



INTERNATIONAL ROGAINING FEDERATION Inc.

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~1976-2006 30 years of ROGAINING~

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DRAFT Strategic Plan for Rogaining

The Strategic Plan is an *analysis* of the future, and a *plan* to take opportunities and to avoid dangers. Our mission is to provide the opportunity for rogaining in as many parts of the world as practicable.

Progress towards the plan is recorded in IRF Newsletter #112. Summarizing our global activities preceded an analysis of strengths and weaknesses of the sport. Everyone in the sport is given the opportunity to input to the plan, and it is not too late for input at this stage.

ROGAINING TOWARDS 2010 (Strategic plan for the sport of rogaining)

A. Our mission is to provide the opportunity for ROGAINING in as many parts of the world as practicable.

B. We will pursue our mission by:

- **Expanding rogaining to new regions and countries, and within existing areas.**
- **Increasing participation at both elite and recreational levels.**
- **Raising the quality of all rogaines, especially international championships.**
- **Promoting and developing high-quality World Rogaining Championships.**
- **Developing and growing sustainable rogaining associations.**

Produced by the International Rogaining Federation Inc. in consultation with national, state, province and regional rogaining groups.

Strategic plan for rogaining 2005 to 2010

A. Our mission is to provide the opportunity for ROGAINING in as many parts of the world as practicable.

B. We will pursue our mission by:

Expanding rogaining to new regions and countries, and within existing areas.

Increasing participation at both elite and recreational levels.

Raising the quality of all rogaines, especially international championships.

Promoting and developing high-quality World Rogaining Championships.

Developing and growing sustainable rogaining associations.

Our value proposition (the benefits we offer as a sport)

Rogaining provides:

- a relatively inexpensive, wholesome 1-2 day outdoor activity
- easy access, under safe conditions, to bushwalking areas in various parts of the world, including areas for rogaining that might not normally be accessible to the general public
- greater communal awareness of the ways to care for the natural environment
- physical exercise for individuals leading to a physically fitter community
- development of teamwork skills, greater self-reliance, individual leadership skills in outdoor settings, and cross country navigation skills
- elite cross-country navigation competition.

We want ROGAINING to be your outlet for physical and mental team activity in the natural environment; and to provide new challenges including the opportunity to enhance navigational skills. Our rogaining associations and events can become your passport to global rogaining.

C. Strategic platform

The sport appeals to a wide range of *members*, by providing quality *rogaining events* that are organized through a structure of *associations* and draw upon *financial resources*. This strategic plan for international rogaining is built on four major components: members, rogaining events, rogaining associations, and financial resources.

C1. Members

Four overlapping member groups can be recognized who are important to the sport:

Participants are central to the sport; they are core to our success, and make up the bulk of rogainers by number. Participants in a rogaïne come from diverse backgrounds including hikers, bushwalkers, runners, orienteers, adventure racers, eco-challengers, search and rescue personnel, outdoor groups, Scouting, school teams, hunters, military, police, fire department personnel, and friends and family.

Elite competitors are those who aspire to win rogaining championships. This group may be smaller in number compared to the participant group, but their presence adds credibility and excitement to each rogaining championship and extends the standards of achievement in the sport.

Volunteer organizers are essential for maintenance of the sport, organizing activities, and leading its associations.

Legacy-leavers include innovators who take the sport to new levels, founders of the sport in various regions, and founders of associations. These members supplement the organizers group by providing a long-term perspective, and lead some of the innovative changes within the sport that contribute to growth, relevance and excitement.

Some goals:

- Attract more participants by greater community awareness of rogaining.
- Retain participants at subsequent rogaines by training, and an atmosphere that provides a quality of experience.

- Attract elite competitors especially at major rogaining championships (recognition, quality event, fair competition, challenging courses).
- Achieve greater representation of nationalities at World Rogaining Championships, and major rogaining championships (certainty of style of event and rules, greater community awareness of rogaining).
- Use volunteers' time effectively (look for efficiencies in all our processes, share advancements on a global scale, reuse of courses, encourage new ideas).
- Recognize volunteers and legacy-leavers (formally and informally).
- Foster a culture that encourages risk-taking with new developments in the sport (be prepared to try innovations and accept that not all will succeed).
- Provide support for those who develop new rogaining associations (information, public support, moral support, recognizing successes).

C2. Rogaining events

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

- Interesting countryside in which to rogaïne
- Accurate, fair and challenging courses
- Friendly hash house atmosphere, and
- Professional administration and presentation of events

Two further requirements apply to international rogaining championships:

- Wide cross section of participants
- Elite and other levels of competition.

