

TOKYO 25



WELCOME TO YOUR GUIDE TO THE FUTURE OF ATHLETICS

This digital booklet invites you to explore our shared vision to use the power and accessibility of athletics to create a healthier and fitter world. Inside, you'll find seven key sections: the World Plan for Athletics, Good Governance, Sustainability, Kids' Athletics, Safeguarding, Coaches and Technical Officials, and eLearning. Each one is designed to inspire action and equip you with tools to create safe, inclusive, and high-quality athletics experiences for all.

Read on to find out how we can shape the future of our sport, together.



WORLD PLAN

FOR ATHLETICS 2022-2030

The World Plan for Athletics is a plan for the whole sport. It is not just a list of objectives and actions for stakeholders to follow but aims to create a shift in the mindset of the sport's stakeholders, providing a roadmap for the growth and development of the entire sport through to 2030.

Over the next four pages, the World Plan actions identified for Member Federations are set out under each of the four strategic goals. Given the unique differences of Member Federations, it is not a prescriptive 'one size fits all' approach. Member Federations should prioritise and implement actions in a timeframe appropriate to their own needs and resources.



The World Plan is intended to be a living document and adapted over time. We would therefore welcome your feedback and progress updates in Tokyo or via member.relations@worldathletics.org.

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WORLD PLAN

WORLD PLAN

FOR ATHLETICS 2022-2030

STRATEGIC GOAL

MORE PARTICIPATION

OBJECTIVE	ACTION NO.	ACTION	PRIMARY RESPONSIBILITY	ACTION PRIORITY	DELIVERY YEAR
Development pathways – from school to the world stage	3	Use World Athletics toolkit to enter discussions with government to embed athletics in school curriculum	Member Federations	1	2023
	5	Work with athletics clubs to establish and/ or strengthen direct links between clubs/ leagues and local schools	Member Federations	2	2025
	6	Work with clubs/ leagues to provide opportunities and a pathway for sustained participation	Member Federations	2	2025
	8	Development and talent pathways in place for talented athlete progression to elite level	All stakeholders	2	2025
Facilities and equipment	11	Create a facilities and equipment plan with related funding streams	Member Federations	3	2025
Promotion and campaigning	14	Develop tailored annual communication and promotional plan with identified resources to deliver	Member Federations	1	2023
Masters Athletics	20	Established relationship with Masters Athletics with agreed pathways and promotional plans	Member Federations	3	2025



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FOR ATHLETICS 2022-2030

STRATEGIC GOAL
MORE PEOPLE

OBJECTIVE	ACTION NO.	ACTION	PRIMARY RESPONSIBILITY	ACTION PRIORITY	DELIVERY YEAR
Supply of support staff	2	Create targeted recruitment plan	Area Associations and Member Federations	2	2022
	3	Promote and use World Athletics eLearning platform and education opportunities	Area Associations and Member Federations	2	2022
Development opportunities	5	Organise the practical elements of training courses in-country	Area Associations and Member Federations	2	2023
	6	Organise and deliver local face-to-face training courses (practical elements of coaching, officiating etc) in addition to promoting online learning	Member Federations	2	2023
Safeguarding	10	Adopt policy and implement safeguarding measures	Area Associations and Member Federations	1	2023
Gender equity	12	Create a targeted recruitment plan for female administrators, coaches, and officials	Area Associations and Member Federations	1	2023



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FOR ATHLETICS 2022-2030

STRATEGIC GOAL
MORE FANS

OBJECTIVE	ACTION NO.	ACTION	PRIMARY RESPONSIBILITY	ACTION PRIORITY	DELIVERY YEAR
Visibility of the sport	3	Continue to invest in Area and National championships	Area Associations and Member Federations	1	2022
	5	Build profile of the nations' elite athletes and national teams	Member Federations	1	2022
	6	Promote the sport of athletics	Area Associations and Member Federations	1	2022
Informed by data and insights	10	Established database of fans and engagement plans	Member Federations	2	2024
	11	Develop country specific plans to increase fan numbers via 'real' face-to-face (as well as digital) means	Member Federations	2	2025
Reputation	14	Implementation of policies in country with education and communication plans in place	Member Federations	2	2023
Innovation and technology	16	Area led innovation and technology seminars with fan-centric mindset	Area Associations and Member Federations	2	2023
	17	Identify at least two new innovations or technologies to test together with mechanism to gather feedback from fans	Member Federations	3	2025
Entertain and engage via digital	20	Annual plan to deliver content across digital channels	Area Associations and Member Federations	3	2023
	21	Maximise fan engagement via digital channels	Area Associations and Member Federations	1	2024



