Consolidate and grow the sport	Recognize and preserve those aspects of rogaining that confer lasting advantage, including: <ul style="list-style-type: none"> • The name and distinctive logos, • Official websites, • Publications and resources • History of events and results in each country, • World Rogaining Championships, • Reputation within the rogaining and broader community.
Maintain a code and rules of Rogaining	A set of Technical Regulations (including Rules) that are simple, adaptable and make it fair for competitors and simple for administrators. There needs to be an ongoing process of review and update that ensures we can and do react quickly to changes in technology and/or lessons from past events.
High technical standards	Ensuring a consistently very high level of technical standards in our maps and course setting at major rogaining Championships which should then feed down into the rest of the world's rogaining events
Support rogaining groups that are outside the IRF	<ul style="list-style-type: none"> • Formally encapsulate non-voting Observers representing developing countries. • Provide technical and administrative guidance to new rogaining groups

Provide support for those who develop new rogaining associations and developing regions	<ul style="list-style-type: none"> • By providing opportunities for mentoring, knowledge transfer, sharing of information on common problems • Promote dissemination of successful methodologies (such as event management, map production, volunteer management, course setting skills) • Providing access to financial support, • Promotion and public support, • Providing administrative and other resources internationally
A lean organisation with financial stability	Ensuring the financial base of the IRF in a way that is sustainable, equitable and seen as reasonable by members

4.5 World Rogaining Championship

The World Rogaining Championships (WRC) are the championships of the International Rogaining Federation. The WRC will be run according to the IRF Code and Rules, and departure from these will require specific IRF permission.

As the sport's premier event, the World Rogaining Championship has significant drawing power for international entrants, sponsors, and elite competition. The World Rogaining Championships are for the benefit of everyone in the sport: for elite competitors, for organizers, for administrators, and as a meeting focus for rogaining enthusiasts.

Regional rogaining championships (Australasia, North America, Europe) achieve similar outcomes to the World Rogaining Championship, but on a regional scale.

Each one or two years, the IRF awards the World Rogaining Championships to a National association, taking into account the IRF's regional rotation policy, the experience of the organizing team and the benefits of holding the Championships in that country. If these criteria cannot be met for any particular year, then a WRC shall not be awarded.

The World Rogaining Championships has become increasingly competitive and technical standards and competitor expectations continue to rise. The IRF's World Rogaining Championship policy is guided by these principles:

- The World Championship is the pinnacle event of rogaining
- The WRC has a role to ascertain the best rogainers in the world
- The "world" title necessitates a wide cross section of participants in all age and gender classes
- It must attract the qualified elite competitors from all member nations and beyond.
- Demands a consistently high level of technical challenge in all facets of the sport.
- Competitors expect a professional standard of organization of the event and associated activities.

4.5.1 Goals for the WRC

To enable the above objectives, the IRF will develop and ensure:

Goal	How this will be achieved
Strong lines of communication between the IRF and the organising body, with clear organisational responsibility and ownership by the host national body	Establish a formal “contract” between WRC organisers and the IRF setting out the roles and obligations of each party. Appoint position of World Championship Adviser for each WRC: a highly experienced organiser and course setter not from the host nation. This Adviser will be the ultimate technical authority for the WRC
The necessary resources and skills are available to ensure that the WRC is of requisite standard, independent of key individuals	WRC hosting pre-requisites expanded to include experience in organising regional championships.
High technical and organisational standards are consistently maintained	Greater role for World Championship Manager and World Championship Adviser role.
Strengthen the ongoing presence in the host nation before and particularly after the WRC has been completed	Host organisational objective tied to bid for WRC
Growth in membership of the IRF, leading to a greater pool of expertise within the IRF and its member nations.	Through the IRF Strategic Plan