

VI

WORLD PLAN FOR ATHLETICS 2022-2030 UPDATE REPORT

WORLD
ATHLETICS™

CONGRESS

東京
2020
TOKYO



6.0 WORLD PLAN FOR ATHLETICS 2022-2030 UPDATE REPORT

Executive Summary

As the World Plan for Athletics enters its fourth year of implementation, this report highlights meaningful progress has been made in delivering the Plan's strategic objectives, while also identifying key areas where further support, clarification, and coordination are needed to maintain momentum over the next four years.

Since the launch of the Plan in 2022, the majority of the actions identified for World Athletics and scheduled for delivery by 2024 have been completed or are underway. This includes the development of new support tools, digital platforms, education resources, and the rollout of global initiatives such as the safeguarding framework. Area Associations have also advanced their work across the four World Plan pillars, with strong engagement seen in officials and coach education, gender leadership, safeguarding, competition delivery, and regional coordination with Member Federations. With the introduction of the Area Report Form in 2025, reporting from all six Areas now offers a more consistent view of activities and priorities.

At the Member Federation level, the report reflects steady progress against actions with safeguarding measures, coach education, school partnerships (notably through Kids' Athletics), and grassroots competition structures among the areas with the highest levels of reported activity. In particular, safeguarding has seen a marked improvement, with over 50% of MFs developing formal policies in 2024. Use of the World Athletics eLearning platform continues to expand combined with hybrid training models to increase access.

Despite this progress, challenges remain. Disparities in resources, technical capacity, and infrastructure continue to effect implementation, especially in smaller or less-resourced federations. These constraints have particularly impacted actions related to innovation, data collection, and fan engagement, which require more sustained investment and often depend on digital access and cross-sector partnerships. Reporting and feedback also shows that while some federations are active in implementing World Plan initiatives, they do not always document or communicate successful delivery.

To respond to these challenges, the World Plan Taskforce is reviewing the relevance and timelines of existing actions to ensure greater alignment and clarity. This includes the consideration of mandating certain actions, following the successful implementation of the safeguarding policy. The Taskforce also plans to pilot a new support programme for smaller MFs, focused on more tailored engagement. Tools to support these efforts are under consideration and may include simplified reporting formats and dedicated outreach.

Looking ahead, the World Plan will continue to serve as the shared roadmap for global athletics development. Year 4 will place greater emphasis on improving data quality, strengthening communication, refining support tools and encouraging peer learning and mentorship between MFs to encourage collective progress and highlight successful delivery.

While challenges persist, the third year of implementation shows improved understanding of the Plan, growing collaboration between stakeholders, and stronger coordination across Areas. The work done to date lays the groundwork for accelerating progress, supporting inclusive development, and achieving the long-term goals of the World Plan.



Introduction

The World Plan for Athletics 2022-2030 (the World Plan) is the roadmap for growth and development of athletics through to 2030 for the whole sport. Following the World Plan's unanimous approval by the Congress in November 2021, there have been three full years of implementation and the end of 2025 will be the mid-point in the eight-year duration of the World Plan.

This report sets out progress to date (based on reporting from 2022 to 2024) against delivery of the identified actions within the World Plan for the three key stakeholders – World Athletics, Area Associations (Areas) and Member Federations (MFs).

The identified actions within the World Plan have indicative delivery timeframes but because the World Plan is not a prescriptive document, there is flexibility for Areas and MFs to deliver the actions identified in the World Plan at the time that best suits their needs and local circumstances, within the eight-year duration of the plan. This reflects the core principle that 'one size does not fit all'.

Based on the indicative delivery timeframes, a total of 19 actions were identified for MFs in 2022, 2023 and 2024 and a total of 24 actions were identified for Areas during the same timeframe. However, as outlined above, as delivery of these actions in the indicative year is not mandatory, progress against identified actions for MFs and Areas needs to instead be considered across all the 67 actions outlined in the Plan (i.e., from 2022 to 2030) rather than those identified for the relevant year (i.e., in 2022, 2023 or 2024 etc).

This means that this report on World Plan progress for MFs and Areas is more focused on the work in progress and priority areas for future delivery as understanding needs and challenges will help deliver successful outcomes. Examples are provided of completed actions and projects (which will also be made available in a World Plan best practice online library) to celebrate achievements and share knowledge and experience.

In contrast, for World Athletics the delivery timeframes outlined in the World Plan are fixed. This is because most of the actions set out for World Athletics relate to developing programmes, tools and guidance for use by the MFs, and to a lesser extent by the Areas, to deliver their actions.



WORLD ATHLETICS

A total of 30 actions were originally identified for World Athletics to deliver throughout the duration of the World Plan, of which 29 were for delivery across the first three years (19 actions were identified for World Athletics in 2022, seven in 2023, three in 2024 and one in 2025).

Since 2022 and the launch of the World Plan, the World Athletics HQ has monitored progress through an internal reporting system, with actions attributed to the relevant HQ department tasked with the responsibility for delivery. Updates have been provided to the World Plan Implementation Working Group (and then Taskforce) and in turn shared with the World Athletics Council.

As previously reported, 16 actions (53%) were completed in 2022 with a further seven actions (23%) completed in early 2023. Since 2023, work has continued to progress on the outstanding actions as well as to support the overall delivery of the World Plan by other stakeholders, namely the Member Federations and Areas. As detailed above, many of the World Athletics actions relate to developing the tools and content which will help the delivery of World Plan actions by Member Federations (and Areas) such as safeguarding, eLearning and Kids' Athletics materials and guidance. Against the 30 actions, a progress update is shown in the table below – with the status provided of completed (either in 2022, 2023 or 2024), in progress or not yet started.

The only actions which have not yet been started is the creation of an Athletics for All (A4A) concept and framework and associated coach education – this was due to be completed in 2024 but, in light of the new World Athletics Pioneering Change Strategy, is being reconsidered. The question at hand is whether developing a dedicated programme remains a priority or if an alternative approach to ensuring wide participation opportunities are provided for all ages and abilities would be more appropriate.

For example, a strategic priority for World Athletics in 2024 was to create a compelling out of stadium strategy for the sport. This has been completed and embraces age groups including Masters. Looking at this strategy, together with Kids' Athletics may be more effective than creating another framework.



This will be reviewed by the World Plan Taskforce. All other actions are either in progress or completed. For the six actions which remain in progress, aside from the action for 2025, these relate to either the ongoing sharing of information e.g. data insights to inform partnerships; the creation of eLearning modules (such as the initiative to partner with the IOC on their Athletes 365 programme to support post-athletics career transition); or the creation of a framework such as the facilities strategy framework where there has been a new approach to certification of tracks and equipment but no dedicated strategy framework developed as yet.

As the majority of World Plan actions are completed or near completion, the focus for World Athletics is therefore on supporting the use by Member Federations and Areas of the tools, data, insights and guidance that have been developed to deliver actions which will help grow the sport and to monitor the overall implementation. It is also recognised that although actions are completed, content will always need to be refreshed and training re-delivered at relevant times, therefore World Athletics' role and contribution remains critical to overall delivery.

Completed

Pa1 Launch new Kids' Athletics including development of an online tool to track activity

Pa2 Create a toolkit for Areas/MFs to support school curriculum discussions with government

Pa7 Define and regularly quantify the number of elite high performing athletes (EHPA) in each MF in the development pathway

Pa12 Host annual communication and promotion webinars in all Areas

Pa18 Create framework for improved relationships with Masters Athletics

Pe1 Determine the best way to grow and recognise the value of our people

Pe4 Develop and implement a People Plan (includes enhancing the eLearning platform)

Pe8 Promote Safeguarding Policy and further develop guidance that is applicable to all MF sizes

Pe9 Support Areas and MFs to implement the Policy

Fa1 Ensure Diamond League and Continental Tour timing, promotion and broadcast coverage maximised

Fa2 Continue to promote growth of the Continental Tour to provide top level athletics product in every region of the world

Fa7 Creation of technical specifications and framework to assist Areas and MFs in building fan database and engagement

Fa8 Sharing of centrally collated research and insights and guidance regarding use

Fa12 Policies (safeguarding and human rights) to be finalised and shared

Fa18 Provide guidance and best practice to MFs in how to better use digital assets

Fa19 Audit of social media channels and frequency of use

Fa22 Explore e-sport and gamification opportunities for our sport

Pn1 Continue to lead in positioning the sport via campaigning

Pn2 Create toolkit outlining benefits of partnering with the sport

Pn5 Build Area and MF capacity by provision of more targeted services and support

Pn8 Benefits of hosting guidance, socioeconomic impact promoted to future hosts and shared with Areas/MFs

Pn10 Continue promoting broadcast of World Athletics Series events, Continental Tour and World Indoor Tour and share learnings and relationships with Areas/MFs to increase global broadcast reach

In Progress

Pa9 Create a framework for facilities and equipment in all settings to guide MF strategies

Pe7 Support elite athletes' post-career transition as part of the development pathway to encourage continued involvement in the sport

Fa15 Challenge the sport to have an open mindset to innovation

Fa16 Area led innovation and technology seminars with fan-centric mindset

Pn4 Assessment of the sport's commercial partnerships, including promotion of elite athletics

Pn12 Creation of framework and sharing of centrally collated insights

Not Started

Pa15 Create Athletics for All (A4A) concept and framework

Pa16 Coaching and development programmes for A4A developed

Pa = More Participation / Pe = More People / Fa = More Fans / Pn = More Partnerships

AREA ASSOCIATIONS

A total of 26 actions were assigned to Areas to support implementation of the World Plan objectives. According to the indicative timelines, six actions were scheduled for 2022, 16 for 2023, two for 2024, and two for 2025.

