

STRATEGIC PLANNING

OCTOBER 2021



Organisation of Sports Federations of Oceania

OSFO

The purpose of a strategic plan is to help an organisation define precisely **what** it wants to achieve and **how** it is going to get there.



Strategic Planning Workshop Outlines

Session 1:

- SWOT
- Vision
- Mission
- Values
- Pillars

Session 2:

- Objectives
- Activities
- 2024 KPIs
- Yearly KPIs



Vision

Mission

Core Values

Core Values

Core Values

Core Values

Pillar

Pillar

Pillar

Pillar

Objectives

Objectives

Objectives

Objectives

Objectives

Objectives

Objectives

Objectives

Objectives

Objectives

Objectives

Objectives

Activities

KPIs

Activities

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KPIs

Activities

KPIs

Activities

KPIs



A SWOT

analysis will help us to think about everything that could potentially impact the success of OSFO.

S – Strengths

W – Weaknesses

O – Opportunities

T – Threats



OSFO Strategic Pillars 2016-2021

- Advocacy
- Stakeholder Engagement
- Governance & Leadership
- Organisational Capacity & Sustainability



Strengths

Governance & Leadership

Organisational Capacity & Sustainability

- That OSFO exists 1
- Strong governance, including sound financial management 1 2 3 4 5
- Annual meetings parallel with ONOC 1
- The 'right' core values, awards & recognition 1 2
- Internationally respected President, strong leadership team 1 2 3
- Administration & improved communications 1 2 3 4
- Still moving, despite COVID 1

Advocacy

- Regional calendar, promotion of regional sporting activities 1 2
- Good relationship with & respected by ONOC & PGC & other key decision-making bodies. 1 2 3 4 5 6 7
- Seat at the table, combined voice & advocacy for sports organisations, identification of an Oceania unity amongst sports, credibility 1 2 3 4 5 6 7

Stakeholder Engagement

- Number of members & range of sports, both international & national, Olympic & non-Olympic 1 2 3 4
- The success of many Oceania nations/sports at international level. 1
- Potential collaboration, sharing of successful strategies 1 2
- Facilitating environment for stakeholder engagement between RSFs 1
- Enables networking opportunities 1 2
- Connection to education & technical services (eg OSEP) & resources 1 2
- Special projects targeted to Pacific environment 1
- Mental wellness & wellbeing training



Weaknesses

Governance & Leadership

Organisational Capacity & Sustainability

- (Lack of) Transparency 1
- Limited secure financial & human resources, volunteer organisation, dependence on a few key people to cover large number of roles 1 2 3 4 5 6 7
- Meeting with members affected by logistics & costs, region spread out with small population 1 2
- ExCom member limited capacity 1
- Lack of ExCom nationality diversity, low Pacific representation and connection to grass roots. Need a few Pacific Islanders represented in its committees and representation 1 2
- Potential lack of succession plans if leadership team depart 1
- AGM structure and presentation 1

Advocacy

- We should have an OSFO member on ONOC committees that are established. 1
- Advocacy outcomes for sports (what has come from this?) 1
- Lack of advocacy to new potential partners in the region (NZL, China, Indonesia, corporates - seems to just be AUS TeamUp advocacy) 1
- Lack of improvement in in-country positioning of sport and infrastructure for sport. 1
- Resource that connects all Oceania Sporting Organisations when they are traveling across the Region. 1



Weaknesses cont.

Stakeholder Engagement

- (Lack of) Member engagement 1
 - Not all RSFs are current members, some membership lack of continuity 1 2
 - Lack of promotion & marketing of OSFO's value proposition, lack of understanding and collaboration of the OSFO role by members 1 2
 - Could have increased communication of member benefits and services provided for members (not just a list on a website) 1
 - Underutilisation of collaboration between sports potential - many operate in silos where there are many generic aspects which could be done together. Ability to actually network between sports (linking of sports with similar issues). Each sport faces unique issues in each nation. Factionalism in diverse organisations. 1 2 3 4
 - Minimal cut-through of OSFO projects to Oceania NSOs - lack tools and resources. 1
 - Since we have had no communication until recently -
- there could a problem in this area. 1
- Collective Partnership/Support to RF and NF Eg = Transportation, Accommodation, etc. 1
 - Lack of promotion of new opportunities for sports (outside of those already known). We haven't been a part of any OSFO program to date. 1 2
 - Focus on areas that are outside scope 1
 - Need to bring members together more often (face to face or virtually), otherwise will be irrelevant to members. 1
 - General Education for sporting organisation, e.g. governance, well-being 1
 - More OSFO programs being developed and created to benefit the small island nations. 1



