



**4-YEAR PLAN**  
**2020-2023**  
**DEVELOPMENT**  
**COMMISSION**



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## 1. 4-Year Plan Summary

The Development Commission's four-year plan focuses on supporting the growth, development and administration of Athletics, in all its forms, at global, area and national level through specific actions that aim to build skills and capacity within the Member Federations and key stakeholder groups, increase levels of participation from grassroots to elite and across all age groups, and use Athletics to help address social issues such as health, wellbeing, crime and social inclusion.

The plan sets out the ambition for World Athletics to deliver a world class support and education programme to benefit and deliver measurable outcomes for our Member Federations and athletes, and specifically online education (through eLearning) to engage and upskill new, and support the development of existing, coaches and officials thereby providing clear opportunities and pathways for progression, retention and sustained participation in our sport.

In addition, the plan addresses the importance of establishing new, and strengthening existing, partnerships that will bring value to our athletes and sport and uphold the role and contribution between Athletics and the wider social agenda.

## 2. World Athletics Strategic Plan

The World Athletics Strategic Plan 2020-2023 was developed and signed off by the Executive Board and approved by the Council in June 2020.

The overarching vision and the purpose of the Strategic Plan is to grow the whole of our sport. We have unique and enviable global attributes as a sport – talented and driven athletes on every continent; an operational presence in 214 countries (although it should be recognised that our Member Federations span a wide scale of operational capacity, skill and resource); knowledge, experience and connections across cultures and social groups and a product with history and tradition whose stars have become household names. We are the number one Olympic sport but also the most universally participated in sport, with equal numbers of men and woman of all ages using our sport to maintain fitness and vitality.

The Strategic Plan sets out how we will capitalise on these attributes and our assets and details our approach, vision, mission and strategic goals over the next 4 years. It is available to access [here](#).

Our Mission is to Grow, Inspire and Lead.

The Development Commission is particularly central in the mission to Grow, namely to “grow the sport of athletics and make it relevant in people's lives and in the lives of their communities”.

## 3. Development Commission Objectives

The overarching objective of the Development Commission is:

To review and support the growth and development of Athletics worldwide to build skills and capacity, increase levels of participation from grassroots to elite, and help address social issues such as health, wellbeing, crime and social inclusion.

This overarching objective will be delivered through the following areas of focus for the Commission:

- 3.1 Support the development, roll out, delivery and ongoing monitoring of a best in class kids athletics programme that is accessible to all Member Federations and provides the opportunity for children of school age across the globe to participate in Athletics.
- 3.2 Advise on the development, delivery and monitoring of an eLearning strategy including prioritisation of course content and impact of eLearning on traditional education and course delivery.
- 3.3 Monitor and evaluate the impact of programmes and activities delivered by the Area Associations on behalf of World Athletics through the decentralisation model, including the delivery of education, development and high-performance programmes at the Area Development Centres.
- 3.4 Review, evaluate and advise on the World Athletics education and certification programmes for coaches and officials including the Coaches Education & Certification System, and the Technical Officials Education & Certification System.
- 3.5 Review and evaluate the principles and policies for the provision of support (financial and technical/ services) to Member Federations and Area Associations to facilitate capacity building and delivery of targeted outcomes (linked to World Athletics' vision for growth)
- 3.6 Advise on the development of education, leadership and training opportunities for athletes and Member Federations either through World Athletics or partners including gender equity seminars and athlete transition and support programmes.
- 3.7 Advise on the development of new development initiatives that will contribute to the aim to increase and retain levels of participation across all age groups and across all forms of the sport.
- 3.8 Advise on the identification of new opportunities to strengthen World Athletics' key relationships and partnerships including with other organisations, institutions and government agencies;
- 3.9 Advise on the need for, and review the findings from, biomechanics and other research projects.
- 3.10 Approve a four-year plan for recommendation to Council for approval, which:
  - aligns with the World Athletics Strategic Plan 2020-2023, and sets out specified outcomes for the Development Commission for the duration of its mandate; and
  - will be reviewed by the Development Commission at its meetings to ensure its continuing alignment with the World Athletics Strategic Plan and to measure progress against the specified outcomes.
- 3.11 With respect to Rules and Regulations where the subject matter relates to matters within the Development Commission's roles and responsibilities:

- develop and submit to Council proposed principles and policy positions to be incorporated into the adoption, amendment or repeal of Rules and Regulations, including drafts of any such Rules or Regulations; and
- review any such Rules and Regulations and shall report its views and recommendations to Council before their adoption, amendment or repeal.

