The vision “Joy of Sport – for All” is meant to capture both the work of the organisation and the policies relating to sport activities on all age and performance levels. The overriding goal is to provide everyone with the opportunity to participate in sport based on their wishes and needs, as expressed in NIF’s mission statement.

The joy of sport is to be the main driving force for everyone involved, whether they are athletes, coaches, referees, volunteers, parents or supporters.

Sport is an arena for play, excitement, challenges and experiences. The joy of mastering is important to everyone. All participants are equally important - regardless of their performance levels.

Norwegian elite sport creates great achievements and is inherently without ultimate performance limits. Fair play shall characterise our best athletes. The entire nation experience pride and joy when our best performers show the world what they can achieve.

“Joy of Sport – for All” is a demanding ambition. It challenges the individual as well as the community of sports. We have succeeded only when everyone feels welcome, and when a spirit of community and the true joy of sport characterise the day-to-day activities in the local sport clubs.

CORE VALUES OF SPORT
NIF will work to ensure that everyone is given the opportunity to participate in sport based on their wishes and needs. The organisation aims at creating positive values both for individuals and the community at all levels, and will actively seek to strengthen its position as a nationwide popular movement and a positive driving force in society.

Organisational values:
The work of the organisation will be characterised by voluntarism, democracy, loyalty, and equality.

Activity values:
All sport activities will be based on the fundamental values of joy, unity, health, and honesty.

Definitions:
• “Norwegian sport” is used as a term for all organised sports by the members of NIF.
• “NIF” is the acronym for the central body of the Norwegian Olympic and Paralympic Committee and Confederation of Sports.
• “Sport clubs” are all multi sport clubs, sport-specific sport clubs, and company sport clubs.
THE GOVERNMENT’S RATIONALE FOR THE SUPPORT OF SPORT

Norwegian sport has its own goals and strategies, but also takes into account the fact that sport to a great extent is financed by municipalities, counties, as well as by the government.

The primary reasons for government support of sport are:
• Contribute to maintaining and developing NIF as a voluntary, membership-based organisation.
• Contribute to maintaining and developing an extensive offer of activities through organised sports.
• Contribute to ensuring that Norwegian sport remains as an open and inclusive organisation, and that the sport clubs are arenas for development of opinions and attitudes, and valuable environments for fostering social spirit and community cohesion.

Children (6 – 12 years old) and youth (13 – 19 years old) are the primary target groups for the allocation of lottery funds to sport.

The objective of the basis financing of elite sports is to:
• Ensure the basis of an ethical and knowledge-based emphasis in elite sports.
• Secure the further development of variation and width of scope within elite sports

THE NORWEGIAN MODEL OF SPORT

NIF is the umbrella organisation for sport in Norway. Norwegian sport is a popular movement and the country’s largest voluntary and membership-based organisation.

In an international context, Norwegian sport is unique in the sense that all sport and all sports are together in one single organisation.

The sport clubs are members of NIF and constitute the foundation of the organisation. They are independent and self-owned units, based on the principles of democracy, in accordance with the constitution and bylaws of NIF and their own statutes. Individual membership in a sport club is the precondition for participation in Norwegian organised sport, both for taking part in the sport activities and for becoming an official member of the organisation. The sport clubs are important meeting venues and offer open, friendly and inclusive environments for sport activities on all levels of performance.

The national sport associations are members of NIF and are affiliated with their respective international federations. The national sport association is the highest sport-specific authority within its own sport. A national association consists of sport clubs that have become members of NIF and of the corresponding national association. The regional and local sport associations are parts of the NIF-organisation but are not regular members of the organisation, as they
are joint bodies for sport in their respective geographical areas, i.e. counties and municipalities.

Voluntary contributions from members are the single most important resource at every level of Norwegian sport. Voluntary work is meaningful, creates enjoyment, and enables the establishing of closely knit social networks in the sports’ community. Voluntarism thus yields positive effects that benefit the individual participants, the sport organisations, and society in general.
The development of Norwegian sport is to be knowledge- and value based. This will be most obviously so in sport for children and in elite sports. Here Norway is at present at the forefront internationally.

Norwegian sport is characterised by extensive intra-sport and organisational co-operation and by a continuous exchange of knowledge at all levels.

