



WORLD PLAN FOR ATHLETICS

2022-2030

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WELCOME FROM THE PRESIDENT

At the Tokyo 2020 Olympic Games 151 national records were set. At the World Athletics U20 Championships 49 national U20 records were set and nine national senior records were set. And at our last World Athletics Championships in Doha 87 national records were set.

Developing athletes and creating pathways for them to move easily from the playground to the podium lies at the heart of what all Member Federations (MFs) do. Not every federation will have an elite athlete winning medals on a global stage, but every federation has athletes that are national champions. That may be for a year, it may be for decades.

This needs to remain a focus for all MFs. Hosting national athletics championships is an important part of the journey and the dream of young athletes who think about participating in our sport.

But we know that every successful journey needs to be mapped out so we can see the different paths we can take – from elite to recreational athlete and all those in between, including the critical supporting roles of coach,

official, administrator and volunteer. We need everyone, wherever they are and whatever their ability or ambition, to know that when they step off the path, for whatever reasons, there is a way back to be involved and participate in athletics if they choose to take it.

For me this is what the World Plan for Athletics helps us to establish. We know that all federations are not the same and you will read the phrase ‘one size does not fit all’ frequently in this document. What we mean is that no matter what size federation you are, no matter what the state of athletics or sport is in your country, no matter what resources you have or can access, there is a need and a way for every federation to help grow athletics in some shape or form.

We will no longer treat every federation the same, creating goals that many are unable to meet but in trying to do so, are missing out growth opportunities in other fundamental areas of the sport such as at community and school level.

Our World Plan and our funding and support models need to recognise this and help federations to develop athletics in a way that will bring out the best of our federations and have the greatest impact on our sport.

The development of this plan has taken a full year and my immense thanks goes to Willie Banks for charismatically and energetically chairing the World Plan Working Group and overseeing the incredible amount of planning, research and analytical work we commissioned to reach the plan that is laid out in the following pages.

But it was not just the World Plan Working Group and World Athletics Council that developed this. The whole of our sport has contributed. Over 85% of our MFs completed detailed questionnaires about the state of athletics in their country and their priorities for growth. And, through our Global Conversation campaign, 25,000 individuals from 178 countries, across our sport, from athletes to coaches, fans and recreational runners, gave us feedback and recommendations. This is, without

doubt, the largest review we have ever undertaken as a sport, on our sport.

The result is an eight-year World Plan that sets clear objectives against the vision we all have to grow the sport. It builds on the World Athletics four-year strategic plan and the four goals of more participation, more people, more fans, and more partners. It builds on our governance and integrity reforms and the work of the Athletics Integrity Unit. It covers the spectrum of athletics from school and recreational athletics through to elite performers. It is ambitious, setting metrics for the 67 actions against which we can benchmark progress. It is strategic but not prescriptive, allowing each federation to set their own prioritisation and timeframe and focus on areas which will deliver meaningful growth in their country. It is designed to help every one of us to succeed – from HQ to MFs and Areas and wider stakeholder groups.

The World Plan addresses both elite programme priorities and the increased interest in health and fitness and recreational running that we have seen over the last few

years. It also addresses the greater social responsibility and interest in sustainability, linking to the health, education, diversity, gender, social and environmental agendas which are becoming increasingly important to communities and governments and which, in turn, may help unlock additional investment in our sport. Most of all it is the roadmap we need to share with all our stakeholders, athletes, and fans so they can join us on this eight-year journey.

You will see from the actions that this World Plan does not reside with one body. It is not an HQ plan that is being landed on MFs and Areas. We are intrinsically linked through the actions, some of which are HQ developed and supported by MFs and Areas, whilst some actions are led by MFs or Areas with support from HQ.

What is common in all these objectives is they come from deep and wide-ranging insights from organisations and individuals who are passionate about our sport and its future development. These insights call for us to embrace a shift in mindset about many aspects of our sport. It requires us to be brave, to challenge the status quo, try new things and think differently. It was Albert Einstein who famously said: “insanity is doing the same thing over and over again and expecting different results”.

Not everything we try will be universally popular, some may not work, but we must be ambitious and brave in setting our roadmap for growth.

We now need to ensure the objectives and actions, as they apply to each of us, are embedded in our annual business plans going forward, and that we review and monitor our progress, and share and celebrate our achievements or adapt and evolve our actions as appropriate. It is a document that must live and evolve, not gather dust on a shelf, which is why the Council will review it regularly over the next eight years and report annually on its progress. Our success in delivering this plan is our collective responsibility.

