

OCEANIA ATHLETICS CONTINENTAL STRATEGIC PLAN

2017 - 2020

Version 9

As at 13 November 2017



Contents

1. Message from the President	page 3
2. Introduction	page 4
3. Association Structure	page 5
4. Background	page 6-7
5. Key Pillars of the Strategic Plan	page 8
6. Objectives	page 9
7. Key Strategies	page 10-15
8. Summary	page 16

Message from the President

On behalf of the Council of the Oceania Athletics Association, it is with great pleasure that I introduce the Association's Strategic Plan to guide its future direction.

Athletics in Oceania is in a very healthy state. Participation is growing, development programs expanding, and the Association is in a strong financial position.

The Oceania Athletics Association held its first Congress in August 1969. Since that time, it has seen significant growth in participation and performance outcomes across the region.

This has been a shared contribution, with every athlete, coach, official and their families, making a contribution to this success.



Without doubt, the sport of athletics has faced some very serious challenges in recent years. Governance issues have been a key theme and have impacted the overall health of the sport. That said, under the leadership of its President Sebastian Coe, the IAAF has made some enormous changes and improvements, and has given great hope for the future of the sport.

Oceania Athletics Association is proud to have contributed to these improvements, and we look forward to continuing to contribute locally, across our Area, and globally for many years to come.

We have unashamedly set our vision as “Athletics as the premier sport of Oceania”. I look forward to leading your Council as we pursue this vision. This Strategic Plan provides a guiding framework for Oceania Athletics to grow and prosper into the future. I hope it also assists all of our Federations in shaping their own strategic plans.

Geoff Gardner
President, Oceania Athletics Association

Introduction

The Strategic Plan 2017 – 2020: Review, plan, act, measure:

Encouraging a New Generation → As we enter a new Olympic cycle it is important to re-visit our goals and to plan the necessary activities for the upcoming years. Our vision remains:

Athletics as the Premier Sport in Oceania

and we are highly motivated to continue working towards this goal.

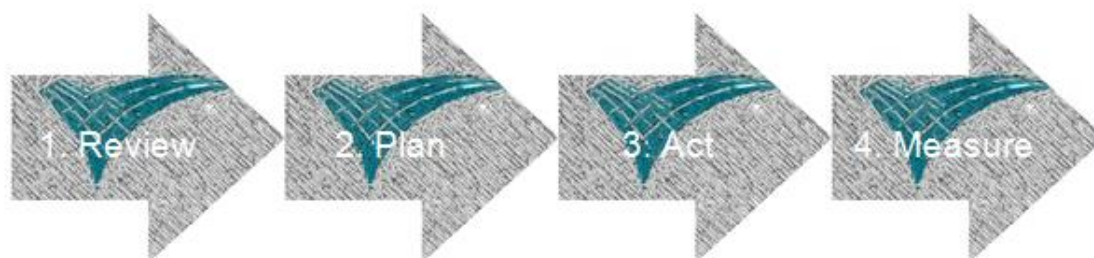
The Oceania Athletics Association seeks to adopt modern practices and policies across all of its activities in order to be a role model for its 20 Member Federations and 3 Associate Members. We recognise that we are the leader and creative director for Athletics in Oceania and that it is our task to guide our Member Federations into the future. We are also the key conduit for our Federations to the world of the IAAF.

We are mindful of the limitations within some of our MF's, which has potential to impede the achievement of a number of the KPI's contained within this document. We also recognize that the available resources and circumstances of our MF's span an enormous spectrum.

The Strategic Plan 2017 - 2020 outlines key issues which the Oceania Athletics Association may face over the next four years and determines the direction which the sport should take in order to develop and sustain Athletics in Oceania.

It is the result of a process outlined below. This process will be revisited annually by Council as we seek to monitor, measure and where required, refine our plans and actions. We encourage all Member Federations to adopt a governance approach which sees it plan, activate and review its performance with appropriate and expected transparency.

1. Review: where are we?
2. Plan: Where do we want to be?
3. Act: How do we achieve that?
4. Measure & Adjust: Are we on the right track?