To support consistent data collection across Areas, a dedicated Annual Report Form (ARF) for Area Associations was introduced in 2025. The Area ARF follows a similar structure to the ARF for Member Federations, and includes a section on World Plan progress. This allows for more consistent reporting on progress against the World Plan by Areas and provides improved insight into growth and impact. The Area ARFs complement the written Annual Reports submitted by each Area, summarising an overview of their work, and which are circulated to Member Federations each year. The Area Annual Reports for 2024 are included in the Congress documentation at Section VII.



Through the new ARF, Areas were asked in Q1 2025 to report on the status of each assigned World Plan Area action by selecting one of the following categories:

- Completed in 2022 or before
- Completed in 2023
- Completed in 2024
- In progress
- Starting in 2025 (note: no Area reported plans to start a new action in 2025)
- Not started

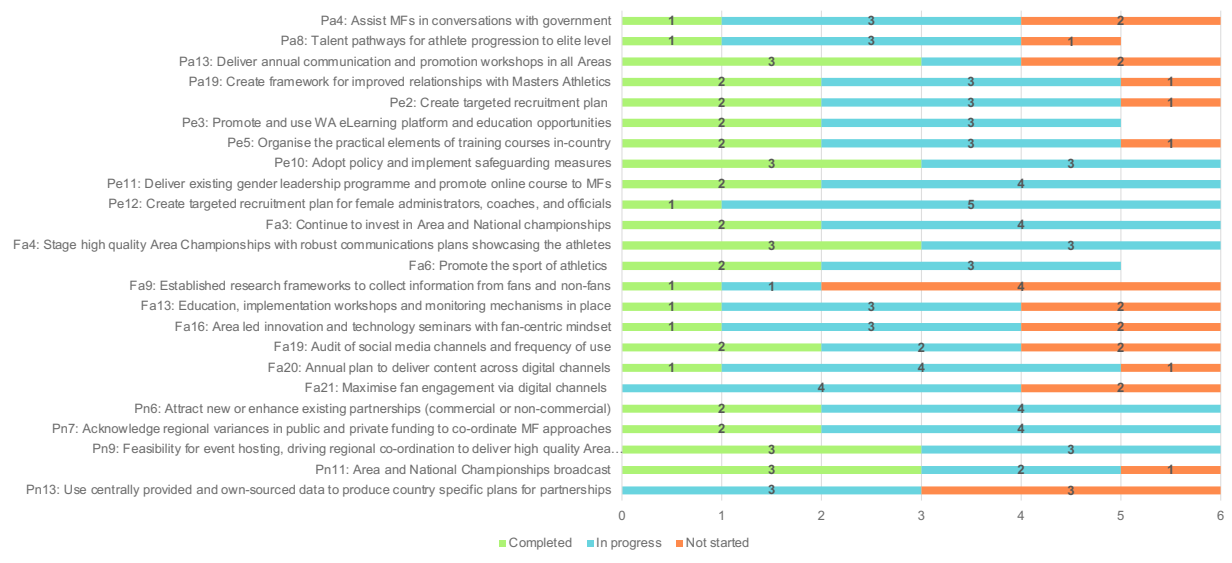
A summary of the status for each action against these categories is provided for all six Area Associations in the graphic below (with all completed actions grouped together rather than split by the year of completion). An update on 24 of the 26 Actions identified for Areas was requested in the ARF as two of the actions are not currently feasible to deliver as the relevant programmes have not yet been developed (e.g. Athletics 4 All).

Progress across the six Areas reflects varying stages of implementation for the World Plan actions. A number of actions, particularly those related to gender leadership, education, and communications, are actively in progress across all or most Areas. Several actions have already been completed by one or more Areas, demonstrating strong momentum in key areas such as safeguarding, Area championships, and digital fan engagement. However, a small number of actions remain at an early stage, with some Areas yet to initiate work on specific priorities such as partnership data use and social media auditing. This overview highlights both collective achievements and the need for continued support to ensure balanced progress across all regions.

Across the four World Plan pillars, there is notable progress for Areas under *More People* and *More Participation* objectives, particularly in relation to recruitment, capacity building, and training. Actions under the *More Fans* objective show consistent activity around digital engagement and event promotion, though further effort is needed to scale innovation and audience research. Progress under the *More Partnerships* pillar varies more widely, with only a few Areas reporting advanced implementation. This suggests a need for greater coordination and knowledge-sharing in this area. A more detailed analysis follows for each of the six Areas.



Area World Plan Actions–Overall Status (April 2025)



Pa = More Participation / Pe = More People / Fa = More Fans / Pn = More Partnerships

South America

Area World Plan Actions–Atletismo Sudamericano

- Completed**
 - Pa13: Deliver annual communication and promotion workshops in all Areas
 - Fa3: Continue to invest in Area and National Championships
 - Fa4: Stage high quality Area Championships with robust communications plans showcasing the athletes
 - Fa6: Promote the sport of athletics
 - Fa19: Audit of social media channels and frequency of use
 - Pn6: Attract new or enhance existing partnerships (commercial or non-commercial)
 - Pn7: Acknowledge regional variances in public and private funding to co-ordinate MF approaches
 - Pn9: Feasibility for event hosting, driving regional co-ordination to deliver high quality Area championships
 - Pn11: Area and National Championships broadcast
- In Progress**
 - Pa4: Assist MFs in conversations with government
 - Pa19: Create framework for improved relationships with Masters Athletics
 - Pe3: Promote and use WA eLearning platform and education opportunities
 - Pe5: Organise the practical elements of training courses in-country
 - Pe10: Adopt policy and implementing safeguarding measures
 - Pe11: Deliver existing gender leadership programme and promote the online course to MFs
 - Pe12: Create targeted recruitment plan for female administrators, coaches and officials
 - Fa13: Education, implementation workshops and promoting mechanisms in place

Not Started

Pa8: Talent pathways for athlete progression to elite level

Pe2: Create targeted recruitment plan

Fa9: Established research frameworks to collect information from fans and non-fans

Fa16: Area led innovation and technology seminars with fan-centric mindset

Fa20: Annual plan to deliver content across digital channels

Fa21: Maximise fan engagement via digital channels

Pn13: Use centrally provided and own-sourced data to produce country specific plans for partnerships

Pa = More Participation / Pe = More People / Fa = More Fans / Pn = More Partnerships

In 2024, Atletismo Sudamericano (AS) made notable progress across multiple World Plan objectives, particularly in the areas of government engagement, capacity building, safeguarding, gender equity, and visibility of the sport.

Under the *More Participation* objective, AS strengthened relationships between MFs and government bodies through the Kids' Athletics programme, which facilitated new partnerships in Bolivia and Paraguay, where partnerships were initiated with national and regional educational authorities. Efforts to collaborate with Masters Athletics also progressed, with plans to co-organise a masters' South American Trail and Mountain Running Championships.

In relation to the *More People* objective, AS expanded its use of hybrid educational models and digital platforms. AS staff were trained on the World Athletics eLearning platform, which, alongside virtual and in-person courses, has proven both impactful and cost-effective. Progress was also made on safeguarding, with a new policy adopted in 2024 ahead of the Area U20 Championships. Gender equity remained a priority. While AS has not yet developed formal recruitment plans for support staff or for female administrators, coaches, and officials, the expanded availability of online education has allowed more females to gain knowledge and contribute to the sport. Technical development also saw positive momentum, marked by many newly certified international referees and a notable increase in the number and quality of CECS Level II certified coaches. This has contributed to a visible rise in the competitive standard across all countries in the Area.



Under the *More Fans* objective, AS maintained a focus on event visibility and digital fan engagement. All Area Championships are now live streamed, with a more strategic approach to digital engagement initiated, including social media audits and the recruitment of a new communications manager tasked with developing a content plan. Communication and promotion workshops have become a regular activity, supporting Member Federations in building their visibility and expanding their reach. However, limited progress was made in collecting fan and non-fan insights, creating a structured annual content plan, or implementing innovation-led fan engagement strategies. AS acknowledges these gaps and recognises the need for further support and capacity-building in these areas.

In relation to the *More Partnerships* objective, AS continues to face challenges in attracting commercial sponsorship, which remains limited across the region. As a result, government support remains a critical source of funding for events and development activities. AS collaborates closely with the local organising committees to ensure the delivery of high-quality Area Championships. While AS has yet to fully leverage data and insights to shape country-specific partnership strategies, it has expressed a need for guidance and tools to advance in this area.

The most significant challenge faced by AS in achieving the World Plan actions in 2024 was the delivery of all planned Area Championships due to financial and logistical constraints. Additional difficulties included limited private funding opportunities, uneven engagement from MFs, and gaps in digital strategy implementation.