3.12 Support World Athletics' key relationships, including partnerships and associations, with other organisations, institutions and government agencies.

3.13 Carry out such other tasks and activities relating to the Development Commission's roles and responsibilities as may be requested by Council.

3.14 Consider and make recommendations on any other matter referred to the Commission within its mandate including (but not limited to):

- a. contributing to the World Plan for Athletics;
- b. contributing to the development of the Strategic Plan for 2023 to 2027.

## 4. Projected Time Frames

4.1 Support the development, roll out, delivery and ongoing monitoring of a best in class kids athletics programme that is accessible to all Member Federations and provides the opportunity for children of school age across the globe to participate in Athletics

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2020	<ul style="list-style-type: none"> <li>- Audit of Kids Athletics existing material</li> <li>- Evaluate existing athletics and other relevant sports kids' programmes</li> <li>- Seek expert education advice to review existing and develop new material</li> <li>- Develop new concept and implementation brief</li> <li>- Explore options to develop online content eg app-based</li> <li>- Develop a programme to educate and upgrade lecturers, coaches, and PE teachers (train the trainers)</li> <li>- Review proposals</li> <li>- Consult &amp; finalise concept</li> </ul>	International Relations & Development (Director & Head) Workstream (Members)	MFs / Areas	<ul style="list-style-type: none"> <li>- Sample of MFs and all Area Associations</li> <li>- Previous KA activators</li> <li>- Education specialist</li> <li>- Other relevant IFs</li> </ul>
Phase 2 – 2021	<ul style="list-style-type: none"> <li>- Content production</li> <li>- Develop/ seek partnerships opportunities</li> <li>- Develop marketing/ comms approach</li> <li>- Roll out and implementation</li> </ul>	Same as above	MFs / Areas Commercial Department (Director) Marketing Department (Director) Communications Depadep	Same as above
Phase 3 – 2022	<ul style="list-style-type: none"> <li>- Monitor &amp; evaluate</li> </ul>			
Phase 4 – 2023	<ul style="list-style-type: none"> <li>- Monitor &amp; evaluate</li> </ul>			

4.2 Advise on the development, delivery and monitoring of an eLearning strategy including prioritisation of course content and impact of eLearning on traditional education and course delivery

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2020	<ul style="list-style-type: none"> <li>- Foundation level (L0) for coaches and TOs in production</li> <li>- Evaluate plans against WA Strategic Plan and MF and Area needs</li> <li>- Adjust and agree strategy including content priorities</li> <li>- Identify experts in blended-learning and connect them with the coaching experts</li> <li>- Launch phase 1</li> <li>- Analysis phase 1 and review phase 2 content and approach</li> <li>- Develop a user-management system</li> <li>- Identify ways to track / monitor progress of participants (particularly coaches and officials)</li> </ul>	International Relations & Development Department (Director, Head & Senior Manager) Workstream (Members)	HQ MFs / Areas	<ul style="list-style-type: none"> <li>- Sample of worldwide users (initial testing)</li> <li>- Coaches</li> <li>- TOs</li> <li>- Sample of MFs</li> </ul>
Phase 2 – 2021	<ul style="list-style-type: none"> <li>- Evaluate and review strategy</li> <li>- Content production and delivery</li> <li>- Promote CECS / E-Learning among the MFs and additional stakeholders</li> </ul>	Same as above	MFs / Areas	Same as above
Phase 3 – 2022	<ul style="list-style-type: none"> <li>- Evaluate and review strategy</li> <li>- Content production and delivery</li> </ul>			
Phase 4 – 2023	<ul style="list-style-type: none"> <li>- Evaluate and review strategy</li> <li>- Content production and delivery</li> </ul>			



4.3 Review, evaluate and advise on the World Athletics education and certification programmes for coaches and officials including the Coaches Education & Certification System (CECS), and the Technical Officials Education & Certification System (TOECS)

