



Final phase re-focused activities August 2009

Athletics' World Plan 2009-2012

► A message from the President



### Dear Friends

The Athletics' World Plan was developed with the help and guidance of hundreds of members of the extended worldwide Athletics family and was introduced as a long term Plan for our sport at our Congress in Paris in 2003.

Over the past six years we have been implementing this important Plan through all aspects of the development of our great sport. This was never designed as a Plan for the IAAF but a Plan for the whole sport, to be adopted by all our Member Federations and to be used as a guide to the future development of Athletics as we approach the centenary of the IAAF in 2012.

The Athletics' World Plan was designed to be implemented in three distinct time periods, which we identified as the "Ready" "Set" and "Go" phases. We are now entering into the final "Go" phase and as we do so I would like to briefly reflect on some of the immense achievements that have not only been driven by the hard work of our World Plan Steering Group, but have also been adopted and undertaken by our Area Associations and by many of our Member Federations around the globe.

- We are very proud to have taken the very important School/Youth objective identified by the Plan and to have turned this into one of our most active and successful IAAF Commissions, under the Chairmanship of Jamel Simohamed. Their work in developing Kids Athletics all over the world continues with increased vigour and undoubted success.
- We have also moved a long way in the process of empowering our Area Associations, which is crucial for our future development. Having amended our Constitution to enable this crucial work to proceed, the Governance group, led by Hansjorg Wirz, are currently in the middle of a series of regional workshops with our Area Associations to find the best and most efficient way to implement an international competition programme, which will give more visibility and power to our continental associations.

- Following the tremendous work undertaken by my former Council colleague Dapeng Lou, Bob Hersh has now taken up the baton to direct the World Plan Events Team and this group has been extremely active in its plans for modernising our events programme to meet the needs of a 21st century audience. Over the past two years, since our Osaka Congress, the IAAF Council have approved numerous changes proposed by the Events group and you will once again see several technical regulation amendments in action during these World Championships in Daegu.
- Our Participation group, under the leadership of Sergey Bubka has continued to look into ways to encourage new converts into our sport in an increasingly competitive environment. The recent launch of our new World Keeps Running website has been created and designed in line with the Athletics' World Plan with the aim of increasing the participation of youngsters, seniors and veteran athletes in our sport. This website is utilising our Athletics' heroes to extend the focus of the sport to include health and fitness
- Our World Plan Recognition and Finance team, lead by Helmut Digel, continue to market our sport with increased momentum. A number of new initiatives have been introduced including the highly successful Ambassadors programme, utilising past and present stars of our sport. As you will be aware, our new Marketing Director, working together with Dentsu, has recently secured some major new commercial partners for our sport and we look forward to long and lasting relationships with these companies. As we near 100 years of the IAAF's existence we do so in the knowledge that our wonderful sport is well placed to launch into its second centenary with record reserves and its immediate financial future secured.
- The Media group, under the leadership of Adrian Metcalfe, has made great strides in achieving its objective of increasing both the quality and quantity of media coverage of athletics, with the roll out to all continents of its international Media Development Programme, which has been greatly expanded to improve the standards for press coverage of Athletics events around the world. The introduction of a regular personal media training programme being provided to

the stars of the sport has been extremely successful and the recent launch of 'Spikes' the new Athletics magazine launched in conjunction with UKA has already distributed over 300,000 copies. These are just a few of the new initiatives launched to meet the clear objective of the World Plan.

- For the past 18 months the workings of our World Plan implementation groups have been expertly coordinated and controlled by my Council colleague Bill Bailey.

As the Plan reaches this final "Go" phase, we have decided to provide the whole Athletics family with this update on activities. With so much already achieved, the following new, compact version of the Plan has been prepared to clearly identify the areas on which we will concentrate and the specific actions that will be undertaken by our working groups over the coming years.

This new, updated programme is of course still a programme for the whole sport and not just for the World Plan Steering Group. It is designed as a forum for debate and guiding principles for all those who want to see athletics continue to develop and grow.

When we all adopted this long term Plan for our sport back in 2003, nobody could have envisaged how the economic conditions around the world could have affected us all just six years later. The vision that we set ourselves in Paris could however not be more fitting than it is today. I hope that all our Member Federations will adopt the principles of the Athletics' World Plan and will use this new Plan to help them to undertake new initiatives in their own countries. By doing so, all of us involved in our wonderful sport will be able to ensure that, at the time of the IAAF Centenary, Athletics will continue "to remain the number one sport for individuals in a changing world".