All parties involved Norwegian sport are expected to base their activities also on a broad view of the personal developmental needs of the participants, with a view to contributing to a harmonious growth of both sport-specific and personal skills. By including almost everyone in sport for children, and offering experiences, knowledge and sport skills, the foundation is laid for a life-long joy of sport and physical activity.

Sport for children is organised according to the physical and mental maturity level of the child, and avoids early specialisation. The activities take place within safe environments, where the unique value of the individual and principles of equality are the central guidelines. The element of competition is considerably subdued. Sport for youth gives young people the opportunity of developing and acquiring ownership to their own sports. A major aim is that the younger generation more often than today find their place in organised sport. They should find opportunities to develop as athletes on all levels, and to become future leaders, coaches, or resource personnel.

Elite sports have developed a holistic approach to its co-operation with athletes on the top level, and emphasise co-operation and integration across sports with regard to making use of new knowledge and research in practical work. Norwegian sport actively advocates fair play, a clean sport, and healthy values. Elite performers are important role models and sources of inspiration for all of Norwegian sport.

Recreational, or participatory sport, has its base in the local communities, both in regular sport clubs and company sport clubs. Norwegian sport regards itself as a major player in the government’s efforts to stimulate the adult part of the population to remain physically active in a way that is adapted to their own ambitions, availability of facilities, time requirements, and social interaction wishes.

Norwegian sport wishes to remain a responsible actor in society. Public authorities, government, and sport have a number of common goals at all levels of administration. The acceptance and financial support from the authorities give Norwegian sport economic stability and organisational influence. This contributes in turn to securing participation in sport for all, preventing social exclusion due to variation in socio-economic situation of would-be members.
Goal: Strengthen Youth Sport
Norwegian sport will continue to develop its role as a serious actor in society and contribute toward creating safe and inclusive environments of growth for all children and young people.

Youth must be given possibilities of development within their favourite sports according to their own preferences and possibilities. Activities and sport patterns are constantly changing and too many young participants leave organised sport today. It is a great challenge to develop an offer of various sports and activities that mirror the interests of and appeals to the younger generation.

Society is likewise in constant change, and the sports field therefore has meet the challenges of continuous renewal of its ways and means. The ability to learn from good sport practices, and to co-operate across sectors are here of vital importance. Participants must be met and guided by leaders and coaches with solid and up-dated knowledge and competence, who base their work on the agreed values of Norwegian sport. A further advancement of knowledge in sports is necessary in the years to come.

Norwegian sport must actively stimulate the development of young leaders and invite youth to take responsibility for their own sport environment. Through active involvement, youth will experience a spirit of community, the joy of sport, and the values of voluntary work.

Goal: Strengthen Elite Sports
It is of great importance to have an elite of high performance athletes who offer great sport viewing experiences to the public. At the same time they give young athletes ideals and achievements to identify with. It requires a constant strengthening of resources and renewal of strategies if Norway is to be in position to maintain its role as a leading elite sports nation. Norwegian sport must take care of and strengthen its advantages in the field.

For this reason Norwegian sport will stimulate research and developmental work as a basis for the elite sports of the future. Young talents must be offered comprehensive training programmes, and the best performers must be provided with training quality at top international level.

Goal: Ensure Ownership to Sport Events
Norwegian sport must secure the judicial basis of its ownership to sport events in order to ensure that the established legal framework for conducting sport events is retained. All events must follow the rules of the sport and reflect its values. Net profits from sport events are to be returned to the relevant voluntary organisation(s).

MAJOR CHALLENGE # 1: "An Open and Inclusive Sport"
MAJOR CHALLENGE # 2: "Long Term Financing and Infrastructure"

Goal: Secure the Long Term Financing of Sport
If sport is to remain open and inclusive, and offer joy of sport to all, the level of costs must be kept down. Everyone must be given the possibility to participate.

In order for Norwegian sport to continue its role as a major player in society, the money transferred to sport from national public funding must be at least NOK 2.5 billion per year.

Lottery funding constitutes the foundation of the national policy of providing facilities for sport. This source of funding is also important in order to maintain the central and regional sport organisations, both in the so-called NIF-hierarchy and those that are parts of the National Associations’ hierarchy. Norwegian sport will defend the present policy of lottery funding and a responsible gaming and gambling policy, but find that the key for allocation of funds should be changed. Norwegian sport is in need of receiving at least 64 per cent of the net profits from Norsk Tipping, i.e. Norwegian Lotteries Association.