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2020	<ul style="list-style-type: none"> <li>- Undertake audit of existing CECS material</li> <li>- Update CECS &amp; TOECS Level 1 (rebranding and refresh)</li> <li>- Expert panel to review all content/ levels of CECS</li> <li>- Expert panel to review all content/ levels of TOECS</li> <li>- Review and evaluate proposals (including incorporation &amp; impact of eLearning)</li> </ul>	International Relations & Development Department (Director, Head & Senior Manager) Workstream (Members)	MFs / Areas	<ul style="list-style-type: none"> <li>- Sample of MFs and all Area Associations</li> <li>- Coaches &amp; TOs</li> </ul>
Phase 2 – 2021	<ul style="list-style-type: none"> <li>- Production of content and rebranding</li> <li>- Plan for implementation</li> <li>- Promotion of CECS / TOECS / E-Learning among MFs / Areas and additional stakeholders</li> <li>- Develop partnerships</li> </ul>	Same as above	MFs / Areas	Same as above
Phase 3 – 2022	<ul style="list-style-type: none"> <li>- Regular update of contents according to recent developments</li> <li>- Monitor &amp; evaluate</li> </ul>			
Phase 4 – 2023	<ul style="list-style-type: none"> <li>- Monitor &amp; evaluate</li> </ul>			

4.4 Review and evaluate the principles and policies for the provision of support (financial and technical/ services) to Member Federations and Area Associations to facilitate capacity building and delivery of targeted outcomes (linked to World Athletics' growth objectives)

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2020	<ul style="list-style-type: none"> <li>- Audit current support (financial and</li> </ul>	International Relations & Development	MFs / Areas	<ul style="list-style-type: none"> <li>- Sample of MFs and all Area Associations</li> </ul>

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	<ul style="list-style-type: none"> <li>services) provided to MFs and Areas</li> <li>- Identify need and priority areas for support for MFs and Areas</li> <li>- Agree objectives for provision of support linked to targeted outcomes</li> <li>- Develop policy and principles framework (including eligibility criteria)</li> <li>- Develop funding/ support model</li> </ul>	Department (Director, Head, Senior Manager & MF Relations Senior Manager) Workstream (Members)		<ul style="list-style-type: none"> <li>- Executive Board</li> <li>- Council</li> </ul>
Phase 2 – 2021	<ul style="list-style-type: none"> <li>- Develop guidelines for new funding application</li> <li>- Develop a plan to bring on board more partners</li> <li>- Develop better and increase reporting by MFs and Areas</li> <li>- Develop monitoring and evaluation process</li> </ul>	Same as above	Same as above	Same as above
Phase 3 – 2022	<ul style="list-style-type: none"> <li>- Monitor &amp; evaluate</li> </ul>			
Phase 4 – 2023	<ul style="list-style-type: none"> <li>- Monitor &amp; evaluate</li> </ul>			

**4.5 Monitor and evaluate the impact of programmes and activities delivered by the Area Associations on behalf of World Athletics through the decentralisation model, including the delivery of education, development and high-performance programmes at the Area Development Centres**

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2020	<ul style="list-style-type: none"> <li>- Review Area Business and Strategic Plans</li> <li>- Consult with the Areas</li> <li>- Identify support needed within Areas in business and strategic planning and delivery</li> </ul>	International Relations & Development Department (Director, Head, & ADC Manager)	Area Associations MFs Course participants	<ul style="list-style-type: none"> <li>- Area Associations</li> </ul>

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	<ul style="list-style-type: none"> <li>- Establish and identify measurable outcomes for and with Areas aligned to the World Athletics Strategy and outcomes</li> <li>- Review annual planning and reporting approach in terms of process and data and consider efficiency and alignment (consider online system)</li> <li>- Link with MF Support working group (4.4) over the MFs needs analysis and reporting</li> <li>- Link with MF Support working group (4.4) to understand MF capability within Areas to deliver activities</li> <li>- Undertake review of roles and responsibilities of Area, MF and World Athletics in the decentralisation model</li> </ul>	Workstream (Members)		
Phase 2 – 2021	<ul style="list-style-type: none"> <li>- Complete gap analysis of current education and activities based on MF's needs and capabilities with MF support Group (4.4)</li> <li>- Establish and implement agreed roles and responsibilities</li> <li>- Establish Area funding policies and principles</li> <li>- Implement revised annual reporting</li> <li>- Implement revised business planning and funding allocation agreements</li> <li>- Provide support to Areas where required for implementation</li> </ul>	Same as above	Same as above	Same as above
Phase 3 – 2022	<ul style="list-style-type: none"> <li>- Monitor and review</li> </ul>			
Phase 4 – 2023	<ul style="list-style-type: none"> <li>- Monitor and review</li> </ul>			

4.6 Advise on the development of education, leadership and training opportunities for athletes and Member Federations either through World Athletics or partners including gender equity seminars and athlete transition and support programmes.