Thank you all for taking the time to be part of the foundations that this World Plan is built upon and I look forward to working with each of you on your contribution to growing our sport in your country and around the world.



Sebastian Coe
World Athletics President





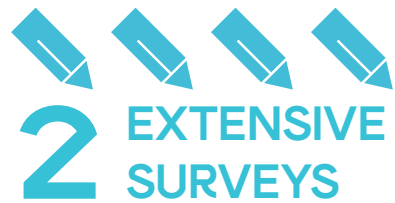
EXECUTIVE SUMMARY

The World Plan for Athletics is not just a list of objectives and actions for stakeholders to follow. It 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 in doing so.

The World Plan

- identifies where the sport stands now globally
- establishes a vision, mission, strategic goals, objectives and actions for the period through to 2030
- sets out how World Athletics, the Area Associations (Areas), Member Federations (MFs) and other stakeholders involved in athletics can work together to develop and grow the sport
- contains clear roles and responsibilities, timelines, measurable outcomes and Key Performance Indicators (KPIs).

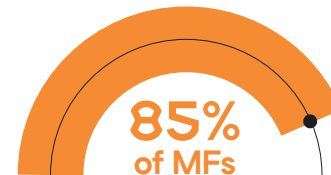
Athletics – for the purposes of the World Plan – embraces the broadest possible definition of our sport, across all abilities and all levels of competition and recreational activity.



The development of this World Plan has involved numerous consultations with stakeholders throughout the sport, including **two extensive surveys** across all MFs and the wider athletics community.

181
RESPONSES

A survey across all MFs in March 2021 with responses from **181** (85%) MFs.



THE GLOBAL
CONVERSATION

A global public survey during April and May 2021 under the heading of the 'Global Conversation for Athletics'.

25,000
RESPONSES

The Global Conversation survey received **25,000 responses** and was completed by individual stakeholders in athletics from **178 countries** and across all six continental areas.

FROM
178
COUNTRIES



The findings from both surveys have been analysed to create specific goals, objectives and actions setting out how all stakeholders can work together to

DEVELOP AND GROW THE SPORT GLOBALLY



WORLD PLAN STRUCTURE

STRATEGIC GOALS

MORE PARTICIPATION



MORE PEOPLE



MORE FANS



MORE PARTNERSHIPS



OBJECTIVES

1. Development pathways
- from school to the world stage
2. Facilities and equipment
3. Promotion and campaigning
4. Athletics for All
5. Masters Athletics

1. Supply of support staff
2. Development opportunities
3. Safeguarding
4. Gender equity

1. Visibility of the sport
2. Informed by data and insights
3. Reputation
4. Innovation and technology
5. Entertain and engage via digital

1. Benefits of partnering with athletics
2. MF and Area support and sustainability
3. Host cities
4. Broadcast partners
5. Data and insights for partnerships

ACTIONS

A NUMBER OF
ACTIONS PER
OBJECTIVE,
TAILORED
TO SPECIFIC
STAKEHOLDER
GROUPS

To successfully deliver the World Plan, all involved in the sport will need to be united in delivering the objectives and actions outlined:

The role of World Athletics is to set the direction, guiding principles and oversight in order that Areas and MFs have support and clear direction in terms of the role they have to play in athletics' growth and development.

The role of Member Federations is to use the support and tools provided by World Athletics and Areas to implement the Plan's actions. Given the broad differences between MFs, it is not expected that they will implement all actions at the same time - rather it is expected that MFs will prioritise actions and subsequently implement them in a timeframe appropriate to their capacity and resource constraints.

The role of Area Associations is to support MFs in their Area in implementing the actions alongside prioritising and delivering their own actions, thus achieving the associated outcomes and KPIs. The Areas form an important

conduit between World Athletics and the MFs.

The role of other stakeholders. This World Plan is for the sport as a whole - not solely for World Athletics, the Areas and MFs. All stakeholders have a role in its delivery – athletes (both elite and amateur), coaches, officials, volunteers, fans and our partners all have crucial roles to play as the World Plan is implemented.

The World Plan builds on the World Athletics Strategy for Growth 2020-2023 and is based around four

strategic goals, each with objectives with a set of actions beneath each objective.