Goal: Secure a better framework for the financing of sport facilities
There are great differences between counties with regard to the extent of their sports facilities. The capacity is clearly overstretched in several densely populated areas. Therefore, Norwegian sports will work hard to secure better access to sport facilities throughout the country.

The financing of sport facilities represents a limitation of the possibilities for a varied offer of sport activities all over the country. To this end Norwegian sport will seek to get especially targeted allocations from the State.

Goal: Ensure better conditions for a continued voluntary engagement
The Norwegian Olympic and Paralympic Committee and Confederation of Sport is Norway’s largest voluntary, membership-based organisation, and as such our greatest popular movement. The large extent of voluntary work creates meaningful activities for many hundred thousands of people and offer tight and extensive social networks. The positive effects for the local communities and for society in general are considerable, and benefit the whole country.

It is important that the volunteers feel that their efforts are highly valued, so that may be inspired to continue their engagement in sport – and also for the benefit of their local communities. Norwegian sport must call upon the authorities to give a clear recognition of the value of voluntary work as a major tool in social development. The administrative every-day routines involved in voluntary activities must be made simpler. Levies or taxes on voluntary work must be eliminated in their entirety.
1. THE ACTIVITY

1.1. Sport for Children

*Goal: Norwegian sport must ensure all children access to open and inclusive activities, and lay the groundwork for keeping or increasing the number of children participating in sport, by*

- ensuring that the Rights of the Children in Sport are respected and well known by all
- making sure that all sport schools run by the sport clubs are available to all children
- ensuring that all coaches have competence and knowledge relating to sport activities for children

1.2. Sport for Youth

*Goal: Norwegian sport will develop and renew offers of sport for youth, and make sure that more young people choose to be active within organised sports, by*

- offering every youth an attractive and varied offer of activities
- giving young participants possibilities of development in sport in accordance with their own ambitions
- giving priority to young leadership and enabling the young to take responsibility for the development of their own sports environment

1.3. Adult Sport

*Goal: To increase the number of adult members who train in sport clubs, by*

- offering more sport clubs that have participatory, fitness-related activities for adults, and where the joy of exercising and the positive feeling of social community are the main objectives
- developing a scheme of sport and fitness activities in the sport organisations as an attractive supplement to the self-organised activities of adults
- stimulating and developing the offer of competitive sports for adults

1.4. High Performance Sport

*Goal: High performance sports, including its disabled athletes, will be further developed in order for Norway to be able to compete favourably internationally and uphold Norway’s position as a leading elite sports nation, by*

- expanding “Olympiatoppen” as a national centre for training and performance, and by strengthening the possibilities to train at an international elite level
- strengthening and integrating new knowledge and research in the practical work
- assuring the athletes of a comprehensive offer of training and education nationally, regionally and locally
1.5. Sport for the Disabled

Goal: More disabled people are given information about their specific sport options, and make more extensive use of the adapted local offers of sport. This will be achieved by

• making sport for the disabled part of the education programme of coaches in all sports
• earmarking resources for developing sport for the disabled in the sport clubs
• making available increased government resources and an improved infrastructure for participation

1.6. Diversity in Sport

Goal: The sport organisation will stimulate diversity and take into account the various requirements of the different member groups, by

• accepting new sports and offering them the same possibilities of growth and development as the traditional sports
• treating all sports according to the same principles within the sport organisations and in the public sector
• tying the rights of the various sports to its activities, regardless of how they are organised
1.7. Ownership and Rights to Sport Events

Goal: Norwegian sport will retain its control of future sport events and the framework regulating participation in sport in Norway, by

- securing the judicial basis of future ownership to sport events
- making all organisers commit themselves to fair play and the accepted values of sport
- ensuring that a reasonable amount of the profits are returned to the voluntary sport organisation(s) in question

1.8. International Sports Competitions in Norway

Goal: Norwegian sport will work to ensure that Norway on a regular basis becomes host of international championships, competitions and events, by