Looking ahead, Atletismo Sudamericano will prioritise increasing followers on social media and streaming platforms, boosting participation in Area championships, enhancing its safeguarding policy, and strengthening the training of officials and coaches. Further plans include refining the digital content strategy, expanding support for talent pathways, and developing mechanisms to better collect and apply data insights, particularly in areas where additional support from World Athletics may be required.



Asia

Area World Plan Actions–Asian Athletics

In Progress

- Pa19: Create framework for improved relationships with Masters Athletics
- Pe2: Create targeted recruitment plan
- Pe3: Promote and use World Athletics eLearning platform and education opportunities
- Pe10: Adopt policy and implement safeguarding measures
- Pe11: Deliver the existing gender leadership programme and promote the online course to MFs
- Pe12: Create a targeted recruitment plan for female administrators, coaches, and officials
- Fa3: Continue to invest in Area and National Championships
- Fa4: Stage high quality Area Championships with robust communications plans showcasing the athletes
- Fa6: Promote the sport of athletics
- Fa13: Education, implementation workshops and monitoring mechanisms in place
- Fa20: Annual plan to deliver content across digital channels
- Fa21: Maximise fan engagement via digital channels
- Pn6: Attract new or enhance existing partnerships (commercial or non-commercial)
- Pn9: Feasibility for event hosting, driving regional co-ordination to deliver high quality Area championships

Not Started

- Pa4: Assist MFs in conversations with government
- Pa8: Development and talent pathways in place for talented athlete progression to elite level
- Pa13: Deliver annual communication and promotion workshops in all Areas
- Pe5: Organise the practical elements of training courses in-country
- Fa9: Established research frameworks at Area level to collect insights and information from both fans and non-fans
- Fa16: Area led innovation and technology seminars with fan-centric mindset
- Fa19: Audit of social media channels and frequency of use
- Pn11: Area and National Championships broadcast
- Pn13: Use centrally provided and own-sourced data to produce country specific plans for partnerships

Pa = More Participation / Pe = More People / Fa = More Fans / Pn = More Partnerships

Asian Athletics continues to align its strategic priorities with the World Plan, with a strong emphasis on education and capacity building. A core focus in 2024 has been on enhancing the quality of officiating, promoting inclusive leadership and expanding competition opportunities across the continent.



Under the *More Participation* objective, Asian Athletics is preparing to support Member Federations in strengthening ties with government through the establishment of a youth and schools' commission. Although annual communication and promotion workshops have not yet started, a timeline has been developed for delivery. Work has been undertaken to improve relationships with Masters Athletics, including through the joint delivery of the International Open Veterans Athletics Masters Championships in June 2024 in Dhaka.

Progress under *More People* has been particularly strong. Several Asian technical officials have been certified through the World Athletics Referee Certification System, with three attaining Gold certification for the first time. Six Area personnel were trained to deliver World Athletics eLearning content in five languages, enhancing regional access to education. A targeted recruitment plan has been initiated with a focus on increasing the number of women in key roles. Gender leadership has been strengthened through “train the trainer” seminars, with further training at MF level currently being rolled out. Around 50% of MFs have adopted safeguarding policies, and more are expected to do so by the end of 2025 following the training delivered alongside the 2025 Asian Athletics Championships.

In relation to *More Fans*, several new competitions were introduced, including the Asian U23 Championships, Asian Relays, and a Half Marathon series, all contributing to enhanced visibility of athletes across the region. Media coverage of competitions has improved, and athletics is being actively promoted through print and digital channels. Although a formal audit of social media channels is still pending, an annual digital content plan is in place, and there are ongoing discussions around increasing fan engagement via digital platforms. Work on establishing research frameworks and delivering innovation and technology seminars is yet to begin.

Under the *More Partnerships* objective, the Area has made progress in securing new sponsorships through the efforts of the Asian Athletics President. Feasibility assessments for hosting high-quality championships are underway, supporting better regional coordination. Additionally, the 2025 Asian Area Championships in Gumi was successfully broadcast, marking encouraging progress.



Looking ahead, Asian Athletics will prioritise the work of its youth and schools commission to support long-term athlete development. Enhancing digital fan engagement remains a key focus, with strategic discussions ongoing. An implementation committee will be established and play a central role in ensuring accountability and continuity in the execution of World Plan actions. While significant progress has been achieved in many areas, continued support will be needed by the Area to address disparities in Member Federations' capacity and to sustain development momentum across the continent.

Europe

Area World Plan Actions–European Athletics

Completed

- Pa13: Deliver annual communication and promotion workshops in all Areas
- Pa19: Create framework for improved relationships with Masters Athletics
- Pe3: Promote and use World Athletics eLearning platform and education opportunities
- Pe5: Organise the practical elements of training courses in-country
- Pe10: Adopt policy and implement safeguarding measures
- Pe11: Deliver the existing gender leadership programme and promote the online course to MFs
- Fa4: Stage high quality Area Championships with robust communications plans showcasing the athletes
- Fa6: Promote the sport of athletics
- Fa9: Established research frameworks at Area level to collect insights and information from both fans and non-fans
- Fa13: Education, implementation workshops and monitoring mechanisms in place
- Fa16: Area led innovation and technology seminars with fan-centric mindset
- Fa19: Audit of social media channels and frequency of use
- Pn6: Attract new or enhance existing partnerships (commercial or non-commercial)
- Pn9: Feasibility for event hosting, driving regional co-ordination to deliver high quality Area championships
- Pn11: Area and National Championships broadcast

In Progress

- Pa8: Development and talent pathways in place for talented athlete progression to elite level
- Pe2: Create targeted recruitment plan
- Pe12: Create a targeted recruitment plan for female administrators, coaches, and officials
- Fa3: Continue to invest in Area and National Championships
- Fa20: Annual plan to deliver content across digital channels
- Fa21: Maximise fan engagement via digital channels
- Pn7: Acknowledge regional variances in public and private funding to co-ordinate MF approaches
- Pn13: Use centrally provided and own-sourced data to produce country specific plans for partnerships

Not Started

Pa4: Assist MFs in conversations with government

Pa = More Participation / Pe = More People / Fa = More Fans / Pn = More Partnerships

In 2024, European Athletics continued aligning its work with the World Plan and the World Athletics Strategy. Progress was reported across all four strategic pillars and reinforced by detailed tracking against actions in the World Plan.

Under *More Participation*, significant efforts were made through communication and promotion initiatives, and in maintaining strong collaboration with Masters Athletics. While the action supporting MF engagement with governments has not yet commenced due to established systems in most countries, European Athletics remains attentive to evolving needs in this area.

For the *More People* objective, progress continued with enhanced educational opportunities. Notable developments included the expansion of the eLearning platform, the launch of a dedicated Resource Centre, and delivery of an in-person Officials Forum in Warsaw. Gender equity programmes were extended with both in-person and online formats, and efforts to increase female participation in coaching and administration were further advanced.

European Athletics achieved tangible results in the *More Fans* pillar by investing in digital tools and improving event visibility. The Area launched live streaming across all competitions, developed a new website, mobile app, and live results platform, and strengthened its research framework to better understand fan preferences. These efforts contributed to a record-breaking 2024 European Athletics Championships in Rome, with outstanding broadcast and digital reach.

Under *More Partnerships*, European Athletics secured five strategic partnerships in the last two years. Digital transformation continues, integrating CRM tools and data-driven planning for sponsorship and audience engagement. At the same time, governance and integrity mechanisms were reinforced through stronger candidacy and election regulations and the development of a Human Rights Certification that has become mandatory for all accredited personnel at European Athletics events from 2025.





Key accomplishments in 2024 also included improvements in the number and calibre of CECS Level II coaches, increased certification of international referees, and an uplift in the competitive standard across the continent. European Athletics also finalised a comprehensive health and wellbeing concept as part of its holistic development approach.

For 2025, European Athletics defined clear strategic priorities. These include delivering the highest standards across all European Athletics sporting events; diversifying revenue through digital offerings, elite-mass event formats, and enhanced LOC partnerships; enhancing broadcast quality and digital viewing experiences with continued growth in livestreaming; expanding flexible education and eLearning resources – including a new Athletics for All and Sustainability project library; and strengthening governance, integrity, and operational independence.