Opportunities

Governance & Leadership

- ONOC Support X 4
- OSFO's role is valued & promoted by key sporting bodies in region
- Governments recognise value of working with sporting federations via OSFO / Opportunity to build on relationships with Governments in the region

Organisational Capacity & Sustainability

- ONOC future funding of OSFO
- Opportunity for commercial partnerships/ regional corporates/external grants and funding that might benefit sporting teams & individual athletes
- Facilitate potential Pacific retail opportunities for sport businesses (difficult)
- Increased funding to enable OSFO to employ more staff to work more with individual countries for the benefit of all sports X 2

- Governments other than AUS/NZL investing in region

Advocacy

- Diverse socio-political changes in the region
- Promotion of sports role in addressing Pacific islander health and climate challenges X 2
- We need to produce more on environmental safety throughout the region. Going green and reducing waste etc to assist in our own events, also understanding cultures and youth culture
- Brisbane 2032 in our region X 3 - legacy programs and focus on the region in the lead up
- Expansion of sports on Olympic program will enable establishment of more Oceania RFs and potential members of OSFO
- Support from high profile athletes & officials
- Promoting greater involvement by Oceania Universities in Pacific performance sport



Opportunities

Stakeholder Engagement

- Technology enabling greater connection with members, virtual communication, training, delivering projects
- Increased collaboration to enable sports collectively to make an impact - eg. OSEP
- RSFs value membership due to services & opportunities provided
- Stronger NF and RF thus making IF stronger
- Building bridges between the members
- Engagement with other Continental sport organisations (esp. Asia)
- Pacific Games 2023, member engagement X 3
- Police and Military games
- Access to Team UP
- Restoration of Travel within Oceania for competition and engagement
- COVID 19 Vaccinations for all citizens in Oceania X 2



Threats

Governance & Leadership

- Reliance on ONOC X 2
- Politics X 2 eg. ONOC / Regional sport politics undermine OSFO's value
- Loss of cooperation from Oceania/Pacific governments
- Loss of integrity of Oceania as a Continental region and diminished value of Oceania Championships
- Many OFOS member Federations are dominated by Aust and NZ administrators - lack of Pasifika people representatives (less inclusiveness)

Organisational Capacity & Sustainability

- Insecure funding for OSFO to provide services x 5
- cost of each sport delivering programs
- Pandemic such as the COVID 19 X 7 (also in terms of international competition opportunities)
- varying economic conditions across the zone / in country funding/financial support due to events like COVID-19
- Funding of member federations (lack of)
- Weak NFs
- Loss of engagement with Oceania sport organisations / RSFs lose faith in OSFO's efficacy
- Government unrest / instability in countries X 2

Advocacy

- Climate change / weather
- Political intervention in sport and environmental issues associated with some of the sports

Stakeholder Engagement

- Variable internet across Oceania
- Diverse socio-political pressures and changes
- Geographical challenges (including cost of travel) and language barriers
- Lack of engagement by member federations
- Pandemic international border closures (accessing Managed Isolation/Quarantine) X 5
- Close of global and regional sports
- Travel costs post Covid X 2
- Poor NOC engagement
- Not all sports are included in Pacific Games



A Vision

outlines what an organisation would like to ultimately achieve and gives purpose to the existence of the organisation.



OSFO's Vision 2016 - 2021

To be the Leader in advocating Sports'
collaboration throughout Oceania

ONOC's 2018-2021
Vision is:
Inspiring success,
Pride and Living the
Olympic Values



What is the Purpose of OSFO?