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2020	<ul style="list-style-type: none"> <li>- Audit existing training programs</li> <li>- Develop or update training materials where appropriate</li> <li>- Implement gender leadership in the new materials</li> <li>- Review the access criteria for welfare support</li> <li>- Monitor and evaluate development programs</li> </ul>	International Relations & Development Department (Director, Head, & Senior Manager) Workstream (Members)	Areas, MFs	Areas, MFs, Gender leadership taskforce, Athletes' Commission
Phase 2 – 2021	<ul style="list-style-type: none"> <li>- Research on existing career development programs</li> <li>- Survey on proposed athlete support program</li> <li>- Develop/review concept for athlete career program</li> <li>- Equip women with various skills</li> <li>- Develop content for gender mainstreaming seminars</li> <li>- Design athletics specific athlete career guidance materials</li> <li>- Design funding strategy for athlete support programme</li> <li>- Identify partners for athlete support fund</li> <li>- Establish partnerships for implementation of education, leadership and training programs</li> <li>- Monitor and evaluate development programs</li> </ul>	Same as above	Areas, MFs, Education institutions, Partners, WA marketing dept	Executive Board, Areas, Select MFs, athletes' commission, athletes

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 3 – 2022	<ul style="list-style-type: none"> <li>- Evaluate women seminars and materials</li> <li>- Review partnerships for training programs</li> <li>- Follow up athlete career guidance program</li> </ul>	International Relations & Development Department (Director, Head, & Senior Manager)	MFs, Areas, Gender leadership taskforce	Areas, MFs
Phase 4 – 2023	<ul style="list-style-type: none"> <li>- Review implementation of Athlete Support Fund</li> <li>- Monitor and evaluate development programs</li> </ul>	International Relations & Development Department (Director, Head, & Senior Manager) Consultant	MFs, Areas,	WA Executive Board, Areas, MFs, Athletes' Commission

4.7 Advise on the need for, and review the findings from, biomechanics and other research projects.

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2020	<ul style="list-style-type: none"> <li>- Audit of existing research and data (including baselines for measurement of targeted outcomes in the 4-year plan)</li> <li>- Identify gaps and priority needs for research</li> </ul>	International Relations & Development Department (Director, Head, & Senior Manager)	As appropriate	As appropriate
Phase 2 – 2021	<ul style="list-style-type: none"> <li>- Engage with stakeholders in an area of interest</li> <li>- Place contracts for research in identified priority need areas</li> </ul>	Same as above		
Phase 3 – 2022	- As evaluated			
Phase 4 – 2023	- As evaluated			

#### 4.8 Consider any other relevant matters:

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2020	<ul style="list-style-type: none"> <li>- Be consulted by any relevant Working Groups</li> <li>- Be consulted on any rules as applicable</li> <li>- Input and be consulted on the draft World Plan</li> </ul>	As applicable	As appropriate	As appropriate
Phase 2 – 2021	- As above			
Phase 3 – 2022	- As above			
Phase 4 – 2023	- As above			

## 5. Monitoring, Evaluation & Reporting

The Development Commission will review its progress against this Plan, as well the Plan’s continued alignment with the World Athletics Strategic Plan, and, at least twice a year, report to Council at two of its meetings each year, typically in the Summer and at the November/ December meetings. The reports to Council will include the Commission’s updated 4-Year Plan with any realignments against the World Athletics Strategic Plan, as well as its related appendices.

The Commission will also prepare a report on its activities to be incorporated into the Annual Council Report which is published and sent to Members for each Ordinary Congress, and in the year in between, by 31 July. This report will set out the activities of the Commission in the period covered by the Council report.





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