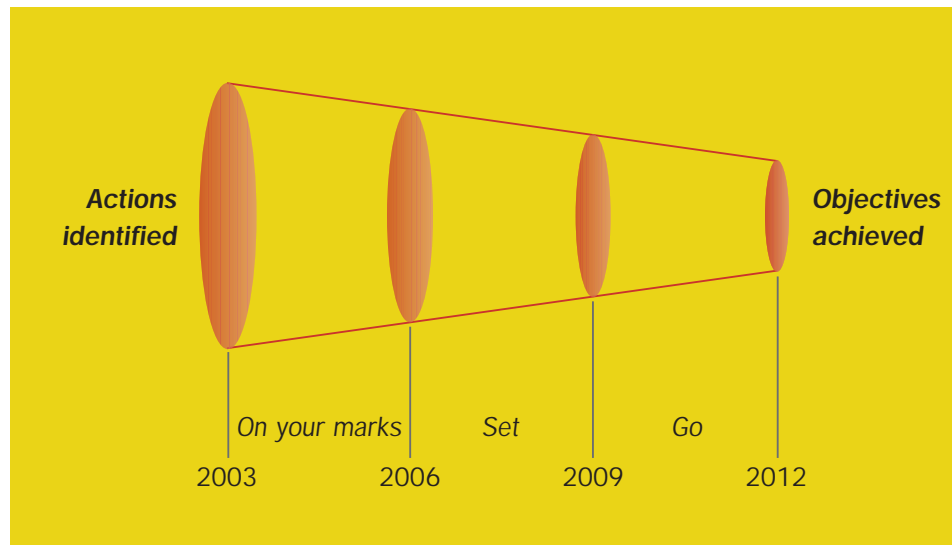
**Lamine Diack**  
President, IAAF

## ► A re-focused World Plan 2009-2012

As we enter the third **"Go"** phase of the implementation of the Athletics' World Plan, the Steering Group has decided to re-focus and streamline our activities. This document outlines the activities that should be undertaken over the following three years 2009-2012.

We have reduced the number of Objectives from the eight which were in the original plan to six. We have done this by combining the Tools 1 and Tools 2 Objectives under one new Objective, which we have called Governance. We have also combined the old Recognition and Finance Objectives under one new Marketing Objective.

Each of the six new Objectives has been re-visited by its own Working Group, involving both Council members and IAAF Directors, who have reviewed the original Plan, removed any Actions which have been achieved over the past six years and created new or refined Actions to be undertaken during this "Go" phase. This revised and re-focused document is therefore designed as a tool for the whole Athletics Family and in particular the Area Associations and the Member Federations, to assist them to focus on the issues that should be addressed over the coming years. By replicating these activities around the world we will ensure that, as we approach the Centenary of the IAAF, we are well placed to achieve our vision for Athletics "to remain the number one sport for individuals in a changing world".



## ► Events

*To improve the quality and appeal of Athletics events*



Focus areas	Actions
<b>Content</b> Develop more media and spectator friendly events	<ol style="list-style-type: none"><li>1 Improve the structure of one day meetings at the World and Area levels</li><li>2 Design competition timetables for broader appeal to television and stadium audiences</li><li>3 Use non-stadium locations to enhance public interest and involvement in competitions</li></ol>
<b>Structure</b> Development of a coherent competition structure and calendar	<ol style="list-style-type: none"><li>4 Establish a clear and coherent international competition programme that seeks to eliminate calendar conflicts among elite competitions at the International, Area and National levels</li><li>5 Identify ways to promote elite athlete participation in Area and National events</li><li>6 Ensure the calendar is structured in a manner that allows the season to build to a logical conclusion</li><li>7 Continue reviewing the integration of Area and other competitions with qualification procedures for WAS competitions</li></ol>
<b>People</b> Increase the quality and knowledge levels of event management	<ol style="list-style-type: none"><li>8 Continue and improve an Event Knowledge Transfer Programme including:<ul style="list-style-type: none"><li>- Infield Management Guidelines</li><li>- Event Presentation Guidelines</li><li>- Starters Guidelines</li><li>- Technical and Organisational Delegates Guidelines</li></ul></li></ol>

## ► Participation

*To provide all people with the greatest opportunities to participate in Athletics*



Focus areas	Actions
<p><b>Health &amp; Fitness</b></p> <p>Position Athletics as the principal means of achieving good health and fitness</p>	<p>1 Utilise IAAF senior leadership (incl. Ambassadors) to promote Athletics as a core element of health and fitness programmes to Governments</p>
<p><b>Reach</b></p> <p>Broaden the reach of the sport to new segments of society</p>	<p>2 Promote and extend the reach of the 'World Keeps Running' website</p> <p>3 Engage with the major mass participation event organisers to increase traffic on the 'World Keeps Running' website</p> <p>4 Identify ways to engage more fully with Masters athletes</p>
<p><b>Development</b></p> <p>Ensure that appropriate and well targeted development programmes are available</p>	<p>5 Encourage all Member Federations in the creation and implementation of their own development programmes</p> <p>6 Assist Member Federations to introduce the Kids Athletics programmes into their countries.</p>

## ► Schools & Youth

*To make Athletics the world-wide number one participatory sport in schools*



### Focus areas

### Actions

#### Curriculum

Engage with Governments to integrate the sport into their educational systems

- 1 Organise meetings between IAAF, Member Federations and their governing Ministers
- 2 Draft a standard convention between IAAF and the concerned Ministries
- 3 Set up pilot actions to introduce Athletics in Primary schools
- 4 Develop stronger relationships with key universities in key markets to prolong involvement of youth in Athletics
- 5 Engage IAAF Council Members to be actively involved in promoting and implementing the IAAF S&Y programmes
- 6 Design a specific Kids' Athletics competition calendar covering the different schools levels
- 7 Seek ways to reduce the cost of a Kids' Athletics kit