Africa

Area World Plan Actions–Confederation of African Athletics

Completed

Pa4: Assist MFs in conversations with government

Pa8: Development and talent pathways in place for talented athlete progression to elite level

Pa13: Deliver annual communication and promotion workshops in all Areas

Pe2: Create targeted recruitment plan

Pe3: Promote and use World Athletics eLearning platform and education opportunities

Pe5: Organise the practical elements of training courses in-country

Pe10: Adopt policy and implement safeguarding measures

Pe11: Deliver the existing gender leadership programme and promote the online course to MFs

Pe12: Create a targeted recruitment plan for female administrators, coaches, and officials

Fa3: Continue to invest in Area and National Championships

Fa4: Stage high quality Area Championships with robust communications plans showcasing the athletes

Fa6: Promote the sport of athletics

Fa20: Annual plan to deliver content across digital channels

Pn7: Acknowledge regional variances in public and private funding to co-ordinate MF approaches

Pn9: Feasibility for event hosting, driving regional co-ordination to deliver high quality Area championships

Pn11: Area and National Championships broadcast

In Progress

Pa19: Create framework for improved relationships with Masters Athletics

Fa16: Area led innovation and technology seminars with fan-centric mindset

Pn6: Attract new or enhance existing partnerships (commercial or non-commercial)

Not Started

Fa9: Established research frameworks at Area level to collect insights and information from both fans and non-fans

Fa13: Education, implementation workshops and monitoring mechanisms in place

Fa19: Audit of social media channels and frequency of use

Fa21: Maximise fan engagement via digital channels

Pn13: Use centrally provided and own-sourced data to produce country specific plans for partnerships

Pa = More Participation / Pe = More People / Fa = More Fans / Pn = More Partnerships

The Confederation of African Athletics (CAA) has made substantial progress in implementing the World Plan actions assigned to Area Associations. Several initiatives have been completed in line with the timelines, while others are currently in progress or scheduled for future implementation.



Under the *More Participation* objective, CAA encouraged all MFs to build long-term structured relationships with public authorities to strengthen national athletics systems. In 2024, communication and promotion workshops were delivered across the Area to support MF capacity-building in media and outreach. Engagement with Masters Athletics is ongoing, with discussions underway to develop a more structured framework.

CAA also supported development pathways by maintaining a network of athlete preparation and training centres. These centres focus particularly on athletes receiving scholarships or grants from CONFESJES (Conference of Ministers of Youth and Sports of Countries Sharing the French Language), Olympic Solidarity, and national governments, helping promising talents achieve high-level performance.

Under the *More People* objective, a targeted recruitment plan was implemented, with all officials qualified through the WARECS examination being added to the CAA panel and officiating at Area events. The World Athletics eLearning platform was actively promoted, including through webinars for WARECS online exams. Practical training courses have been organised including to prepare for major events such as the All Africa Games and Francophonie Games. A safeguarding policy for the Area was adopted in 2024. In terms of gender equity, multiple online gender leadership courses were delivered over the last two years, and a recruitment plan for female administrators, coaches, and officials led to greater female participation in Area competitions.

Within the *More Fans* objective, the Area continued to invest in continental competitions. CAA also encouraged African States to promote athletics in schools, colleges, and universities. The development of research frameworks to collect data from fans and non-fans has not yet started due to staffing limitations, though it remains a priority for the near future. The same applies for education workshops and monitoring mechanisms to support reputation-building. Innovation and technology seminars with a fan-centric focus are expected to take place in 2025. While CAA maintains active social media channels (Facebook, Messenger, and its website), an audit of usage frequency has not yet been conducted. Nevertheless, the Area has implemented an annual digital content plan, regularly sharing news and updates with its growing online audience.

Under *More Partnerships*, the Area has taken steps to build new collaborations. The CAA Congress recommended expanding partnerships with Regional Associations, African sports confederations, and public and private stakeholders. CAA also



acknowledged disparities in public and private funding levels across countries and encouraged MFs to coordinate their approaches accordingly.

Regional coordination proved successful in event hosting, as seen in the 2023 Africa U18/U20 Championships in Zambia, where support from neighbouring MFs contributed to successful delivery. Broadcasting of Area Championships continues to be handled by national television in host countries.

In terms of 2025 onwards, CAA has already made progress on talent identification and athlete progression pathways. Priorities for 2025 also include enhancing institutional capacity, refining the competition calendar, supporting host countries in attracting elite athletes, and helping MFs build their digital presence.

NACAC

Area World Plan Actions–NACAC Athletics

In Progress

Pa4: Assist MFs in conversations with government

Pa8: Development and talent pathways in place for talented athlete progression to elite level

Pe2: Create targeted recruitment plan

Pe3: Promote and use World Athletics eLearning platform and education opportunities

Pe5: Organise the practical elements of training courses in-country

Pe10: Adopt policy and implement safeguarding measures

Pe11: Deliver the existing gender leadership programme and promote the online course to MFs

Pe12: Create a targeted recruitment plan for female administrators, coaches, and officials

Fa3: Continue to invest in Area and National Championships

Fa4: Stage high quality Area Championships with robust communications plans showcasing the athletes

Fa6: Promote the sport of athletics

Fa16: Area led innovation and technology seminars with fan-centric mindset

Fa19: Audit of social media channels and frequency of use

Fa20: Annual plan to deliver content across digital channels

Fa21: Maximise fan engagement via digital channels

Pn6: Attract new or enhance existing partnerships (commercial or non-commercial)

Pn7: Acknowledge regional variances in public and private funding to co-ordinate MF approaches

Pn9: Feasibility for event hosting, driving regional co-ordination to deliver high quality Area championships

Pn11: Area and National Championships broadcast

Pn13: Use centrally provided and own-sourced data to produce country specific plans for partnerships

Not Started

Pa13: Deliver annual communication and promotion workshops in all Areas

Pa19: Create framework for improved relationships with Masters Athletics

Fa9: Established research frameworks at Area level to collect insights and information from both fans and non-fans

Fa13: Education, implementation workshops and monitoring mechanisms in place

Pa = More Participation / Pe = More People / Fa = More Fans / Pn = More Partnerships

NACAC Athletics has made steady progress over the last two years in advancing the World Plan for Athletics across all four strategic pillars, despite resource and operational challenges.

Under the *More Participation* objective, NACAC continues to encourage MFs to engage national governments in support of athletics development. While establishing a framework for Masters Athletics remains a challenge due to low levels of engagement from MFs, the Area supports MFs on progression pathways from grassroots to elite levels and across all ages. Work is underway on the Athletes' Pathway, with three modules planned for delivery in 2025. Several modules, including on athlete transitions into the workforce, are ready to be uploaded to the World Athletics eLearning Platform. NACAC also promotes Kids' Athletics at subregional competitions and encourages MFs to develop school-based programmes.

In the *More People* pillar, capacity-building efforts are gaining momentum. A targeted recruitment plan is under development, and MFs are encouraged to make full use of World Athletics' eLearning and educational opportunities. Area representatives have been trained to create and upload bespoke content to the eLearning platform. NACAC now has a dedicated team of trained content developers contributing resources tailored for regional needs. The Development Commission has produced Administrator and Athletes' Pathways, and the Coaches' Pathway is being supported through in-person and online training. In 2024, a Kids' Athletics "train the trainers" workshop, CECS Level II course in sprints and hurdles, and a Road Race Measurers' course were all hosted. In 2025, a two-year Grassroots Starters Programme will launch, initially targeting 13 MFs. This initiative will include mentoring for female starters and aims to prepare experienced candidates for higher officiating levels.

Safeguarding is a growing area of strength. A Safeguarding Taskforce has finalised NACAC's Safeguarding Policy and Code. At the CARIFTA Games 2025, all MF delegations were required to include a Safeguarding Officer, with a dedicated workshop



also delivered. The Gender Leadership Commission remains highly active, over the last year three capacity-building projects were hosted including WA Moderators and Senior Moderators courses and leadership sessions at the CARIFTA Games.

Under the *More Fans* objective, several initiatives are underway to enhance the sport's visibility. While the 2024 Area Championships were postponed due to resource constraints, preparations for a high-quality event in 2025 are progressing. A Technology Commission has led innovation efforts including introducing drone technology to monitor infractions at the CARIFTA Games. A digital content strategy is being developed, and NACAC is reviewing how its social media channels can be better aligned with fan engagement goals. While a research framework for fan insights and reputation-focused education workshops are still pending, both remain on the agenda.

Partnership development has been challenging, though NACAC is seeking support from USATF and other regional stakeholders. Acknowledging regional funding disparities, efforts are underway to better coordinate MF strategies to access public and private funding opportunities. Event hosting feasibility studies and coordination efforts continue, particularly in view of the postponed Area Championships in 2024. The Area is also working to secure broadcast coverage for its events, although this has presented more challenges than anticipated. Work is underway to use available data to inform more targeted partnership strategies.

Looking ahead, NACAC will continue to prioritise digital fan engagement, through the rollout of its new website. The Area will focus on strengthening the visibility and impact of the NACAC Championships as a key showcase of regional talent, while continuing to promote inclusive development through athlete-centred pathways. Kids' Athletics remains a foundation of grassroots growth and safeguarding is now embedded in competition protocols. Communications are under review to ensure stronger alignment with World Plan priorities.