Association Structure

Oceania Athletics Association

Council 2015 – 2019

Mr Geoff Gardner (NFI) (President)
 Mr Trevor Spittle (NZL) (Vice President)
 Mrs Titaua Juventin (PYF) (Treasurer)
 Mr Matthew Mahon (AUS)
 Mr Jay Antonio (GUM)
 Mr Robin Eugenio (NMI)
 Mr Peoria Koshiba (PLW)

Executive Director

Yvonne Mullins

Development Manager

Regan Kama

Competition Manager

Tom O'Shaughnessy

HTPC Manager

Alison Fairweather

Project Manager

Carlee Beattie

The Oceania Athletics Association and the 20 Member Federations and 3 Associate Members

American Samoa



Cook Islands



Fiji



Guam



Marshall Islands



New Caledonia



Niue



Northern Mariana



Papua New Guinea



Solomon Islands



Tuvalu



Wallis and Futuna



Australia



Federated States of
Micronesia



Polynesie Francaise



Kiribati



Nauru



New Zealand



Norfolk Island



Palau



Samoa



Tonga



Vanuatu



Background

The Current Situation

The key custodians who have determined the course and current status of the sport in the region are identified as:

- Oceania Athletics Association (OAA)
- Oceania Member Federations (MFs)
- International Association of Athletics Federations (IAAF)

A summary SWOT analysis has been conducted in order to outline the strengths, weaknesses, opportunities and threats for the OAA and MF's, depicted below and on the following page:

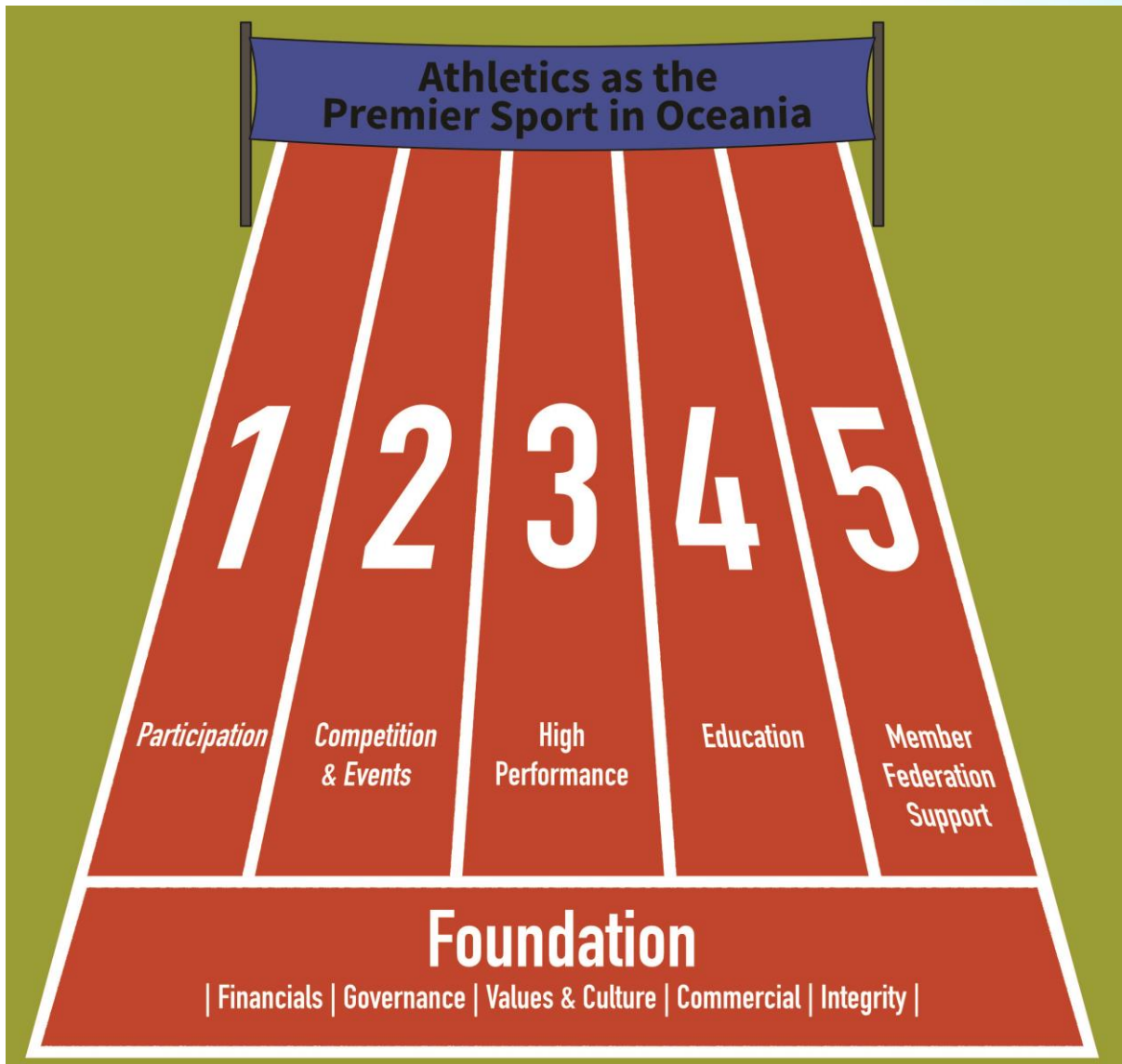
The Oceania Athletics Association:

Strengths <ul style="list-style-type: none">• Recognition as the governing body in the area• Financially sound and Administratively Capable• Reputation and relationship with IAAF & MFs• Appropriate structures and knowledge• Functional involvement in region• Relationship with external partners• Competition/development pathways• Dedication of volunteers• Increased IAAF funding to MFs	Weaknesses <ul style="list-style-type: none">• Geographically spread• Huge area but small population• Inconsistency of training and competition environments• Reliance on volunteers• Large number of inactive certified coaches/lecturers/officials• Succession Planning among executive and key volunteers• Small number of elected OAA Representatives at IAAF• Financially dependent on IAAF
Opportunities <ul style="list-style-type: none">• Better access to funding possibilities• Delivery of more innovative OAA/IAAF programs• Greater collaboration between MFs and OAA• Develop stronger relationships with governing organisations within MFs, e.g. NOC's, Government Ministries• Leverage governance changes at IAAF to facilitate further improvement in Oceania• Blank canvas commercially	Threats <ul style="list-style-type: none">• Reliance on IAAF funding• Eurocentric IAAF programs that "forget" Oceania• Competition from other sports across the Area, in particular team sports• Climate change impacts on MFs• Freedom to travel

The 20 Member Federations and 3 Associate Member Federations (noting these are generalisations as there is enormous diversity across the Area):

<p>Strengths</p> <ul style="list-style-type: none"> • Active promotion of the sport in the MF • Commitment to the sport and their local communities • Strong relationships with schools • Improving communication technology • Solid funding from IAAF (increased) • Excellent communication 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Reliance on volunteers • Recognition of volunteers • Relationship with clubs • Few competitions on small islands • Financially dependent on IAAF and OAA • Remoteness of Member Federations • Retention of athletes, officials, coaches and administrators
<p>Opportunities</p> <ul style="list-style-type: none"> • Better access to funding possibilities • Local sponsorship • Strong School Athletics Programs • Development of Structured pathways • Engage professional staff • The growing association between sport and healthy lifestyles • Develop stronger relationships with Governing organisations, e.g. NOCs, Government Ministries 	<p>Threats</p> <ul style="list-style-type: none"> • Poor economies/trading conditions • Natural Disasters • Climate Change • Lack of development due to limited possibilities and resources • Competition from other sports in-country • Cultural trends which may inhibit participation • Governance – abuse of power

Key Pillars of the Strategic Plan



Objectives of the Strategic Plan 2017-2020

1. Continue to be a leading Area Association within the World of Athletics
2. Support the development of vibrant, independent and transparent Member Federations
3. Encourage participation through promotion of traditional and non-traditional Athletics on all levels
4. Develop existing competitions and explore innovative new ways to engage the community
5. Maintain and create new pathways of excellence in the sport of Athletics
6. Continue to deliver and facilitate a broad range of education opportunities throughout the region



Key Strategies

Foundation Pillar: Leadership and Governance

Continue to be a leading Area Association within the world of Athletics

- Make efficient use of available funds and create new sources of income
 - Continue to support the Member Federations in accessing available funds
 - Ensure financial stability, transparency and accountability
 - Continue to explore commercially viable marketing opportunities
 - Ensure appropriate cash reserves are retained in the annual budget for the Area Association
 - Seek out astute investment opportunities when appropriate
- Continue to advance the governance practices of the organisation
 - Evolve appropriate integrity and governance policies and practices
 - Review and update the OAA Constitution in line with the proposed new IAAF Constitution
 - Annually review the effectiveness of Council
 - Adopt a rolling 12-month operational plan and budget, reviewed annually against the Strategic Plan
- Maintain and continue to build relationships with key stakeholders to promote the sport of athletics across Oceania
 - Continue to liaise with key stakeholders such as the IAAF, the MF's, ONOC and NOC's, and the Governments to promote and grow athletics in the region
- Develop a culture of values embraced by the athletics community
 - Document values of the sport
 - Ensure policies and systems support behaviour outcomes consistent with the values
- Continue to promote the involvement of women across all areas of the sport