- Leading by actions rather than lead by words.
- Advocate for sports collaboration in the region.
- Collaboration & advocacy to strengthen all sport in Oceania.
- To be the Leader in advocating Sports' collaboration and athlete development opportunity throughout Oceania.
- To provide a forum and a network for the support of the development of the sports themselves within Oceania.
- Its strength of the combined Sports Federations speaking and acting for all associations and their athletes.
- To promote and support the growth of member sports in Oceania, and to support Oceania athletes to excel regionally and internationally.
- To be the peak body representing sport to key decision-making bodies and promoting collaboration between sports in Oceania for the benefit of all stakeholders.
- We need to be acting in the best interest of our athletes, coaches, managers and technical experts.
- To bring together Oceania sport federations for collaboration and opportunities.
- Look after Regional Federation as a collective Bargaining Group and thus they can assist National Federation.
- I think is having a platform to strengthen our existence and voice as navigators of regional federations.
- Provide a platform for information to international and national sporting organisations.
To be able to strengthen our partnership with ONOC and enhance the Olympic values and movement within our region.
- To act as a representative to the region's various Governments on behalf of the various sport bodies.
- To provide a network and advocacy service for sports in the Oceania region to raise the profile of sports and its benefits/ programs.



What is the Challenge that OSFO seeks to address?

- The need to promote and retain the importance and relevance of sport for the health of the individual and the community.
- To enhance the role of sport in the community. But it is unclear if this means high performance sport or community sports, grass roots.
- Maintain the pathway for sports enjoyment and participation for all.
- Bringing all key stakeholders, beginning with the athletes, grassroots participants, coaches, officials, volunteer administrators, clubs, associations, federations, government departments to share a vision of sustained regional and international sporting success.
- Bringing the sports together - delivering on the purpose - collaborating for the greater good.
- To contribute to the improvement in capacity of Pacific NSOs and the performance of Pacific athletes.
- Bringing together the Olympic and non-Olympic sport/ non-traditional sport federations. Often non-Olympic sport federations are overlooked by Olympic federations as they are not part of the Olympic family.
- The needs and priority of each regional federation somehow must sync.
- Assisting delivery of diverse programs into diverse communities.
- That RSFs are not represented as a key partner in decision-making forums about sport in Oceania.
- Collective power as representation of NF's.
- Competing sports for minimal resources when we all face the same challenges.
- Secure Funding.



What would the world be like if that challenge did not exist?

- RSFs would share decision-making with ONOC, NOCs, other peak sporting organisations (eg PGC & CGA), funding bodies and governments about sports policy and planning in Oceania.
 - Pacific where sport is commonplace in schools and the community, infrastructure exists to allow all sports the ability to run programs (not competing)
 - There would be more opportunities for OSFO to network with sporting organisations (both Olympic and non-Olympic) across the Pacific and to ensure that there was a link between all sports that assisted with addressing common issues and challenges.
 - More collaboration and sharing of resources.
 - Boring.
 - If we do not assist RF to assist NF - then we do not fulfill our purpose.
The IF and RF can look after NF's. We should be seen to assist the RF assist the NF.
- Not sure we understand this question.
 - If the challenge was not addressed everyone working in silos, a lot of resource duplicated.
If the challenge is achieved - sport is more united, stronger and achieving more.
 - Disjointed, duplication, lacking cohesion, information blockages.
 - A Pacific sport community without motivation or incentive.
 - There will be no network no connection to the standards and requirements needed at Olympic level.
 - Sport would revert to weekend hobby activities
 - Too philosophical a question. The world moves on.



BODY ASSIST NON NEED
 REPRESENTED LEAD STRENGTHEN DECISION OPPORTUNITY
 COMMUNITY MORE
 COLLABORATION
 ADVOCATE BETWEEN STAKEHOLDERS BENEFIT COLLECTIVE SUPPORT COACHES ADVOCACY ACTIONS
 BODY PROMOTE PACIFIC
 CHALLENGE GOVERNMENT ORGANISATIONS
 BRING KEY ATHLETE
 MAKING



living better through sport

Creating (enhancing / enabling) a voice.

Strengthen or enhanced

A collective sport voice to key decision makers/ stakeholders (ONOC's, PGC's, OPC's etc)

Providing a pathway to grass roots sporting communities

building awareness of Oceania Sport - in and out of Oceania

OSFO's Vision 2016 - 2021

A forum for sharing

To be the Leader in advocating Sports' collaboration throughout Oceania

Sharing, collaborating and advocacy are still key areas that OSFO provides

Sharing resources, networking

Leadership & Advocacy

Strengthen – as in strengthen collaboration and advocacy

Connecting sports organisations in the Oceania region.

Oceania RSFs are connected and have a collective, recognised voice



While the Vision Statement outlines what an organisation strives for in the future, the

Mission Statement

describes what the organisation wants to do now.