- encouraging the national associations to apply for the hosting of major international sport events
- treating such applications in a serious and competent way in the sport organisations
- making sure the events contribute to a comprehensive and sustainable development of facilities
2. THE SPORT ORGANISATION

2.1. The Sport Clubs and Voluntarism

Goal: Voluntary work will be strengthened, stimulated and maintained as the major enabling element in the sport clubs, by

- simplifying the administrative every-day life of the sport clubs and the municipal sport councils
- giving information to ethnical minorities and other groups, and inviting them to participate in voluntary work
- offering developmental support and educational projects to every sport club

2.2. The Constitution, the Bylaws, and the Organisation

Goal: The member organisations will remain as self-owned, democratic, and voluntary units, functioning according to their own constitutions and bylaws, by

- strengthening the knowledge and expertise in the field of law and organisation among both elected and employed officials
- maintaining the gender balance in all board or advisory groups
- keeping updated and correct registers on membership and other organisational data

2.3. Anti-Doping Work

Goal: Norwegian sport will further develop its ethical and value-based work, clarify its attitude to doping throughout every level of sport, and secure the individual’s judicial rights, by

- including ethics and anti-doping work in the general coach education programmes
- systematically educate elite sport performers and their support staffs
- asking all sport clubs to take a clear stand against doping

2.4. Inclusion

Goal: To increase the participation of underrepresented groups, so that their participation in sport mirrors the diversity in society, by

- making everyone feel welcome and accepted as members of the sport clubs
- removing conditions that inhibit the participation of certain groups
- enforcing the principle of zero tolerance of discrimination and harassment regardless of gender, ethnicity, faith, sexual orientation, and disability

2.5. Development of Knowledge and Expertise

Goal: The member associations will develop a future-oriented and responsible organisation and activity profile through a common emphasis on knowledge and expertise, by

- offering a general, comprehensive education programme as a co-operative scheme carried out by all regional organisations and national associations
- ensuring that everyone with direct responsibility for children and youth are given knowledge on how to plan and implement
activities for this age group
• focusing more on young leadership programmes and codetermination by the young

2.6. Research and Development
Goal: Norwegian sport will strengthen its research and development work both as a major tool in strategic planning, and for the integrated use of knowledge in the practical work in sport, by
• developing a common plan of research and development for all of Norwegian sport
• taking initiatives to strengthen the economic conditions of the national research centres for sport
• stimulating national research institutions and environments to take an increased research interest in sport for children, youth and adults, sport for the disabled, and elite sports

2.7. Organisation and Co-operation
Goal: Norwegian sport will make the administrative operations of the member organisations more effective, by
• simplifying their basic operations
• ensuring that administration on all levels are well-organised and act cost-effectively
• co-operating measures to extract more output from available resources
• evaluating the sport organisation with regard to efficiency and rational use of funding and other resources
• support actions that enable co-operation between and the possible uniting of national associations

2.8. International Engagement
Goal: NIF and the national associations will secure the interests of Norwegian sport internationally, by
• strengthening Norway’s influence by actively contributing in international forums
• lobbying actively vs. the EU, the UN, and other public institutions
• strengthening the people-to-people relationship in the Barents region
• working for fair play and doping-free sports

2.9. International Development Co-operation
Goal: Norwegian sport will strive to give children and youth the opportunity to influence their own lives and the lives of others through sport, by
• ensuring that our projects contribute to social development, better health conditions, and democracy
• developing closer relationships with future partners
• ensuring that the intrinsic values of sport are the foundation of our development co-operation
3. FINANCING

3.1. The Financing of Sport

Goal: Norwegian sport will work to retain a solid and long-term economical foundation of the organisation and its sports activities, by

- ensuring that the money transferred through lottery funding from the state to sport amounts at least to NOK 2.5 billion per year
- working to change the share of the lottery funding for sport from 45.5 per cent to at least 64 per cent
- ensuring that the grants from the municipalities and the counties continue to increase

3.2. Preconditions for Voluntarism

Goal: Norwegian sport wants the government and public administration at all levels to acknowledge the value of voluntary work and to contribute to optimising its framework and infrastructure, by

- simplifying the administrative everyday life of voluntary work
- eliminating entirely any levy or tax on voluntary engagement
- increasing the frame of VAT compensation for goods and services, and by increasing the frame of VAT refund in the case of construction of sport facilities
- evaluating the preconditions for voluntary work within the sport organisations