Oceania

Area World Plan Actions–Oceania Athletics Association

Completed

Pa19: Create framework for improved relationships with Masters Athletics

Pe2: Create targeted recruitment plan

Pe10: Adopt policy and implement safeguarding measures

In Progress

Pa4: Assist MFs in conversations with government

Pa8: Development and talent pathways in place for talented athlete progression to elite level

Pa13: Deliver annual communication and promotion workshops in all Areas

Pe3: Promote and use World Athletics eLearning platform and education opportunities

Pe5: Organise the practical elements of training courses in-country

Pe11: Deliver the existing gender leadership programme and promote the online course to MFs

Pe12: Create a targeted recruitment plan for female administrators, coaches, and officials

Fa3: Continue to invest in Area and National Championships

Fa4: Stage high quality Area Championships with robust communications plans showcasing the athletes

Fa6: Promote the sport of athletics

Fa9: Established research frameworks to collect insights and information from both fans and non-fans

Fa13: Education, implementation workshops and monitoring mechanisms in place

Fa16: Area led innovation and technology seminars with fan-centric mindset

Fa19: Audit of social media channels and frequency of use

Fa20: Annual plan to deliver content across digital channels

Fa21: Maximise fan engagement via digital channels

Pn6: Attract new or enhance existing partnerships (commercial or non-commercial)

Pn7: Acknowledge regional variances in public and private funding to co-ordinate MF approaches

Pn9: Feasibility for event hosting, driving regional co-ordination to deliver high quality Area championships

Pn11: Area and National Championships broadcast

Pn13: Use centrally provided and own-sourced data to produce country specific plans for partnerships

Pa = More Participation / Pe = More People / Fa = More Fans / Pn = More Partnerships

Oceania Athletics (OAA) continues to make sustained progress in delivering the objectives of the World Plan across all four strategic pillars. Focus areas include athlete development, digital engagement, event delivery, and governance and communications support for MFs, considering the unique geographic and infrastructural challenges in the region.



Under the *More Participation* objective, OAA continues to build development pathways from grassroots to elite levels. MFs receive support in working with government agencies, particularly around facilitating school access for Kids' Athletics and hosting competitions. Delivering practical elements of training courses in-country remains a focus, with MFs identifying experienced coaches and referees to oversee the hands-on aspects of the eLearning modules.

Development of talent pathways is progressing through structured competition, regional training camps, and elite-level exposure opportunities such as the Oceania Invitational. These efforts are supported by the OAA Development Centre, with attention to athletes from smaller Pacific nations. A key milestone was reached in 2024 with the completion of a framework for Masters Athletics, coordinated through the Oceania Masters' Commission and integrated into competitions in collaboration with the OAA Competitions Commission.

Aligned with the *More People* objective, OAA has strengthened human and technical capacity across the Area. A targeted recruitment plan launched in 2023 resulted in the appointment of a Media & Communications Officer, helping to raise the Area's media standards to international level. Technical development has been a priority, with the Area supporting the World Athletics Referee Education Certification System (WARECS) evaluations. In 2024, 60 Bronze Level Referees (37 male, 23 female), three Silver Level Referees (two female, one male), and 13 Race Walk Judges (including one at Gold level) were certified, contributing to improved officiating across the region.

All MFs have now adopted safeguarding policies and procedures. In 2024, OAA hosted a Leadership, Wellbeing and Inclusion Workshop in Fiji, gathering 30 youth leaders from 15 MFs. Gender equity continues to be promoted, with active participation in the WA Gender Leadership programme and increased female representation across events and administrative roles.

Under the *More Fans* objective, OAA remains committed to delivering high-quality Area Championships. The 2024 Area Championships improved competition execution and media coverage. Notably, the Pacific Games featured extensive collaboration with National Olympic Committees and media partners, with athletics content reaching over one million accounts and strengthening the profile of athletes, coaches, and officials.



OAA's digital strategy has achieved significant growth. Facebook followers grew by 129.6%, reaching over 6.5 million accounts, while Instagram engagement surpassed one million monthly users. A fan-first content approach has been central, with athlete-focused visuals and co-created content driving interaction. A dedicated media strategy supports this work, with partnerships including Pasifika TV, Fiji TV, and World Athletics' Inside Track helping broadcast Area events globally. A 2025 digital content plan is in place, and regular audits help improve communications across OAA and MF channels.

Under the *More Partnerships* objective, OAA is using its flagship Area Championships as a platform to strengthen brand identity and stakeholder engagement. Recognising significant regional variation in public and private funding access, OAA works with MFs to tailor funding strategies that diversify income streams and enhance long-term sustainability. This includes leveraging local government support, international partnerships, and private sector engagement.

Efforts to support hosting capacity continue, with OAA leading the organisation of Area Championships and advising MFs on delivering high-quality national events. The Area Championships are broadcast regularly, ensuring reliable visibility across the region.

Looking ahead, OAA will focus on supporting MF development and talent pathways, ensuring a clear route for promising athletes to progress to elite levels. Kids' Athletics will remain central to grassroots engagement efforts. Fan engagement through digital platforms will also be expanded, with further improvements in content strategy and collaborative media initiatives.

Finally, OAA will continue building on its solid foundations in safeguarding, gender leadership, and digital learning. These elements will remain integral to its long-term development strategy, as the Area aims to strengthen its events, communications, and member services in alignment with the next phase of the World Plan for Athletics.

Conclusions

The 2025 reporting cycle marks a positive step forward in tracking Area Associations' contributions to the World Plan. With the introduction of a dedicated Area Annual Report Form, there is now improved consistency and visibility around Area-level progress, priorities, and alignment with the global strategy.

Despite facing challenges, particularly linked to limited human and financial resources, Area Associations continue to demonstrate strong commitment to delivering the World Plan's objectives. Several Areas are adopting innovative and cost-effective approaches to sustain momentum, including greater use of digital tools such as World Athletics eLearning, which enables broader outreach and capacity building with fewer resource constraints.

Many Area Associations also reported progress in key areas such as leadership development, safeguarding, coach and official education, and Area Championships delivery. Strategic partnerships, whether with Member Federations, governments, or media, are being leveraged to maximise impact and visibility, even in resource-limited contexts.

However, systemic challenges remain. These include reduced government support and limited sponsorship opportunities, as well as uneven levels of engagement from some Member Federations within the Areas, which can slow down regional implementation efforts.

Looking ahead, continued alignment between Area and Member Federation strategies, sustained investment in digital learning, and strengthened stakeholder partnerships will be critical to accelerate implementation of the World Plan across all regions.

MEMBER FEDERATIONS

A total of 27 actions were assigned to MFs as part of their contribution to delivering the World Plan. Based on the indicative timelines, five actions were scheduled for 2022, 12 for 2023, two for 2024, seven for 2025, and one for 2026. MFs were asked to provide progress updates on these actions through their Annual Reports.

Utilising the Annual Report Form (ARF) and its online platform remains the most efficient method for tracking World Plan progress, as all MFs are required to submit their Annual Reports by 31 March each year as an obligation of World Athletics membership.

As part of the 2024 ARF, several enhancements were introduced based on recommendations from the World Plan Taskforce to improve the accuracy and usefulness of the data collected. These updates included:

- **Updated status details for each objective:** MFs were invited to provide explanations for ongoing actions and include details on completed work and outcomes achieved. This information helps showcase successful delivery of World Plan actions by MFs and support knowledge sharing across the World Athletics family
- **New questions:** Two additional questions were included to encourage MFs to share challenges faced in achieving World Plan objectives and to list their top three priority actions for the upcoming year (2025)

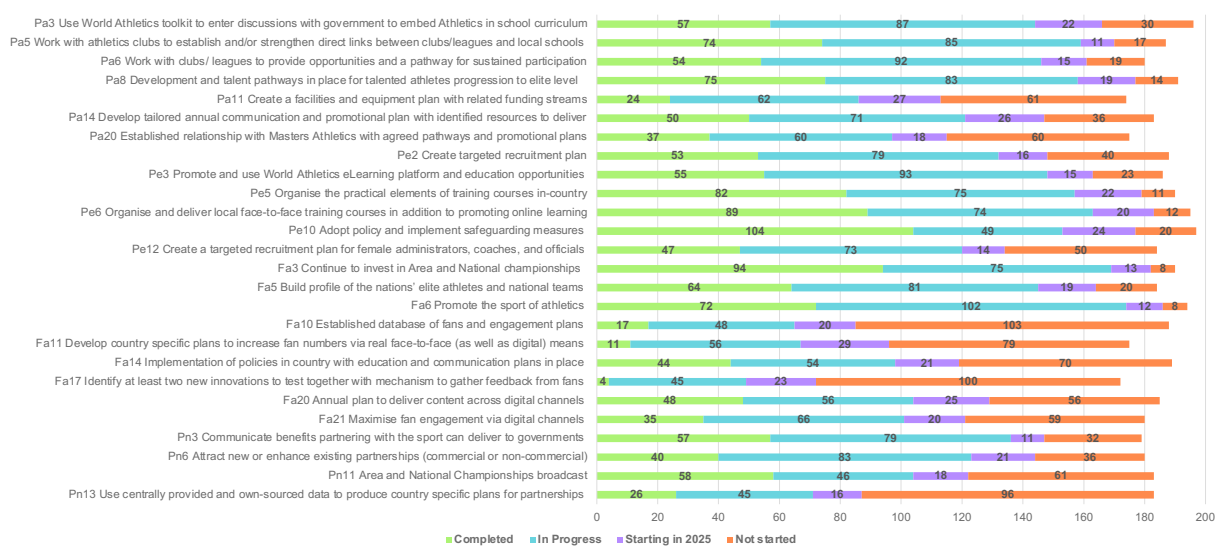
Through the ARF, MFs were asked to indicate the status of each assigned World Plan action using the following categories:

- Completed in 2022 or before
- Completed in 2023
- Completed in 2024
- In progress
- Starting in 2025
- Not started

While the majority of MFs provided status updates on each action, in some cases MFs left certain actions blank, resulting in no response for those items.