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FOR ATHLETICS 2022-2030

STRATEGIC GOAL
MORE PARTNERSHIPS

OBJECTIVE	ACTION NO.	ACTION	PRIMARY RESPONSIBILITY	ACTION PRIORITY	DELIVERY YEAR
Benefits of partnering with athletics	3	Communicate benefits partnering with the sport can deliver to governments	Member Federations	2	2023
Member Federations and Area support and sustainability	6	Attract new or enhance existing partnerships (commercial or non-commercial)	All stakeholders	2	2023
Broadcast partners	11	Area and National Championships broadcast	Area Associations and Member Federations	1	2023
Data and insight for partnerships	13	Use centrally provided and own-sourced data to produce country specific plans for partnerships	Area Associations and Member Federations	3	2023



Which World Plan actions are priorities for your Member Federation?
 What are the timelines for implementation for these priority actions?
 What support or resources does your Member Federation need to successfully deliver these actions?



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GOOD GOVERNANCE

WHEN IS THE LAST TIME YOU REVISED YOUR CONSTITUTION?

Having solid governance basics in place is a fundamental prerequisite to being able to develop athletics in any organisation. The stronger the foundations, the more solid the house. The Better Governance Guidelines will help all Area Associations and Member Federations involved in athletics implement these basics and solidify them.

We have created an engaging and informative governance basic awareness training course, open to all and free to anyone via the World Athletics eLearning platform. The video testimonies from athletics administrators all over the world illustrate the different ways in which the Better Governance Guidelines can be implemented at local level, and why they are beneficial.

The eight better governance principles that guide athletics are:

- **Term limits** for elected officials
- **Inclusivity** with the representation of both sexes and of athletes at the top table
- **Integrity** and a commitment to tackling corruption
- **Accountability** through financial reporting and auditing
- **Transparency** and availability of key documentation
- **Safeguarding** policies and procedures in place
- **Democracy** via the organisation of a congress where members can contribute
- **Elections** that are open and fair



These principles must be found in the Constitution of all Area Associations and Member Federations, and World Athletics is here to help.

BETTER GOVERNANCE
eLEARNING COURSE

OUR FOCUS ON SUSTAINABILITY

A strong focus on low-carbon transport, waste reduction, community engagement and highlighting locally developed cutting-edge technology are some of the initiatives that make up the Tokyo 2025 LOC's sustainability plan, all firmly aligned with the World Athletics Sustainability Strategy.

Our strategy sets out World Athletics' commitment to accelerating athletics towards a sustainable future and guides our ambitions to achieve carbon neutrality across our operations by 2030. Built upon six pillars, the strategy is designed to reduce the environmental impact of our events and operations and to maximise their social and local economic benefits.

[FIND OUT MORE](#)

The six pillars of our sustainability strategy include:



Our strategic pillars address 13 of the 17 UN Sustainable Development Goals.



INSPIRE THE NEXT GENERATION WITH KIDS' ATHLETICS™



We believe every child is born to **move, play, and explore**, no matter where they are in the world or what their individual circumstances may be. Kids' Athletics, the grassroots participation programme of World Athletics, is designed for children aged 4–14. Delivered through schools, clubs, and communities around the globe, the programme uses the power of athletics to inspire children and young people to be more active, build skills and confidence, and develop a lifelong connection to the sport.

Why Kids' Athletics?

Kids' Athletics contributes widely to the United Nations Sustainable Development Goals by supporting health, education, inclusion & equality goals worldwide.



