



4-YEAR PLAN  
2024-2027  
DEVELOPMENT  
COMMISSION



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## 1. 4-Year Plan Summary

The Development Commission's four-year plan focuses on supporting the growth and development of Athletics at global, area and national level in line with the World Plan for Athletics 2022-2030, including to provide education and development opportunities and build skills and capacity within Member Federations and key stakeholders groups (coaches, officials, administrators etc); to increase levels of participation from grassroots (particularly through Kids' Athletics) to elite; and to help address social issues such as health and wellbeing.

The role of, and guiding objectives for, the Commission are listed below. To achieve these objectives, the Commission, and as a result the four-year plan, is structured around the following three core areas of focus (workstreams):

- More Participation: Kids' Athletics and wider participation and grassroots activities
- More People: education and development of stakeholders to attract, retain and reward more people and address existing inequalities and skills gaps
- Area & Member Federation empowerment: financial and technical support, building capacity and capability.

## 2. World Athletics Strategic Plan & World Plan

The World Athletics Strategic Plan 2024-2027 framework was developed and signed off by the Executive Board and approved by the Council in December 2023.

The overarching vision and the purpose of the Strategic Plan is to grow, inspire and lead our sport by pioneering change and setting the standard to futureproof the sport of athletics. We plan to invest and innovate in our events and primary activities to create the ultimate platform for athletics; as well as drive the accessibility of the sport of athletics for all to ensure its enduring relevance; and continue to invest in global resources to develop our people within the sport. We are the number one Olympic sport with the highest reach and participation of any sport, with equal numbers of men and woman of all ages using our sport to maintain fitness and vitality.

The Strategic Plan sets out how we will capitalise on our attributes and our assets and details our approach, vision, mission, and strategic goals over the next 4 years. The Development Commission is central to the More Participation and More People strategic goals, namely 'to maximise participation at every level of the sport by growing the breadth and depth of opportunity for all, continuing to invest in the development of all athletes' and 'to continue to invest in more resources to enable easy access to tailored education, alongside practical experience and shared communities.

The Development Commission also plays a key role in delivering two of the four fundamental areas (brilliant basics) which underpin the strategic goals namely ensuring 'a global network of trained and motivated people to facilitate and promote athletes around the world' and 'strong and connected Member Federations and Area Associations with the tools and skills to deliver on the ground'.

The Development Commission will support our aim to grow the sport aligned to both the Strategic Plan and the World Plan and provide the Council with expert advice and feedback to help drive innovation, policies and procedures and deliver on the vision and strategic goals.

### 3. Development Commission Objectives

The role of the Development Commission is to provide expertise and advice to the Council on matters necessary to support the growth and development of Athletics at global, area and national level in line with the World Plan for Athletics 2022-2030. This will be delivered through the following areas of focus for the Commission:

- 3.1 The growth and development of Athletics worldwide to build skills and capacity, increase levels of participation from grassroots to elite and help address social issues such as health and wellbeing;
- 3.2 The development and delivery of programmes and activities to increase and retain levels of participation of athletics in all its forms (including recreational running) and across all age groups throughout the participation pathway especially youth and school-aged children through World Athletics' Kids' Athletics;
- 3.3 The programmes and activities delivered by or on behalf of World Athletics, including the eLearning education programmes and education programmes delivered through the Area Associations;
- 3.4 The principles and policies for the provision of grants, services and support to Member Federations and Area Associations for capacity building, growth and development;
- 3.5 The education, leadership and training programmes for the development and retention of coaches, officials, administrators and other key stakeholders including the Coaches Education & Certification System and the World Athletics Referees Education & Certification System;
- 3.6 The identification of new opportunities to strengthen World Athletics' key relationships and partnerships including with other organisations, institutions and government agencies;
- 3.7 The promotion and protection of the values of Athletics worldwide; and
- 3.8 The policies related to development of Athletics including but not limited to sustainability, safeguarding, diversity, gender equity and inclusion.
- 3.9 Development of a four-year plan for recommendation to Council for approval, which:
  - Aligns with the World Plan for Athletics and the World Athletics Strategic Plan, with the plan setting out specified outcomes for the Development Commission for the duration of its mandate; and
  - Will be reviewed by the Development Commission at its meetings to ensure its continuing alignment with the World Plan for Athletics and the World Athletics Strategic Plan and to measure progress against the specified outcomes.

- 3.10 With respect to Rules and Regulations where the subject matter relates to matters within the Development Commission's roles and responsibilities:
- Develop and submit to Council proposed principles and policy positions to be incorporated into the adoption, amendment or repeal of Rules and Regulations, including drafts of any such Rules or Regulations; and
  - Review any such Rules and Regulations and shall report its views and recommendations to Council before their adoption, amendment or repeal.
- 3.11 Support World Athletics' key relationships, including partnerships and associations, with other organisations, institutions and government agencies.
- 3.12 Carry out such other tasks and activities relating to the Development Commission's roles and responsibilities as may be requested by Council.