OSFO's Mission 2016 - 2021

To Create, Sustain, Develop and Advocate an enabling environment that assists our Members to enhance the role of sport in all communities in the Oceania Region

ONOC's 2018-2021 Mission is:
To be the best performing Continental Association by:
1. Building and Strengthening NOC Capacity
2. Cultivating regional and global partnerships
3. Contributing towards sporting excellence
4. Leading by example



What does OSFO do?

- Essentially, as the current mission statement suggests: OSFO contributes to an environment within which our members and athletes can thrive
- OSFO tries to meet its strategic plan, it seems to exist in administration
- Address the needs of member organisations
- Provides a platform to which all represented sports are able to seek assistance
- Assist RF to assist NF to assist Athletes
- Provides a peak representative body for RSFs
- Promotes the role of RSFs
- Provides a voice for RSFs in key sporting decision-making bodies
- Advocate for member organisations
- Advocates for improved standing of sports in each country
- Provides a united front for sports with governments
- Connects sports with opportunities and programs that may assist sports in the region
- Provides information to Sporting Organisations and related sporting organisations across the Oceania Area
- Shares successes of its members
- Promotes member events
- Communicates with members to update on activities of each sport
- Supports development and high performance programs for specific sports, not necessarily Olympic sports in the Oceania Zone. Is a forum and sharing network for this.
- Talks to government and promotes elite sport
- provides networking opportunities in non COVID times
- Meet annually to discuss issues from regional federations



How does OSFO do it?

- Leadership
- Representation and advocacy
- By using its status to advocate for sports at the ONOC/PGA table
- By listening to what sports want
- Promotion
- By promoting the achievements of RSFs
- Regular comms
- Information
- on-line communications and board meetings
- By providing a communication channel between its members & other key sporting bodies
- Maintains an event calendar
- Education
- Providing a forum to identify best practice and possible pitfalls in Oceania sports development by conference, newsletter etc.
- Newsletters, Forums, Meetings
- In a forum after the AGM
- Annual meeting
- Representation and memberships of OSFO allowing for debate and support
- Providing a network for sharing ideas amongst people and organisations of similar intent
- Facilitating engagement
- Creating opportunity
- Supporting good initiative
- By locating existing and new programs that sports may benefit from
- Works with the Oceania region sporting bodies to implement ideas in a number of different areas such as leadership, health and wellbeing etc.
- Take on Projects that RF's can not do alone.
- I'm sure that OSFO tries, but I have not seen that OSFO has done much for its members. At least, what it has done has not been communicated in a manner that we have heard.



Whom does OSFO do it for?

- Member Organisations X 4
- Member Sports Continental Unions
- Members - Regional Sports Organisations who then deliver, communicate and engage with their members
- For its members sports & their constituents (athletes, officials, coaches)
- Oceania regional/international sporting bodies
- As a representative body for the various Oceania sporting associations
- The Sports Federations of Oceania
- Athletes
- Athletes through their NF and RF
- Primarily, the athletes
- Secondly, the member entities and stakeholders
- Development Officers
- Programs and Projects
- The Sporting Communities of Oceania who wish to participate in such
- Sports X 2
- Other Member Stakeholders
- All stakeholders (members and non members)
- NOCs
- Governments
- Pacific Games Council



What value does OSFO bring?

- Credibility
- Their strength through membership of International Federations and being able to speak with Governments
- Unity and support to develop sports in Oceania
- Collaboration
- Volume of members
- Collective power of collaboration of RF's
- It provides a combined voice for RSFs that carries more weight
- A contribution of diverse ideas
- Networking
- A solid platform for networking and assistance.
- Networking of all of the stakeholders across the Area.
- Advocate for sports
- OSFO adds value to the Pacific athlete pathway through the delivery of our mission statement
- It provides information, resources & training that might otherwise not be available to RSFs.
- Keeps federations informed of what others are doing
- Increases awareness of sporting events and activities in the region
- I think another avenue for support and assistance for all federations.
- In theory "RIGHT" In practice, I wonder how effectual OSFO has been
- Not sure



after in all, insert
oceania region and
delete after
communities

Leading sports
organisations (think
the word lead
should be there)