Photo: Eirik Førde
3.3. Marketing

Goal: Norwegian sport will strengthen the local and national financing of sport through co-operation with the business sector, by

- making sure that the co-operation agreements support the core objectives of sport and the vision, mission, and values of the organisation
- securing that the independence and self-governance of the sport organisation are respected
- evaluating and developing co-operation with new sectors and actors

4. FACILITIES FOR SPORT

4.1. Local Sport Facilities

Goal: Norwegian sport will work to ensure that the public sector takes responsibility for the access to sport facilities for everyone regardless of where they live, by

- competent planning, co-operation, and combined use of facilities
- securing round the year use of all venues of sport and school PE facilities
- ensuring free access to public recreational areas for children and youth

4.2. Financing

Goal: Norwegian sport will work to ensure that the government commits itself to providing a wide and varied offer of sport activities, by

- lobbying for an increase in national budget funding to make up for the backlog on the financing of construction of sport facilities, and for the maintenance and upgrading of particularly expensive facilities as well as national facilities
- advocating for a change in lottery funding regulations so that inter-municipal facilities receive 30 per cent financing through lottery funding
- ensuring that facilities in areas of high urbanisation are given priority in the allocation of lottery funding
- ensuring that projects using renewable energy sources can apply for public financing

4.3. The Influence of Sport on National and Local Priorities

Goal: Norwegian sport will work to achieve a greater influence on the policies of sport facilities development, by

- lobbying for a change in the Planning and Building Act, and ensuring that the municipal sport councils work actively to secure areas for sport and physical activity in the future
- taking an active role as a competent consultative body
- improving the internal prioritising mechanisms within sport to benefit the professional co-operation with relevant authorities
5. SPORT AND PUBLIC HEALTH

5.1. Sport and Public Health

Goal: Norwegian sport will continue to improve physical health through its wide offer of local sports and activities, and be a partner in a nation-wide alliance to reduce physical inactivity, by
- offering experiences and skills through sport for children and youth as a basis for life-long joy of sport and physical activity
- offering expertise and resource personnel to public and otherwise financed projects
- working to secure supplementary funding for the financing of sustainable local projects

5.2. Physical Activity in the Local Environment

Goal: Norwegian sport will work to ensure children, youth and adults the opportunity of physical activity and physical expression, by
- securing local areas for sport and physical activities in the plans of the municipalities
- making sure that plans for school and local environment facilities include possibilities for a variety of physical activities
- advocating for the opening-up of natural areas for the sustainable use of sport and outdoor activities

5.3. Physical Activity in Schools

Goal: Norwegian sport will work to improve the conditions for the physical development and physical activity of children and youth, by
- lobbying for one daily PE lesson with qualified teachers for all pupils
- assisting in making sure all children can swim by the age of 10
- co-operating with schools on offering the pupils a wide selection of sports and activities within the school environment

5.4. Physical Activity in the Work Place

Goal: Norwegian sport will emphasise means that stimulate all employees to regular physical activity, by
- promoting and organising physical activity on a broad scale in the work place
- demonstrating the health benefits of physical activity
- developing actions that appeal to the employees and are tailored to the conditions of the work-place
6. SPORT AND SOCIETY

6.1. Political Lobby Work

Goal: Norwegian sport will work to ensure a better framework for sport and physical activity in society, by

• acting together and utilising the political clout of the organisation
• being competent, reliable, and independent
• being a pro-active partner of society by offering physical activity and facilities that promote public health

6.2. A Multicultural Norway

Goal: Norwegian sport will work to ensure that a greater percentage of the immigrant population takes part in organised sport, by

• establishing partnerships with immigrant organisations and public bodies working on integration
• securing an increased funding of actions aimed at the participation of minorities in the sport clubs
• contributing to the positive development of newly-established sports

6.3. Responsibility for the Environment

Goal: Norwegian sport takes responsibility for its own environmental footprint through the development of an environmental policy and a strategic document, and by

• working for environmentally sound and energy-efficient sport facilities
• ensuring that sport events have an environmentally friendly profile and implementation
• planning and implementing sport activities in an environmentally appropriate manner in relation to transport needs and operating procedures