KPIs:

- Achieve a surplus in each of the years leading up to 2020
- Retained cash holdings (cash and cash equivalents) covering at least three months operating budget
- Produce a comprehensive Annual Report and provide to Member Federations and the IAAF in a timely fashion
- Update the OAA Constitution in line with the principles adopted in the new IAAF Constitution (as the minimum expected) for adoption at the 2019 OAA Congress
- Develop a stakeholder engagement plan
- Document a “values of the sport” statement appropriate for OAA
- Review and update OAA Policies
- Ensure all office holders, staff and commission members accept and agree to be bound by the IAAF Code of Ethics by December 2017
- Establish OAA Athletes Commission by June 2018

Pillar 1: Participation

Encourage participation through promotion of traditional and non-traditional Athletics on all levels

- Engage Role Models to promote the sport of Athletics
 - Olympians and other high-level athletes
 - High level coaches, officials and administrators

- Continue to use and grow website and social media for communication and promotion
 - Promote interactive and up to date websites and social media outlets within the OAA
 - Encourage and support Member Federations to have an active website for communication and education purposes
 - Encourage every Federation to be active regularly on Social Media

- Continue to implement established programs of the OAA and IAAF
 - Junior and youth athletics programs
 - Deliver a Mass Participation Program to promote Athletics in the Region as a Healthy Lifestyle

- Ongoing engagement with Member Federations to ensure that supportive pathways are in place for coaches and officials

- Maintain and grow engagement with National and International Disability Organisations
 - Develop and maintain inclusive programs and competitions for the community with disabilities
 - Continue to encourage inclusive participation across Oceania

KPIs:

- Establish Role Models' Program across the region by July 2018
- Ensure ongoing Junior and Youth Athletics' programs and competitions in all Member Federations by December 2018
- Establish mass participation events attached to key OAA championship events (a minimum of two per annum)
- Work with Oceania Paralympic Committee to ensure inclusive programs and competitions for para athletes throughout the region
- Increase participation in OAA out of stadia events in Member Federations, leading to representation at OAA Championship events
- Increase social media presence to cover all Member Federations

Pillar 2: Competition and Events

Develop current competitions and explore innovative ways to engage the community:

- Area Championships
 - Strengthen the link between the Area and World Championships by developing a stronger Area Championships
 - Continue the development of the Area U18 Championships
 - Ensure ongoing accessibility to IAAF World Junior Championships for all Member Federation athletes
 - Continue to monitor Regional Championships to support Member Federations with Sport Development
 - Maintain and increase participation of exhibition athletes' program at Area and Regional Championships
 - Maintain and increase participation of Para athletes at area and regional championships
- Out of Stadia Events
 - Increase participation of MF's at each of out of stadia championships
 - Create a team cross country competition to gain team participation at World Cross Country Championships
 - Continued promotion of Area Walks Championships, Area Trail Championships and Area Road Championships
- Innovative competitions to drive participation and competition
 - Finding new ways to engage athletes, officials, coaches and spectators
 - Build relationships with other area associations to create new competitions for athletes
 - Extend inclusive competition calendar to cater for all athletes
 - Formulate a southern Hemisphere Athletics Series
- Development of Area Competition Schedule
 - Continue to encourage seasonal/sustained competition leading into Member Federation National Championships
 - Ensure all Member Federations hold a National Championships
 - Continued support of Member Federations maintaining and updating competition results and national records
 - Ensure retention of high standard of officiating across the region

KPIs:

- Maintain participation levels at all Oceania Championships and events
- Increase performance levels at all Oceania Championships and events
 - Championship Records
 - National Records
 - Qualifying standards
- Maintain and promote an accurate area competition schedule
- Create new forms of competition to engage athletes, officials, coaches and spectators.
- Establish age-appropriate U18 events in the Oceania area
- Raise the profile and attractiveness of the OAA Area Championships among MF's
- Continue to explore the possibility of joint competitions with Asia

Pillar 3: High Performance

Maintain and create pathways of excellence in the sport of Athletics:

- Oceania House promoted as an ideal performance training environment location for Member Federations' elite Athletes
- Maximise the utilisation of the Oceania House among Member Federations and their athletes
- Identify and support Talented Athletes
 - Observation at Area and Regional competitions
 - Monitoring development of athletes using results and forms from Member Federations
- Assist MFs in implementing High Performance programs
 - Establishment of in-country Member Federation Training Centres
- More opportunities for elite athletes to compete at elite competitions
 - Create a High-Performance competition pathway for Athletes
 - Continue to encourage the link between the Area and IAAF World Championships
 - Seek opportunities for athletes in proposed Asia-Pacific/Southern Hemisphere competition
- Provide opportunity for further personal development of scholarship and self-funded athletes to develop possible career pathways during and after Athletics