To simplify the visualisation of data and better understand overall progress, the following two tables present all actions completed in 2024 or earlier under a single status category of 'Completed' rather than distinguishing between completions in 2022, 2023, and 2024.

MF World Plan Actions–Overall Status (April 2025)



Pa = More Participation / Pe = More People / Fa = More Fans / Pn = More Partnerships

Actions completed in 2024 or before

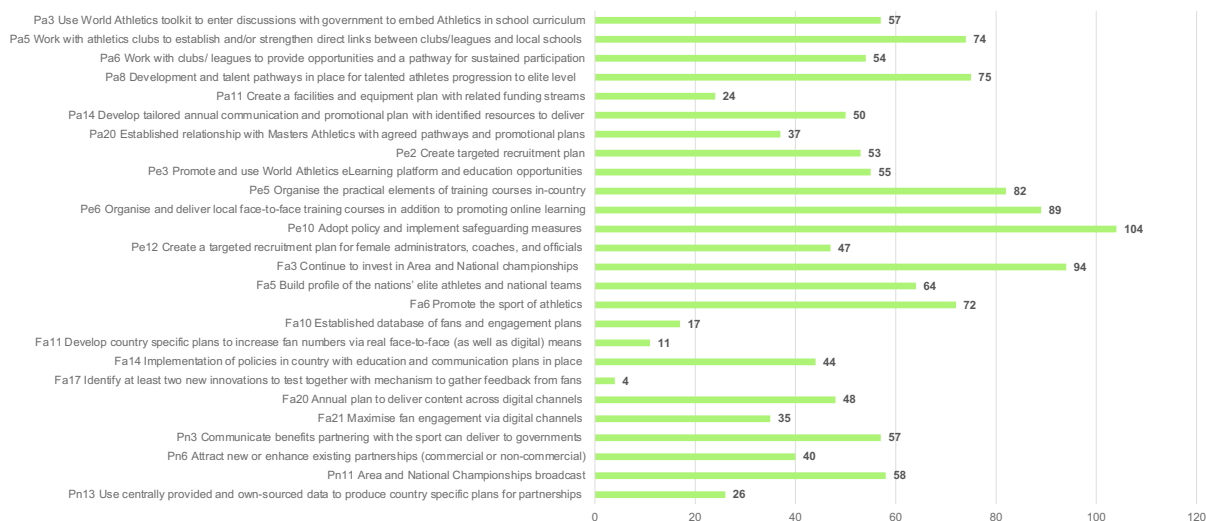
Based on the indicative timeframe, a total of 19 MF actions were scheduled for completion by the end of 2024 but as shown in the table below, 26 of the 27 actions identified for MFs to deliver by 2030 have already been completed by some MFs. This shows some MFs completed actions that were indicatively scheduled for delivery in 2025, reflecting the flexible approach embedded in the World Plan that ‘one size does not fit all’ and MFs should prioritise and complete actions across the eight-year duration of the plan at their own pace.

As illustrated in the table below, the top three completed actions to date were: the adoption and implementation of safeguarding measures (104 MFs, approximately 49%), continued investment in National Championships (94 MFs, approximately 44%), and the organisation and delivery of local face-to-face training courses alongside the promotion of online learning (89 MFs, approximately 42%).

Conversely, the actions least frequently marked as completed, although not expected to be progressed until 2025, were the identification of at least two new innovations or technologies to test, along with mechanisms to gather fan feedback (four MFs (2%)), and the development of country-specific plans to increase fan engagement via in-person and digital channels (11 MFs (5%)). While completion numbers are currently low, it is encouraging to see that some MFs are already progressing these based on their own priorities.



MF World Plan Actions completed in 2024 or before



Pa = More Participation / Pe = More People / Fa = More Fans / Pn = More Partnerships

Examples of successful delivery of World Plan actions by MFs are set out of the next pages with additional case studies included in the Council Report under Section 3.3 Development. These examples highlight just a few of the many impactful initiatives undertaken by MFs. Many of these actions were supported through the World Athletics Grant for Growth (G4G) funding.

To promote knowledge-sharing and highlight successful implementation, a dedicated World Plan webpage will be developed by the end of 2025 which will:

- showcase best practices from G4G-funded projects
- encourage MFs to submit examples of completed World Plan actions and lessons learned
- establish a centralised database and resource hub for best practices
- recognise and promote outstanding World Plan implementation by MFs



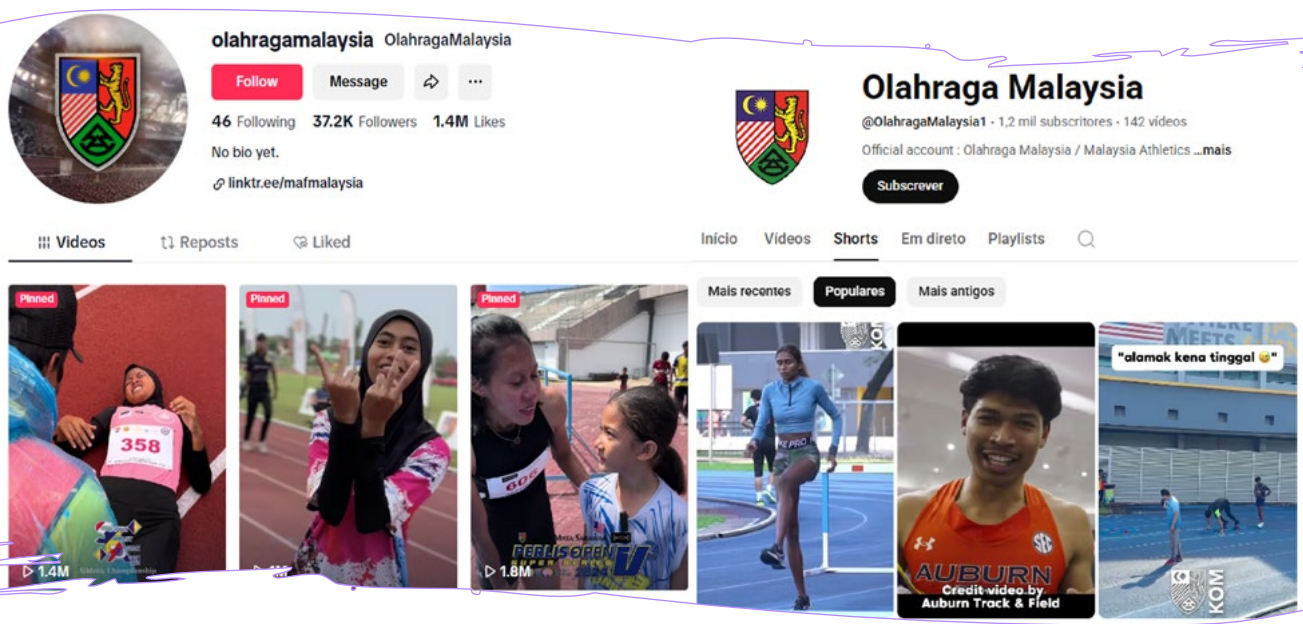
Safeguarding and Anti-Doping Education in Namibia

World Plan Goal & Objective	Action
Safeguarding (<i>More People</i>)	10–Adopt policy and implement safeguarding measures

Project Overview & Outcomes:

Athletics Namibia launched a nationwide education campaign to promote safeguarding and anti-doping awareness among athletes, coaches, officials, and volunteers. The project aimed to implement the Federation’s new Safeguarding Policy and align anti-doping efforts with World Athletics requirements. To overcome logistical challenges, the Federation identified and delivered training sessions in accessible locations and supported participant transport, an approach that significantly boosted reach and impact. As a result, the programme engaged 87 participants from 13 of Namibia’s 14 regions, with feedback giving an average satisfaction score of 9.2/10 and recognition of the importance of increased understanding and awareness of these critical topics.

This initiative has provided a solid foundation for future growth. Athletics Namibia now aims to expand the programme using a hybrid model, combining in-person and virtual delivery, to ensure national coverage and long-term progress in athlete protection and clean sport education.



Establishment of a database of fans and engagement plans in Malaysia

World Plan Goal & Objective	Action
Entertain and engage via digital (<i>More Fans</i>)	21–Maximise fan engagement via digital channels

Project Overview & Outcomes:

The Malaysia Athletics Federation delivered eight major athletics events in 2024 with the aim through these to promote youth engagement and the fan experience. Competitions featured interactive elements such as social media challenges and athlete meet-and-greets to promote the athletes, better connect with younger audiences and modernise the sport’s image.

Critical to underpinning the success of the project was the development of a digital strategy for the Federation. This planned strategic approach significantly expanded the Federation’s online reach, particularly on TikTok, where it recorded over one million likes, 31,300 followers, and an average of 50,000 views per video. Facebook and Telegram also saw growth with 21,000 and 1,900 followers respectively.

A new media partnership with Astro Arena enabled live event broadcasting and additional content, including athlete interviews and behind-the-scenes footage. The success of blending events with a strong digital presence has shown a path for sustained fan engagement and the Federation will continue to focus on content creation and audience engagement to further strengthen its social media impact and attract more fans.