Health & Wellbeing

Promotes active, healthy lifestyles & build confidence through fun and play

Education

Aligned with school curriculum & develops life skills beyond the classroom

Inclusive

Designed for all abilities, genders & cultures. Everyone belongs!

Builds partnerships

Working with governments and communities to share knowledge and open more opportunities for every child to participate.

Builds Community

Creates safe spaces for participation and connects children, families, schools, and communities.



How to get involved

Explore Kids' Athletics Resources available free online in 7 languages

[EXPLORE](#)

Find out about our Coach & Teacher training programme

[MORE INFO](#)



SAFEGUARDING

AND WHY IT'S IMPORTANT TO US

Safeguarding refers to the prevention of harassment, abuse and exploitation in our sport. We believe that safeguarding is everyone's responsibility. That's why we've created an engaging and informative safeguarding training course, open to all and free to access via the World Athletics eLearning platform. The course takes you through what safeguarding is, why it's important and how to respond to concerns.

Have you already completed the Safeguarding Essentials eLearning module?

FIND OUT MORE

REPORTING OF SAFEGUARDING MATTERS

If you witness or experience any inappropriate conduct during the Championships, please report the matter to the World Athletics Safeguarding Officer: safeguarding@worldathletics.org

LEGAL AID SERVICE

If your Federation, athletes or coaches run into difficulties during the Championships and need legal help, we have teamed up with the Japan Sports Arbitration Agency to make local lawyers available on a roster basis. The service covering Sports Law, Civil Law, Criminal and Immigration Law is available from Thursday, 11 September to Monday, 22 September free of charge.



THIS DOESN'T FEEL RIGHT!

For more information and to access the service

FIND OUT MORE

Any questions can be directed to probono2025@jsaa.jp

COACH & OFFICIAL

EDUCATION

World Athletics is modernising its global education framework to provide Member Federations with a more flexible, inclusive, and scalable learning system targeting coaches, officials, and educators.



The **Coach Education Certification System (CECS)** equips coaches to support athletes from grassroots to elite levels, with a structured blend of coaching theory, athlete development, and event-specific training. Delivered through a blended model combining eLearning modules and practical application through local mentors or an onsite course. CECS empowers federations to build self-sufficient, high-quality coaching structures aligned with the latest international standards.

The **World Athletics Referee and Education Certification System (WARECS)** ensures the consistency and professionalism of competition officiating. Through guided eLearning and supervised event experience, officials gain the knowledge and integrity needed to apply rules confidently at national and international levels.



WARECS

CECS

FIND OUT MORE

The tools are ready. The platform is set.
Let's build excellence together.

eLEARNING

THE EDUCATION HUB

Welcome to the World Athletics eLearning Platform, your gateway to accessible education in athletics. Developed by World Athletics, this digital hub provides a range of educational resources, courses, and training programmes designed to meet the diverse needs of communities and individuals involved in athletics worldwide.

Key Features:

- **Comprehensive Courses:** Gain access to a wide variety of courses tailored to different areas of athletics, including Coaching, Officiating, Kids' Athletics, Safeguarding, and Administration
- **Flexible Learning:** Learn at your own pace and convenience. The platform allows you to access content anytime, anywhere, and from any device
- **Interactive Experience:** Engage in interactive lessons, instructional videos, and quizzes that provide an informative and engaging learning experience
- **Expert Knowledge:** Benefit from a library of quality resources and past webinars hosted by leaders in sport and athletics

Who Can Benefit:

- **Coaches:** Supporting the education of coaches at all levels of athletics. This includes structured modules and interactive content in Kids' Athletics and the Coach Education and Certification System (CECS)
- **Officials:** Providing structured courses and modules to support the education of Technical Officials through the World Athletics Referee Education and Certification System (WARECS)
- **Administrators:** Enhancing understanding of World Athletics Administration and grant processes to benefit World Athletics Member Federations
- **Athletes:** Empowering athletes with the knowledge and skills to succeed both on and off the field with bespoke courses and educational material
- **Athlete Representatives:** Providing informative materials and resources to support the education and licensing of Athlete Representatives



Explore the wide range of courses, training programmes, and resources available on the platform.

**CREATE AN ACCOUNT
TO GET STARTED**