KPIs:

- Establish advisory or coaching relationships with 3-6 athletes/athlete-coach pairs
- Seek to support 4 athletes on average at Oceania House per annum on full time basis
- Seek to support 4 athletes per annum as part of short term programs at Oceania House
- Improve overall performance standards in Oceania
- Ensure quota opportunities are utilised appropriately by all Member Federations for major competition opportunities
- Support all Member Federations to ensure athlete qualification opportunities for major international events are maximised
- Seek to attain 3 Olympic/World Championship qualifiers from the Area
- Formalise relationships with a range of education providers for the athletes at Oceania House
- Seek to provide relevant further learning opportunities to Oceania House athletes
- Encourage Member Federations to apply for Olympic Solidarity funding

Pillar 4: Education

Continue to deliver and facilitate a broad range of education opportunities throughout the region:

- Encourage a new generation of participants in the sport
- Recognise, retain and reward all active coaches, officials and administrators
- Ensure post-qualification dialogue with all participants who complete educational courses
- Continue building relationships amongst Member Federations through education:
 - Coach Education
 - Encourage all Member Federations to implement the IAAF Coach Education and Certification Scheme (CECS)
 - Officials' Education
 - Encourage all Member Federations to implement the IAAF Technical Officials' Education and Certification Scheme (TOECS)
 - Administrators' Education
 - Encourage all Member Federations to implement the IAAF Administration Modules
 - Seminars and workshops for specialist personnel of Member Federations such as General Secretaries, competition organisers, sports medicine personnel, etc.

KPIs:

- Increase the number of active coaches, officials and administrators by 15% from current base of 473 people over the four-year period
- Increase the number of active lecturers for coaching and technical officials by 15% from current base of 40
- Increase the number of participants to remain active after completing a course from 40 active after 2 years to 60
- Ensure OAA conducts at least one CECS LI Lecturers course in every 2-year cycle
- Ensure OAA conducts at least one TOECS LI Lecturers course in every 2-year cycle
- Ensure the presence of at least one TOECS LI Lecturer in all Member Federations (currently 50 lecturers across Member Federations)
- Ensure the presence of at least one CECS LI Lecturer in all Member Federations
- Ensure the presence of Level II Lecturers in the 3 Regions
- Seek to commercialise the OAA education offering

Pillar 5: Member Federation Support

Continue to support the development of vibrant, independent and transparent Member Federations.

- Increase Member Federation involvement with Government Ministries:
 - Develop grassroots knowledge in the school system through the teaching staff
 - Assist in making the inclusion of sport in the school curriculum a priority for Health Departments
 - Build relationships with government at the most senior level to promote the provision of facilities in all major population centres
- Continue to support the development of sustainable governance within Member Federations
 - Retain close working relationships through good communication with MFs
 - Support the goals and objectives of OAA Member Federations
 - Facilitate the provision of sharing of resources and experience among Member Federations
 - Continue to assist Member Federations to increase their level of professionalism through
 - Sourcing an Athletics home base in country
 - Influencing the development of facilities to support the objectives of the sport
 - Sourcing and maintaining suitable track and field facilities
 - The engagement of paid employees
 - Promoting improved governance practices, including development of appropriate Constitution's in line with the revised IAAF and OAA Constitution
 - Continue to provide a conduit between Member Federations and the IAAF
 - Actively advocate the IAAF to support Member Federations in Oceania
 - Seek opportunities for Member Federation representation in IAAF activities

KPIs:

- Achieve inclusion of Athletics in Schools' Curriculum in not less than 50% of Member Federations
- Encourage Member Federations to use AOD funding to employ appropriate staffing levels in all Member Federations
- Encourage appropriate succession planning across the area among Member Federations

Summary

Execution Phase: Measure and Adjust

This Strategic Plan was designed to demonstrate to all key stakeholders and members of the Oceania Athletics community the desired direction in which Oceania Athletics wants to go and which actions are needed.

The OAA will take the necessary actions in order to ensure an efficient and successful execution of this Strategic Plan in the upcoming four years. Council has committed to reviewing this annually against performance.

These review sessions will help to:

- Evaluate and adjust
- Measure performance and track progress
- Identify & eliminate problems
- Redefine initiatives