Strategic Development and Support for Brazilian Athletics

World Plan Goal & Objective	Action
Visibility of the sport (<i>More Fans</i>)	6–Promote the sport of athletics

Project Overview & Outcomes:

In 2024, the Brazilian Athletics Federation implemented a development project focused on strengthening training structures, modernising administration, and expanding the sport’s visibility to reach more fans.

A central achievement was the launch of a new Sports Management System (SGE), improving coordination across 56 development centres in 20 states and supporting over 4,400 athletes and 70 coaches — reinforcing the foundation for talent development and long-term competitiveness.

To raise the sport’s profile and engage new audiences, the Federation delivered a series of targeted marketing and outreach initiatives. A redesigned website improved access to information and athlete stories, while high-impact activations at the Brazilian Athletics Trophy brought fans closer to the sport. The Federation’s participation in the Brazilian Olympic Committee Expo — which attracted over 72,000 visitors — featured athlete interactions, storytelling, and live demonstrations that connected the public to athletics in an engaging way. These initiatives were amplified through social media, where Brazilian Athletics now reaches over 700,000 followers, helping to build a more visible and connected fan base.





Sports Growth and Talent Acquisition in Guatemala

World Plan Goal & Objective

Development pathways – from school to the world stage (*More Participation*)

Action

5–Work with athletics clubs to establish and/or strengthen direct links between clubs/leagues and local schools

Project Overview & Outcomes:

The Guatemalan Athletics Federation launched a project to introduce children aged 11 to 15 to athletics through Kids' Athletics festivals. The initiative focused on ensuring equal access to sport across the country, despite financial limitations, and promoted the importance of athletics in school programmes due to the fundamental movement skills and holistic benefits related Kids' Athletics programme including health, education, social inclusion and equality.

Six festivals were held across six regions, reaching 585 children. A “train the trainer” workshop in the capital trained 90 coaches and physical education teachers, who subsequently went back to their respective regions to deliver practical sessions in schools to the benefit of additional children. In total, approximately 800 children were engaged, fostering grassroots participation and stronger community involvement.





Revitalising Athletics in the Federated States of Micronesia

World Plan Goal & Objective	Action
Development opportunities (<i>More People</i>)	5–Organise the practical elements of training courses in-country

Project Overview & Outcomes:

The Federated States of Micronesia (FSM) Athletic Association delivered successful “train the trainer” workshops in Yap and Pohnpei, certifying 34 coaches and teachers to lead Kids’ Athletics at a local level across the islands. Led by national trainers, the sessions promoted educator confidence and laid the groundwork for grassroots growth despite initial logistical challenges. The project also advanced gender equity, with strong female representation and one participant going on to be selected for international workshops and events, further promoting women in athletics leadership roles. Overall, the initiative strengthened local capacity and marked a key step in rebuilding athletics development across FSM.



Athleticism from the early years in Denmark

World Plan Goal & Objective	Action
MF and Area support and sustainability (<i>More Partnerships</i>)	6–Attract new or enhance existing partnerships (commercial or non-commercial)

Project Overview & Outcomes:

The Danish Athletics Federation, in collaboration with GYM Denmark, local clubs, kindergartens, schools, and zoological gardens, launched a nationwide initiative to promote early engagement in athletics through play-based learning. The project combines eLearning, hands-on training, and storytelling to develop movement skills in young children and support grassroots growth.

A key strength of the initiative lies in its multi-stakeholder approach, with each partner bringing added value. GYM Denmark enabled access to schools and kindergartens; kindergartens integrated activities into their routines; zoological gardens provided funding and hosted events; and local clubs gained visibility and recruitment opportunities. Over 100 educators have been trained, and five clubs have already adopted the programme, with some reporting a 33% increase in members aged 0–6.

Following initial outreach challenges, the Federation improved communication strategies, laying the foundation for wider scale-up and sustainable youth development.



Actions in progress

While all World Plan actions are marked as ‘in progress’, it is notable that 48% of MFs (102) are focused on actively promoting the sport of athletics. This particular action (along with others) may be considered ‘in progress’ for the entire duration of the World Plan, as it requires continuous effort and has no finite end goal given there should always be an ambition to promote athletics globally. Although it is worth noting 72 MFs (34%) have stated completion of this action (refer to the table below), indicating that they view it as a specific campaign that has already been achieved.

It is encouraging that 43% of MFs (93) are using the WA eLearning platform and other education opportunities, with some even developing their own eLearning branches.

Additionally, nearly 43% (92 MFs) are working with athletics clubs to establish or strengthen links between clubs, leagues and local schools, much of this is done through Kids’ Athletics or Federations are building on their existing structures to ensure that sustained opportunities are being provided to participate in athletics.

While implementation is ongoing, a growing number of MFs are taking meaningful steps across multiple actions, particularly in education, grassroots links, and sport promotion, demonstrating an expanding commitment to the Plan’s objectives.

MF World Plan Actions in progress



Pa = More Participation / Pe = More People / Fa = More Fans / Pn = More Partnerships

Actions starting in 2025

The below table provides a summary of the actions that MFs planned to start in 2025. According to the World Plan indicative timeline, seven actions are scheduled for completion in 2025. The primary focus areas for MFs include developing country-specific strategies to boost fan engagement (29 MFs), preparing facilities and equipment plans alongside associated funding sources (27 MFs), and designing customised annual communication and promotional plans supported by dedicated resources (26 MFs). It is important to highlight that based on the indicative timelines some actions MFs stated they would start in 2025 were encouraged to be underway or completed earlier, such as the implementation of safeguarding measures or the creation of a targeted recruitment plan. Despite this, the strong commitment shown by many MFs to initiate these key actions in 2025 reflects growing momentum and commitment to advancing the World Plan’s objectives.

MF World Plan Actions starting in 2025



Pa = More Participation / Pe = More People / Fa = More Fans / Pn = More Partnerships

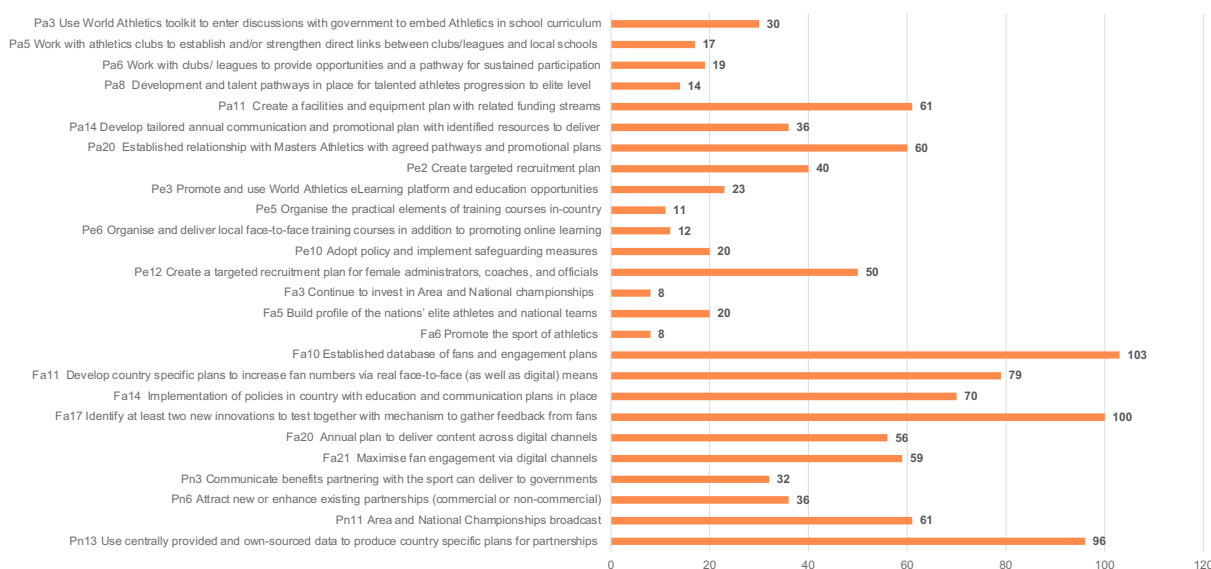
Actions not yet started

In term of actions which have not yet been started by MFs, as shown in the table overleaf, MFs are progressing at different rates with a significant number of MFs not yet progressing specific actions due to their prioritisation of other activities and World Plan actions based on local needs and resources.

This is particularly evident in actions under the *More Fans* objective, which include establishing a fan database and corresponding engagement strategies, identifying and testing at least two new innovations with mechanisms to gather fan feedback, and using data insights to develop country-specific partnership plans. These were also among the least advanced actions in the 2023 assessment and, given the diversity of the World Athletics membership, is not surprising given where priorities for the ‘smaller’ Federations are likely to be focused – namely competition and athlete participation (at all levels) rather than fan engagement strategies.

Additionally the slower progress in this area will likely reflect the complexity of implementing effective fan engagement and data-driven strategies. As digital capabilities expand and more best practices are shared, it is anticipated that more Federations will begin advancing in this area over the coming year.