Different stakeholders will have different interpretations of actions and their importance based on specific circumstances – they will mean different things to different sized organisations.

It is recognised that not all stakeholders will be able to deliver all actions within the specified time lines and that some actions may not be applicable to all. **Therefore, it is expected that stakeholders including Areas and MFs will prioritise actions**

based on their unique needs and resource (financial and personnel) availability.

As the governing body for the sport, World Athletics will monitor, and report on an annual basis on, the progress of implementation of the World Plan actions, most importantly assessing whether the KPIs of each action have been met within the specified delivery timeframe and taking remedial action as appropriate.

As a 'live' document, under the review of World Athletics, the World Plan is likely to evolve over its eight-year timeframe to 2030.



The World Plan’s strategic goals and objectives are indicated below:

PARTICIPATION

We will maximise participation in Athletics and the development of athletes by (i) growing the opportunities to participate and develop at all levels and ages; (ii) through changing the perception of what is perceived to be ‘athletics’ and (iii) through promoting all our disciplines as inclusive, diverse and accessible to all.

OBJECTIVES: Development pathways – from school to the world stage | Facilities and equipment | Promotion and campaigning | Athletics for All | Masters Athletics

PEOPLE

The people – coaches, officials, administrative personnel and volunteers – that run our sport are crucial to sustaining and improving its popularity, from grassroots to elite. Collectively as a sport, we will maximise the opportunities for these individuals to develop through working closely with MFs on recruitment and development and embedding gender equity in our plans to ensure our sport is truly representative.

OBJECTIVES: Supply of support staff | Development opportunities | Safeguarding | Gender equity

FANS

Growing our fan base will help protect the long-term health of the sport but a significant mindset shift is required in how we engage with our current fans and acquire new fans. The visibility of and storytelling related to our elite athletes will be central to engaging with our existing fans, and also in attracting new fans to the sport.

OBJECTIVES: Visibility of the sport | Informed by data and insights | Reputation | Innovation and technology | Entertain and engage via digital

PARTNERSHIPS

Partnerships are critical to the development and growth of the sport, whether with commercial partners to help promote and contribute vital funding, media and broadcast partners which bring the sport to a global audience of billions, or to non-commercial partners such as governments and host cities that provide funding and our infrastructure and host our events. The mutual benefits of partnering with athletics, including the health and wellbeing benefits, will be made clear to all our stakeholders, increasing opportunities for partnerships with the sport around the world.

OBJECTIVES: Benefits of partnering with athletics | MF and Area support and sustainability | Host cities | Broadcast partners | Data and insights for partnerships

INTRODUCTION

Welcome to the World Plan for Athletics 2022-2030 which sets out a roadmap for the growth and development of athletics through to 2030 for all involved in the sport.

This Plan:

- Identifies where the sport stands now globally;
- Establishes a vision, mission, strategic goals and objectives for the period through to 2030;
- Sets out how World Athletics, the Area Associations (Areas), Member Federations (MFs) and other stakeholders involved in athletics can work together to develop and grow the sport;
- Contains clear roles and responsibilities, timelines, measurable outcomes and Key Performance Indicators (KPIs).

Athletics – for the purposes of the World Plan – embraces the broadest possible definition of our sport, across all abilities and all levels of competition and recreational activity. All strategic

goals, objectives and actions should therefore be considered with this, and the disciplines listed below, in mind.

track and field | road running | cross country | race walking | mountain running | trail running | ultra running

The development of this World Plan has involved numerous consultations with stakeholders throughout the sport, including extensive surveys across all MFs and the wider athletics community. A common theme of feedback received showed that the World Plan cannot be a ‘one size fits all’ document due to the huge range of resources, facilities and experience across the 214 MFs - it should be tailored and adaptable to all.

World Athletics, through the leadership of the World Athletics Council, has therefore sought to create a Plan that can be used as a practical tool by individuals in all MFs working towards developing our sport.

The supporting document to this World Plan titled ‘Further Information for Stakeholders’ contains detailed, specific actions under each objective tailored to the sport’s different stakeholders.

However, the World Plan is not just a list of objectives and actions for stakeholders to follow. It 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 in doing so. The implementation of this World Plan will impact the sport for all those involved, from recreational participants to

our elite athletes - through striving towards increasing participation, developing our people, growing the fanbase and growing the number and value of our partnerships. Together these will have a positive cumulative effect for all in the sport.