The overall quality of each rogaining event impacts on the level of participation by members, the attraction of elite competitors, the willingness of volunteers to be involved, the internal financial viability, the access to external funding support, and the level of community support for rogaining. Land access is critical to every rogaining event; and land access is very much a community and environment issue. For the sport to be sustainable (i.e. operating in today's environment without jeopardizing the future of the sport), it must safeguard its relationships

with its local communities and with the natural environment.

Some goals:

- Regularly review, preserve and build-on the four key elements of successful rogaines.
- Maintain uniformity of Rogaining Rules and Practices (Rogaining Code) so that events held in different parts of the world foster similar culture, ideals and practices, and provide fair competition.
- Increase number of countries organizing rogaines, especially 24-hour rogaines.
- Increase the number of rogaines being organized in existing rogaining countries.
- Increase number of regional rogaining centres within existing rogaining countries, i.e. develop organizational bases outside capital cities.
- Increase participation in existing rogaines.
- Increase community awareness and support for rogaining.
- Take a proactive role in encouraging members to respect the natural environment especially where rogaines are held.
- Monitor land access issues globally.

C3. Rogaining 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 legal systems that vary somewhat between nations. Sustainable rogaining associations can survive through changes of leadership, community and legal environments, funding, and member preferences, by constantly monitoring and being aware of each of these factors, by remaining flexible and adapting accordingly. Good governance is expected of all associations.

Some goals:

- Develop sustainable rogaining associations.
 - Aim for 100 percent compliance with national standards for associations.
 - Define, communicate and revisit IRF Executive roles and responsibilities annually.
 - Address Strategy on an annual cycle, revisit whole strategic plan every 3-5 years.
 - Recognize and preserve those aspects of rogaining that confer 'lasting advantage' including name, logo, website, history, WRC, reputation.
 - Monitor and upgrade communication to Members through newsletter, books, website, IRF meetings and informal connections.
 - Identify, attract, train, mentor, rotate and retain capable leaders.
 - Annually discuss succession planning including training of future leaders.
 - Develop learning processes to spread the benefits of new ideas throughout the sport.
 - Maintain active co-operation and dialogue between groups responsible for different delivery models for rogaining events including rogaines run by formal not-for-profit associations, commercial rogaining style activities, and local informal rogaines such as within a school.
- Record and report responsibly on all financial activities.
 - Achieve an appropriate balance between event fees, capitation fees, and other fund sources.
 - Ensure grants and donations are aligned with the operational mission (B).
 - Ensure effective use of longer-term funds held by associations

D. Programs

Choice of programs

To be decided on an annual basis.

C4. Financial resources

The sport relies on financial resources to deliver events for its members, and to further the sport globally. The sport has a responsibility to ensure that its funds are used legally, wisely and effectively. Sources of funding include:

- Donors and granting agencies
- Members' event fees
- Members' capitation fees
- Government grants
- Co-funding of initiatives with various rogaining, and other, associations.

Some goals:

- Link the budget process directly to Strategy.

Appendix A.

Description of the sport of rogaining

Rogaining is the team sport of long distance cross-country navigation. It is closely related to other activities including adventure sport and orienteering, and many people enjoy each of these. The key features that distinguish rogaining are:

- it is a team sport,
- rogaines are usually 6, 8, 12 or 24 hours,
- teams choose their own route as there is no set course, and
- the emphasis is on both participation and competition.

The championship rogaine is of twenty-four hours duration, but there are many shorter variants. Teamwork, physical activity, endurance, competition, self-reliance, and an appreciation of the natural environment are features of the sport. Rogaining involves both route planning and navigation between checkpoints using a variety of map types.

Rogaines are generally day and night events in which teams of two to five members travel entirely on foot, navigating by map and compass. Teams normally select their own order of visiting checkpoints, in terrain that varies from open countryside to hilly forest. The sport also embraces other cross-country navigation activities of different duration and means of transport such as canoe, bicycle or skis, where the element of navigation is important and the team and environmental values are shared.

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 one's own level of competition.

Rogaining aims to support and encourage people to develop respect for and enjoyment of rural and forest environments; and interact positively with local communities.

Our values: Every participant knows when they have competed fairly. Honour comes from competing within the spirit and law of the sport.

Our history

The concept of rogaining as a sport in its own right originated in Australia and traces its origin to the first public twenty-four hour event in 1972 and the first *rogaine* in 1976, both run by Surrey Thomas Rovers. However, twenty-four hour walks were organized by Melbourne University Mountaineering Club as early as 1947, and since 1967 in New Zealand, while twenty-four hour score events were run by Adelaide University Mountaineering Club as early as 1963. The Victorian Rogaining Association was formed in May 1976, and operated through a series of strategic alliances with Scouting, universities, and orienteering organizations to co-host rogaines. The Australian Rogaining Association was formed in February 1979, and now acts as co-ordinating body for state and territory associations within Australia.