Maybe drop the
word create as has
it not already been
created x 2

improving our
quality of life

living better
through sport

Enabling is important
as OSFO has created
the opportunities of
sharing

Suggested Modification to OSFO 2016-2021 Mission

To **Lead**, Sustain, Develop and Advocate an enabling environment
that assists our Members to enhance the role of sport **in all**
Oceania Region communities

To foster an environment
which empowers our
Members to enhance the
role of sport in all
communities in the
Oceania Region

"a united enabling
environment" ???

you could switch
create for lead???
X 2

Something about
unity of purpose

I like unite as well for
our sports
organisations

Showcase could be another word
to use in relation to what achieving
(I see showcase as different to
advocate)



Values

represent the core priorities in the organisation's culture



OSFO's Values 2016 - 2021

- R** Respect - Respect the role of all our members & stakeholders
- I** Inclusiveness - Be inclusive in all areas of operation
- G** Gathering - Collect, connect, share, communicate and engage
- H** Honesty - Display integrity in principles, intention & action
- T** Transparency - Be open and fair in all decision making & processes

ONOC's 2018-2021 Values are:

- Respect
- Integrity
- Synergy
- Excellence

*NOTE: the consensus at the workshop on 20.10.21 was that OSFO's Values for the new Strategic Plan do not require a Key Word.



Values that are important to us

- Integrity 8 (covers honesty, transparency, ethics)
- Commitment to Members 7
- Commitment 2
- Leadership 6 Y
- Diversity 6
- Respect 5
- Accountability 4
- Honesty 4
- Innovation 4
- Constant Improvement 3
- Teamwork 3
- Reliability 2
- Education 2
- Continuous Learning 2
- Perseverance 2
- Open-mindedness
- Passion
- Positivity
- Simplicity

Additional Suggestions

- Mentoring
- Transparency
- Co-operation
- Collaboration 2
- Inclusion
- Equity
- Sustainability
- Appreciate culture & customs of all sporting countries



Values

At the workshop on 20.10.21, participants were invited to share their top 3 values:

- Integrity 10
- Leadership 7
- Inclusion/Inclusiveness 5
- Respect 5
- Diversity 3
- Commitment to Members 2
- Innovation 1
- Accountability 1
- Honesty 1
- Unity 1
- Equity 1
- Culture 1
- Appreciate 1

Nadia Bleaken shared examples of how Badminton defines what each value means to members and the organization:

- **Integrity** = high levels of honesty, transparency and ethical behaviour creating an environment of trust and respect for everyone across everything we do
- **Leadership** = empowering and giving confidence to be bold, brave, innovative, collaborative and inspirational
- **Inclusion** = embracing diversity and inclusivity, providing accessible and equitable opportunities, appreciating cultures of our region

Nadia suggests: “One value that is clearly key for OSFO covers some of the following (which could be pooled together in a similar way) – collaboration, teamwork, cooperation, networking, community, stronger together, advocacy, united voice for sport in the region”



OSFO Strategic Pillars 2016-2021

- Advocacy
- Stakeholder Engagement
- Governance & Leadership
- Organisational Capacity & Sustainability

what are the strategic areas that need more focus in the coming period?

Why don't you allow the SWOT results to drive you towards naming the Strategic Areas. eg. Communications might become a major area of strategy?

Could you keep it simple and go Advocacy, Representation/Engagement/Connection and Leadership (I think these are realistic for OSFO)

Governance and Leadership / Partnerships

Replace "Stakeholder engagement" with "Connecting Communities with Sport" ?



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- Pillars

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- Activities
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- Yearly KPIs



Thank you to the following stakeholders for contributing:

- Shooting
- Fencing
- Judo
- Gymnastics
- Badminton
- Cycling
- Motorcycling
- TeamUp
- FISU
- Basketball
- Athletics
- Handball
- Rugby
- Hockey
- Touch



Thank You

A grid of 18 video thumbnails from a Zoom meeting. Each thumbnail shows a participant's video feed with their name and organization below it. The participants are: Oceania Gymnastics, Helen Smith, OAA Regan, Oceania Hockey - Gill, Roy Chamberlain, Leon Thomas, William Ker, Sharon Reynolds, Graham Fredericks, Simon Maas, Milt Bradley, makiroa mitchell john, Nadia Bleaken - Badminton, OAA Yvonne Mullins, Bruce Cook, Ben Howard, and Andrew Lepani. The thumbnails are arranged in four rows: the first three rows have four thumbnails each, and the fourth row has two thumbnails.