As shown below, accompanied by the World Athletics Strategy for Growth 2020-2023, the World Plan clearly sets out the guiding principles that Areas and MFs should adopt and incorporate into their own strategic planning as delivering growth in the sport requires a consistent and collaborative effort by all.

WORLD PLAN FOR ATHLETICS 2022-2030



KEY MESSAGES FROM THE ATHLETICS FAMILY



THE GLOBAL CONVERSATION

To inform the long-term development of the sport to 2030, World Athletics conducted two surveys:

The first was a survey across all MFs in March 2021 with responses from 181 (85%) MFs.

The second was a global public survey during April and May 2021 under the heading of the ‘Global Conversation for Athletics’. The Global Conversation survey, supported by a public relations campaign, received 25,000 responses and was completed by individual stakeholders in athletics from 178 countries and across all six continental areas.

The purpose of the ‘Global Conversation for Athletics’ was to give everybody involved in the sport - regardless of their background, location or athletic ability - the opportunity to have their voice heard and help shape our future together. The survey aimed to listen to the athletics community, to identify where the sport stands now at a global and local level and help define a vision and direction for the period through to 2030. Its findings have then been analysed together with the Member Federation findings to create specific goals, objectives and actions

contained in the World Plan setting out how World Athletics, the Areas and MFs and other people involved in athletics can work together to develop and grow the sport across the world.

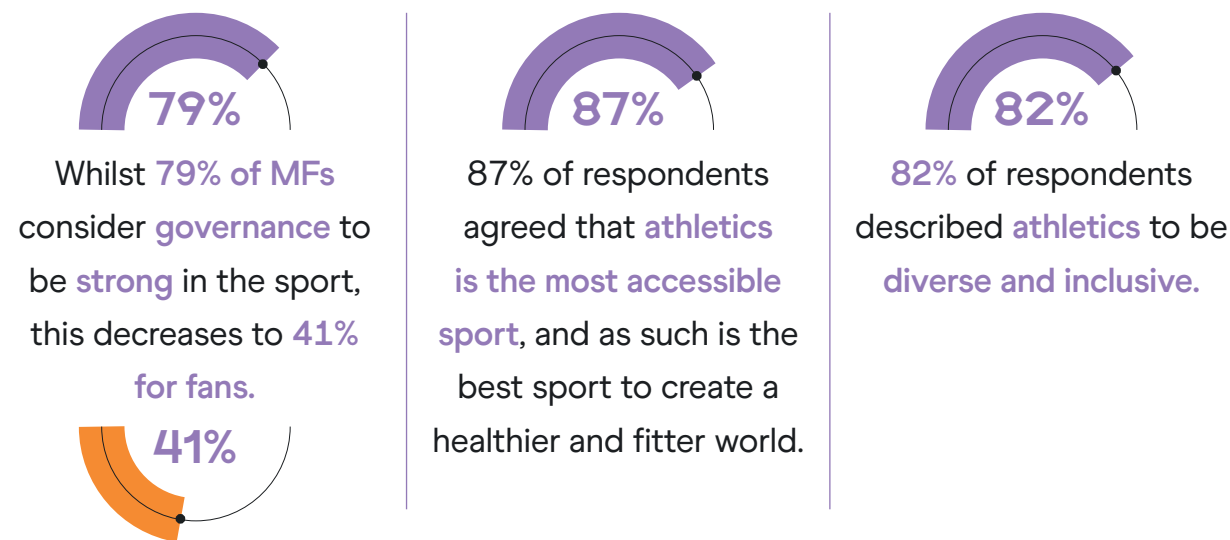
Outlined below are the key messages from both surveys, split into:

- i. the four strategic goals that this World Plan is structured around: **Participation, People, Fans and Partnerships**; and
- ii. perceptions of the sport – whilst not a strategic goal in itself, how the sport is perceived impacts across all four strategic goals.