## 4. Projected timeframes & actions for workstreams

### Workstream 1: More Participation – Kids' Athletics and wider participation and grassroots activities

4.1 Support the growth of Kids' Athletics (and grassroots participation) globally by building sustainable delivery models through strategic partnerships and government support, enhancing delivery networks with quality training and education, and actively identifying and overcoming barriers to participation, in collaboration with key partners.

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2024	<ol style="list-style-type: none"> <li>1. Support 160 MFs to deliver &amp; grow sustainable KA programmes</li> <li>2. Support 80 MFs to influence policymakers and secure government MOUs (for KA in school curriculum) or new partnerships</li> <li>3. Upskill 10,000+ practitioners (online &amp; practical) &amp; create 2 x CPD opportunities to build and support network</li> <li>4. Create KA comms/ marketing plan to build campaigns and promotional activity, centred on: <ul style="list-style-type: none"> <li>- Deliver KA Day campaign 7 May</li> <li>- Deliver Paris 24 activation</li> <li>- Set up KA Ambassadors programme</li> </ul> </li> <li>5. Set up reporting &amp; evaluation tool to measure participation and impact including the scoping and development of a KA App</li> <li>6. Activate KA programme partnerships (e.g. UNESCO)</li> <li>7. Deliver 2 strategic impact projects targeting areas of inequality or increased need</li> <li>8. Review and advise on structures and pathways to maximise retention and progression in the sport for young people.</li> </ol>	Cat O’Sullivan Helen Delany Workstream	HQ depts MFs Areas KA Leads & Master Trainers UNESCO Selected LOCs	Development Commission MFs Areas KA Leads & Master Trainers
Phase 2 – 2025	<ul style="list-style-type: none"> <li>- Monitor &amp; evaluate programme impact</li> <li>- Review 2024 content. Refresh &amp; explore digital opportunities including new skills video</li> <li>- Support 175 MFs to deliver &amp; grow sustainable KA programmes (including</li> </ul>	Same as above	Same as above	Same as above

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	<ul style="list-style-type: none"> <li>through government partnerships)</li> <li>- Support more specific research into Kids' Athletics to build an evidence base</li> <li>- Deliver 2 Kids' Athletics campaigns/promotional activities to grow awareness and participation               <ul style="list-style-type: none"> <li>- KA Day campaign 7 May</li> <li>- Tokyo WCH activation (tbc)</li> </ul> </li> </ul>			
Phase 3 – 2026	<ul style="list-style-type: none"> <li>- Monitor &amp; evaluate programme impact</li> <li>- Implement areas for improvement based on monitoring &amp; evaluation</li> <li>- Deliver 2-3 Kids' Athletics campaigns/promotional activities to grow awareness and participation.</li> </ul>	Same as above	Same as above	Same as above
Phase 4 – 2027	<ul style="list-style-type: none"> <li>- Monitor &amp; evaluate programme impact</li> <li>- Implement areas for improvement based on monitoring &amp; evaluation</li> <li>- Deliver 2-3 Kids' Athletics campaigns/promotional activities to grow awareness and participation (including at 2027 WCH – TBC)</li> </ul>	Same as above	Same as above	Same as above

**Workstream 2: More People: education and development of stakeholders to attract, retain and reward more people and address existing inequalities and skills gaps**

4.2 Support the implementation of the people strategy and its aim to attract, retain and reward more people and address existing inequalities and skills gaps in the sport; focusing on advising and evaluating eLearning course content selection and educational impact, as well as the World Athletics coaching and officiating education and certification systems (the Coaches Education & Certification System (CECS) and the World Athletics Referee Education & Certification System (WARECS)). Offer advice on additional educational, leadership, and training initiatives for key stakeholders.

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2024	<ol style="list-style-type: none"> <li>1. Undertake an audit of existing coaches/ referees worldwide and skills gap analysis</li> <li>2. Review and develop the WARECS &amp; CECS certification pathways and opportunities to evolve</li> </ol>	Stephanie Eagle Stephane Merlino Vicky Brennan Laurent Boquillet Helen Delany Workstream	HQ MFs / Areas Coaches/TO editors GACA	Sample of worldwide users Development Commission Areas/MFs



Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	<p>content (eg additional CPD) &amp; fast-track (incl. recruitment of MF leads)</p> <ol style="list-style-type: none"> <li>3. Develop a mentoring scheme for selected Referees/Areas</li> <li>4. Create and curate online resources to attract, develop and retain key stakeholder groups (incl. athletes, coaches, referees &amp; admin)</li> <li>5. Create a comms/marketing plan (targeting Areas, MFs, Learners)</li> <li>6. Monitor &amp; evaluate impact of the courses/ educational content</li> <li>7. Promote the WA gender leadership network and initiatives to increase gender representation (develop strategy &amp; comms plan)</li> <li>8. Develop a Gender Leadership mentoring programme in conjunction with the GLT as part of their GLT strategy.</li> <li>9. Pilot branching of the eLearning platform with Areas &amp; MFs (incl. upskilling and onboarding)</li> <li>10. Work with GACA, MFs and Areas to engage with coaches, build network &amp; improve standards: <ul style="list-style-type: none"> <li>- Coaches club at WIC</li> <li>- Quarterly seminars</li> <li>- Minimum standards concept (incl. CPD)</li> </ul> </li> <li>11. Scope volunteer project</li> </ol>			
Phase 2 – 2025	<ul style="list-style-type: none"> <li>- Evaluate and review people strategy and impact (focus on skills gaps)</li> <li>- Create new online educational resources</li> <li>- Promote WA gender representation through policy changes and frameworks as part of the GLT Strategy (in conjunction with the Governance Commission)</li> <li>- Deliver comms/marketing campaign to education</li> <li>- Deliver branching of the eLearning platform to more Areas &amp; MFs</li> <li>- Scope and establish partnerships for the</li> </ul>	Stephanie Eagle Stephane Merlino Vicky Brennan Laurent Boquillet	HQ MFs / Areas	Sample of worldwide users Development Commission Areas/MFs