#### Knowledge

Increase the level of Athletics knowledge and skills within the school community

- 8 Increase the number of appropriately trained coaches in clubs and PE teachers in schools
- 9 Find ways to engage MFs in providing more support and assistance to coaches, PE teachers and instructors
- 10 Ensure that RDCs actively promote the IAAF's S&Y programmes (including promotion on their websites)
- 11 Utilise all IAAF websites to promote S&Y programmes
- 12 Increase language versions of Kids' Athletics materials

## ► Governance

### *To increase the level of competence and the provision of facilities for the sport of Athletics*

Focus areas	Actions
<p><b>Empowerment</b></p> <p>Develop the Area Associations so that they take a more active role in administering and developing the sport</p>	<ol style="list-style-type: none"> <li>1 Continue to identify the specific items which responsibility can be devolved to the Area Associations and fully delegate them by 2012</li> <li>2 Ensure that the Area Championships are given enough importance and visibility so that they can grow</li> <li>3 Ensure that in each Area a consistent competition system is developed and implemented</li> <li>4 Make sure that the recognition of Athletics in each Area can grow and that commercial rights are marketed successfully</li> <li>5 Actively assist Area Associations and MFs to build relationships with Governments at the most senior level to promote the provision of facilities in all major population centres</li> </ol>
<p><b>Competence</b></p> <p>Increase further the number and knowledge levels of Administrators, Coaches and Technical Officials within the sport</p>	<ol style="list-style-type: none"> <li>6 Introduce the additional training courses which increase the level of knowledge of sport management and business skills within MFs</li> <li>7 Encourage the creation of strong MFs headquarters which are recognized as the meeting place for all Athletics related matters in each MF</li> <li>8 Encourage MFs leadership in developing knowledge about what Athletics can do for their communities at large</li> <li>9 Find ways to encourage the MFs to run stronger National Championships programmes for all age groups</li> </ol>
<p><b>Ethics</b></p> <p>Become the leading sport in terms of ethical conduct, including equity and representation</p>	<ol style="list-style-type: none"> <li>10 Implement and enforce a code of conduct for the elected and professional members of the Athletics' Family</li> <li>11 Implement a system that ensures that competent athletes and women are appropriately represented on elected bodies at all levels</li> <li>12 Implement a system that ensures that all Area Associations and MFs have an Athletes' Commission</li> <li>13 Make all possible efforts to ensure that an increasing number of people be active in the management of Athletics, creating maximum opportunities for women</li> </ol>

## ► Marketing

*To increase the recognition and ensure the long term financial security of the sport of Athletics*



### Focus areas

### Actions

#### Promotion

Development of a strong image for the sport.

- 1 Further establish the overall, integrated marketing and communications strategy for the sport
- 2 Ensure an effective launch and implementation of a new IAAF brand
- 3 Implement an integrated web and new media strategy to market the sport
- 4 Continue the Ambassador programme to better service sponsor needs within allocated resources

#### Partners

Increase the benefits received from commercial partners.

- 5 Further develop commercial partnerships where support for Area Associations or Member Federations can be achieved
- 6 Develop links with world wide cause related programmes to assist the marketing of the sport
- 7 Increase the benefits from the bidding process for major Athletics events

## ► Media

*To increase the quality and quantity of Athletics' coverage worldwide*



Focus areas	Actions
<p><b>Production</b></p> <p>Improve the production standards for the coverage of Athletics events</p>	<ol style="list-style-type: none"> <li>1 Continue with training workshops and seminars to MFs, and Areas and look for alliances with other organizations to reduce costs</li> <li>2 Continue development of training programmes and materials to educate the media about Athletics</li> </ol>
<p><b>Content</b></p> <p>Increase the quantity and attractiveness of Athletics content provided to all audiences, directly or via the media</p>	<ol style="list-style-type: none"> <li>3 Dynamically evolve the IAAF's PR strategy, incorporating all its communications' outlets</li> <li>4 Maximise the impact of the Diamond League format by utilizing its world-wide presence to innovate and connect with new audiences</li> <li>5 Build closer links at all levels of the sport with "influencers" of major media outlets</li> </ol>
<p><b>Distribution</b></p> <p>Increase the distribution opportunities to the worldwide media</p>	<ol style="list-style-type: none"> <li>6 Use online platform to provide more readily available video content to networks and home viewers worldwide to supplement current television coverage</li> <li>7 Ensure content both online and offline adapts to today's reality and directly connect to audiences worldwide</li> <li>8 Increase ranking of <b>iaaf.org</b> website to get into the top ten ranked sport sites in the world</li> <li>9 Continue the expansion of TV magazine "Athletix"</li> </ol>





Our vision 'to remain the number one sport for individuals in a changing world' will soon be clear for all to see Lamine Diack