MF World Plan Actions not started



Pa = More Participation / Pe = More People / Fa = More Fans / Pn = More Partnerships

Strategic priorities and main challenges of Member Federations

Feedback from Member Federations highlights three core and recurring constraints. First, limited financial and human resources are a significant barrier. Many Federations face insufficient funding and rely heavily on volunteers, which limits their ability to implement programmes, retain staff, and achieve strategic goals.

Second, lack of facilities and infrastructure poses major challenges. Inadequate or unsafe training venues, limited access to equipment, and a lack of basic digital tools hinder athlete development and programme development, especially at the grassroots level.

Third, contextual barriers further complicate development efforts. Political instability, socio-cultural constraints (e.g., restrictions on women's participation), and limited digital access or expertise pose significant obstacles, particularly in smaller or crisis-affected countries.

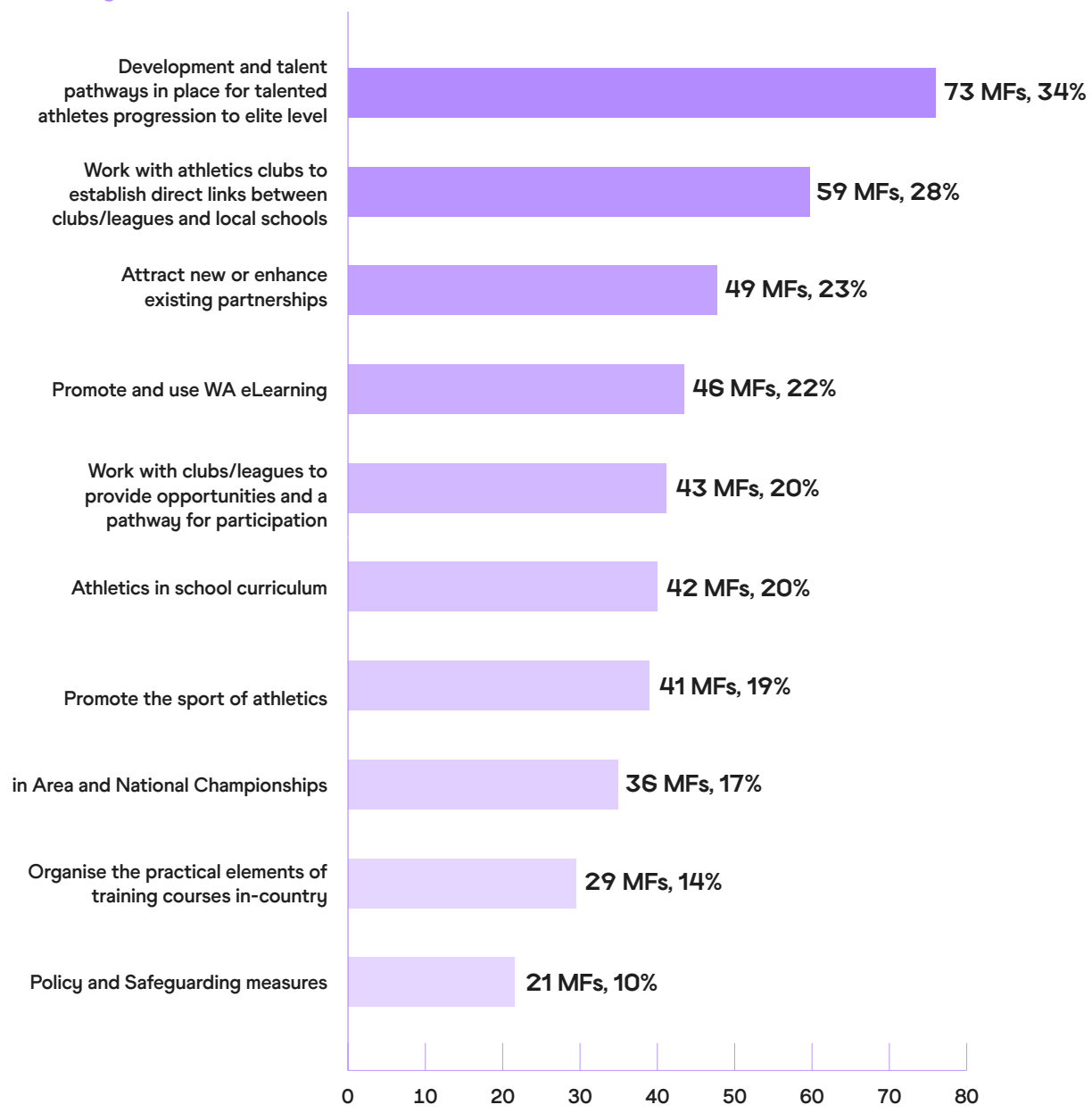
These constraints are being considered by the World Plan Taskforce in relation to the existing actions and priorities identified within the World Plan (and the indicative timeline given for each) as well as in relation to the support and guidance currently being provided to support MFs in their delivery.

As part of the ARF, MFs were asked to identify their top three (although many indicated just one or two) strategic priorities for 2025 aligned with the World Plan. The table overleaf sets out the top 10 most referenced World Plan actions as strategic priorities. As shown, these priorities focus strongly on developing sustainable athlete pathways and strengthening grassroots structures. Among the most frequently selected priorities are the establishment of effective development and talent pathways for athlete progression to the elite level, the strengthening of school-club partnerships and the attraction or enhancement of partnerships to support long-term growth.

Other key focus areas include integrating athletics into school curricula, expanding access to eLearning, increasing the sport's visibility through targeted promotional efforts and championship investments, and providing practical, in-country training opportunities. What this indicates is that MFs will continue to focus on the delivery of the fundamental aspects of the sport, which is not always seen as contributing towards the World Plan – greater connectivity between the ongoing delivery of strategic goals of a Federation and contribution to growth of the sport (and therefore to the World Plan is needed).



MFs Key Priorities



Summary

As the World Plan for Athletics is in its fourth year of implementation, the focus is shifting from building awareness to driving deeper engagement, improving support systems, and refining progress-tracking mechanisms. The World Plan Taskforce continues to play a central role in monitoring progress, gathering feedback, promoting successes and guiding strategic alignment between World Athletics, Area Associations, and Member Federations.



A key focus in Year 3 was to improve the Annual Reporting process to better capture actual progress on World Plan actions, and the changes which were implemented in 2025 have enabled the collection of more consistent, comparable and actionable insights from both Areas and MFs. However, while there has been an improvement, there remain challenges, particularly in terms of the reliability of the self-reported data.

The findings and feedback from this reporting cycle reaffirm the strong commitment of MFs and the Areas to advancing the objectives of the World Plan. However, the data also highlights ongoing disparities in resources, capacity, and infrastructure and therefore in the ability to deliver and focus on certain actions within the World Plan at this stage. Many smaller and less resourced Federations face barriers such as limited funding and staffing, inadequate facilities, and restricted digital access. These challenges continue to directly impact implementation of key actions, particularly in areas like fan engagement and data-driven partnerships. While progress on safeguarding was also initially slower for the smaller MFs, the mandatory requirement to deliver this action (as per the World Athletics Safeguarding Policy) has ensured an increased focus and significant increase in completion. Mandating the completion of specific priority actions within set timeframes, as opposed to the flexible approach currently outlined, is being considered by the Taskforce.

In addition, addressing the needs of smaller and less-resourced Federations remains a pressing and recurring priority. Year 3 (2024) findings confirm that motivation alone is not enough; tailored support is essential to close the capacity gap. The Taskforce therefore plans to launch a pilot programme aimed at engaging smaller MFs directly to help identify common challenges and tailor solutions. This will include the development of scalable support tools such as online learning modules, simplified reporting guidance and more flexible support mechanisms designed to meet their specific realities.

Based on the data and feedback received (including from sessions at several Area Congresses as well as the one planned during the World Athletics Championships Tokyo 25), the Taskforce also plans to review the relevance and timelines of the existing World Plan actions and KPIs. While the Plan provides flexibility for MFs to prioritise based on their contexts, there is a need for clearer guidance on how to meet KPIs. This includes providing practical examples, good practice case studies and suggested timelines to support implementation. As outlined above, the potential for mandating key actions, is being considered to ensure greater alignment and impact.

Area Associations continue to play a pivotal role in driving implementation. In Year 3, all Areas demonstrated active engagement, particularly in athlete development, education, event delivery, safeguarding, and digital engagement. While progress varies across actions and regions, there is clear momentum and commitment from the Areas to support their MFs with tailored strategies and collaborative initiatives. All Areas are represented on the Taskforce and regional dialogue has highlighted the importance of listening to the realities on the ground and ensuring the World Plan reflects genuine needs rather than perceived expectations.

Looking ahead, the Taskforce will continue to promote and encourage delivery of the World Plan across the global athletics community. The Year 3 data and feedback will inform future strategies, particularly around strengthening communication and refining support tools. Increased peer learning and mentorship across regions will be encouraged to share solutions and build collective progress including an important focus on celebrating achievements and successful delivery.

While challenges remain, the implementation of the World Plan is progressing with greater understanding, stronger commitment, and growing collaboration. The insights gathered from Year 3 reporting provide a strong foundation for the next phase of delivery and a renewed opportunity to strengthen athletics worldwide through more inclusive, connected, and sustainable development.