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	implementation of education programmes			
Phase 3 – 2026	<ul style="list-style-type: none"> <li>- Evaluate and review people strategy and impact</li> <li>- Content production and delivery</li> <li>- Deliver comms/marketing plan to promote the Education Hub</li> <li>- Support Areas and MFs with Branching</li> </ul>	Stephanie Eagle Stephane Merlino Vicky Brennan Laurent Boquillet	HQ MFs / Areas	Sample of worldwide users Development Commission Areas/MFs
Phase 4 – 2027	<ul style="list-style-type: none"> <li>- Evaluate and review strategy and impact</li> <li>- Content production and delivery</li> </ul>	Stephanie Eagle Stephane Merlino Vicky Brennan Laurent Boquillet	HQ MFs / Areas	Sample of worldwide users Development Commission Areas/MFs

**Workstream 3: Area & Member Federation Empowerment: financial and technical support, building capacity and capability.**

4.3 Review and evaluate the support (both financial and technical/services) provided to Member Federations and Area Associations, ensuring it facilitates capacity building and empowers and equips both the MFs and Areas to impactfully contribute to the growth of Athletics (in line with the World Plan).

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2024	<ol style="list-style-type: none"> <li>1. Evaluate impact of current Area &amp; MF grants (including % admin) and use the learnings to review the grants model for 2025 onwards to maximise strategic outcomes <ul style="list-style-type: none"> <li>- Identify needs &amp; priority areas of support (level &amp; type)</li> <li>- Review &amp; develop policy &amp; principles including eligibility criteria (categorisation)</li> </ul> </li> <li>2. Advise on tailored support for Areas and MFs to</li> </ol>	Marianna Sikorowska Patricia De Freitas Rocha Yannick Morard Helen Delany Vicky Brennan Workstream	HQ MFs / Areas IOC (OS funding)	Development Commission MFs Areas IOC

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	<p>increase capacity &amp; engagement</p> <ul style="list-style-type: none"> <li>- Develop an onboarding &amp; administration course for Gen Sec/Presidents</li> <li>- Review ARF data &amp; implement a dashboard for efficient data analysis</li> <li>- Identify additional funding options (e.g. OS)</li> </ul> <p>3. Improve WA communication with Areas &amp; MFs by creating a comprehensive comms strategy to ensure regular, transparent and two-way communication</p> <p>4. Review WA, Area &amp; MF roles and responsibilities and define aligned delivery expectations. Understand the gaps between desired and current practise and behaviours and develop a plan to ensure effective delivery of responsibilities.</p>			
Phase 2 – 2025	<ul style="list-style-type: none"> <li>- Evaluate impact of use of 2024 grants &amp; monitor 2025 funding model to advise on future grant funding approach</li> <li>- Implement identified areas for improvement based on MF &amp; Area audit findings. Benchmark metrics established.</li> <li>- Advise on WA, MF &amp; Area engagement &amp; support/ capacity building initiatives</li> <li>- Review and optimise the comms strategy</li> <li>- Conduct an audit of WA, Areas and MFs to assess status (accountability/ performance) and to establish measurable benchmark for excellence</li> <li>- Implement plan for aligned roles and responsibilities framework (in conjunction with the Governance Commission in case of any constitutional/ governance changes needed).</li> </ul>	Same as above	Same as above	Same as above
Phase 3 – 2026	<ul style="list-style-type: none"> <li>- Evaluate impact of the 2025 grants model &amp; advise on future approach</li> <li>- Advise on WA, MF &amp; Area engagement &amp;</li> </ul>	Same as above	Same as above	Same as above

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	<ul style="list-style-type: none"> <li>support/capacity building initiatives</li> <li>- Monitoring of plan for aligned roles and responsibilities framework.</li> </ul>			
Phase 4 – 2027	<ul style="list-style-type: none"> <li>- Evaluate impact of the 2026 grants model &amp; advise on future approach</li> <li>- Advise on WA, MF &amp; Area engagement &amp; support/capacity building initiatives</li> </ul>	Same as above	Same as above	Same as above

## 5. Monitoring, Evaluation & Reporting

The Development Commission will review its progress against this Plan and report to Council at its meetings as applicable.





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