The International Rogaining Federation was formed in June 1989 to promote rogaining and provide direction for the sport internationally. Rogaining has spread to Canada (1986), USA (1989), New Zealand (1991), Czech Republic (1997), Sweden (1998), Ireland (1998), Russia (1998), Estonia (1999), Japan (2002), Latvia (2002), South Africa (2003), Lithuania (2003), Ukraine (2004), Israel (2005) and Brazil (2006). At least eight of these countries have run 24-hour rogaines. World Rogaining Championships have been held in Australia (1992, 1996), Canada (1998), New Zealand (2000), Czech Republic (2002) and USA (2004). A formal constitution was adopted in 2000. Incorporation proved invaluable given the need for additional legal coverage in following years. Regular international rogaining championships include the Australian Rogaining Championships (26th ARC in 2005), North American Rogaining Championships (8th NARC in 2005) and European Rogaining Championships (2nd ERC in 2005). Two hundred to seven hundred competitors from up to thirty different

countries attend each World Rogaining Championship.

Development of rogaining to date can be summarized as a decade to establish rules and protocols based on what worked well, a decade of growth in Australia around the Australian Rogaining Association, and a decade of growth internationally including regular World Rogaining Championships. The sport now enters its fourth decade in 2006.

The name ROGAINE

The word rogaïne was coined from the names of the organizers of a twenty-four hour hike in 1976, and was retained for subsequent events by the Surrey Thomas Rovers. When an association was formed in Victoria, its members adopted rogaining as the name of their sport of twenty-four hour cross-country navigation, and the word rogaïne for each event. The word has entered English, American and Australian dictionaries, and been translated to several other languages. The rogaining logo of the mountain in sun and darkness was designed in 1978 and epitomizes some of the characteristics that set rogaining apart from most other forms of human physical endeavour.

Appendix B.

World Rogaining Championships

As the sport's premier event, the World Rogaining Championship has significant drawing power for international entrants, sponsorship, and elite competition. World Championships are for the benefit of everyone in the sport, for elite and non-elite competitors, for organizers, for administrators, and for the public. They also provide a meeting focus for rogainers. Three further international rogaining championships (Australia, North America, Europe) achieve similar outcomes to the World Rogaining Championship but on regional scales.

The World Rogaining Championships are the championships of the International Rogaining Federation. The IRF has a policy of awarding

the World Championships to associations and groups rather than running the Championships themselves. The Championships should not be held on a more regular basis than annually. Award of the WRC should be restricted to groups with a track record of organizing major rogaines, who actively want to stage the WRC and who can nominate a suitably experienced co-ordinator: if these criteria cannot be met for any particular year, the WRC should not be awarded.

The IRF does not expect extra facilities or activities beyond those normal to championship rogaines run by the particular host association. However, this does not exclude any WRC organizers from going *a little further*. The intent is to bring the staging of the WRC within the grasp of all groups who can demonstrate a history of running a series of successful rogaines and who want to stage the WRC.

The focus of a World Rogaining Championship is on:

- a. enjoyable terrain (typical of local events),
- b. accurate course that is fair and challenging,
- c. friendly atmosphere of the Hash House,
- d. professional organization,
- e. a wide cross section of participants,
- f. elite and other levels of competition.

The first four criteria should be met in any rogaining championship, and be established features of rogaines run previously by a group before the WRC are awarded. Significant departure from normal rogaines is not advocated for a World Rogaining Championship. The last two criteria (e and f) can be achieved by careful planning of the event date and location taking into account overseas participants and possible back-to-back activities at the time of the World Rogaining Championship: these activities need not be part of the WRC program, and may be better organized by separate parties, even outside rogaining. The extra publicity to attract overseas and/or elite participants to a WRC should utilize IRF expertise and should target particular interest groups and countries. Organizers are expected to provide a profile to describe rogaining in their area, and may include a model rogaïne prior to the

championship. The WRC will be run according to the IRF Code and Rules, and departure from these will require specific IRF sanction.

Regional Rogaining Championships

There are further regional rogaining championships supported and promoted by the International Rogaining Federation, i.e. currently North American Rogaining Championships, European Rogaining Championships, Australian Rogaining Championships. These rogaines closely follow the rules and guidelines of the World Rogaining Championships with scope for minor local variations. These four championships form the basis of a potential world rogaining championship circuit with elite achievement recognized by the IRF.