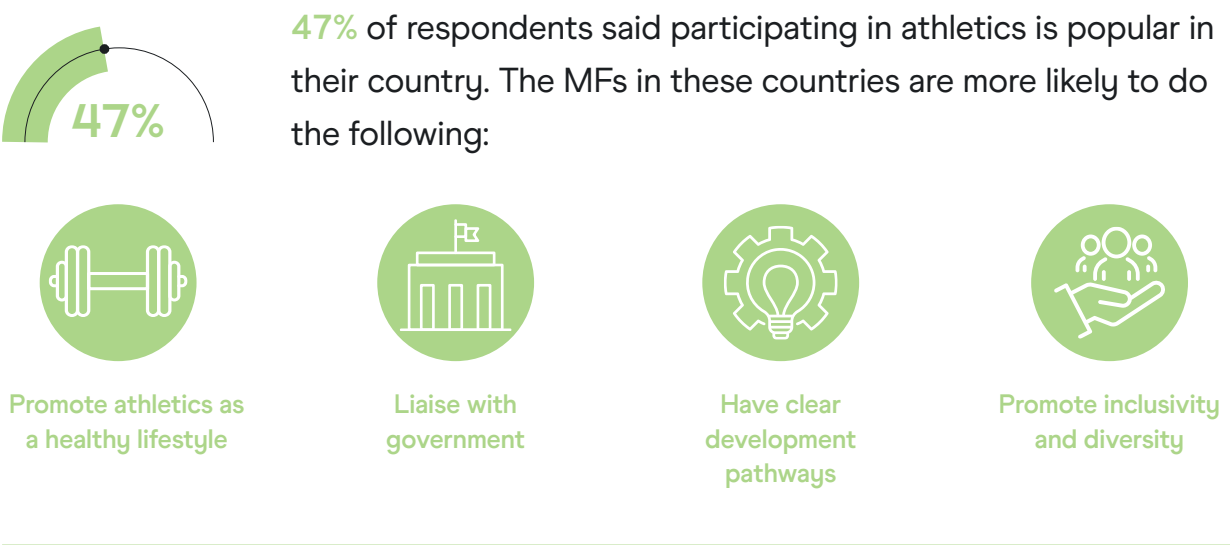
To aid analysis of the survey results, and to fully take on board the feedback from stakeholders that the World Plan should not be a ‘one-size-fits-all’ document, MFs were arranged into three broad groupings. These were based on a number of criteria including size of membership, capacity and financial resources and success of elite athletes in international competition in order that objectives, and more specifically their actions, could be tailored to the specific circumstances of each MF accordingly.



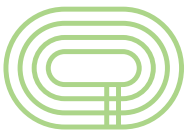
PERCEPTION



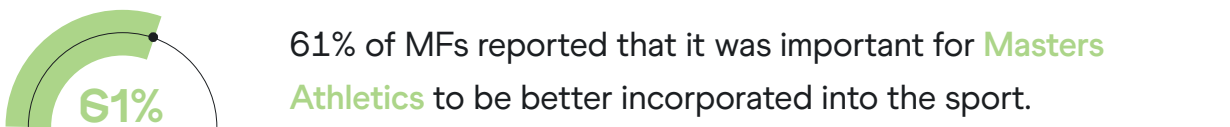
PARTICIPATION



Smaller MFs feel a **lack of facilities** is the single biggest challenge to the sport in their country.



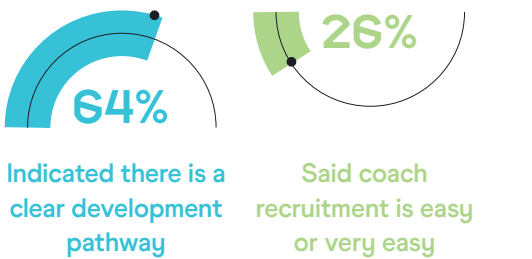
The initiatives respondents felt would best increase participation in the sport were:



PEOPLE

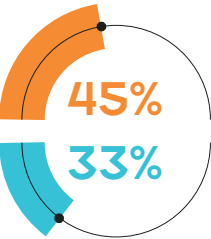
Professional coaches, officials and volunteers suggest that **reward schemes** and more **local face-to-face training courses** are the best methods to attract more coaches and officials.

Whilst 64% of **professional coaches and volunteers** indicated there is a **clear development pathway**, MFs reported that it was **not easy to recruit coaches** (only 26% said coach recruitment is easy or very easy).

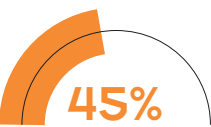


FEWER THAN 50% of MFs have clear policies and procedures in place with regards to **safeguarding vulnerable persons, children and adults**.

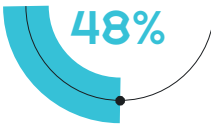
FANS



45% of all respondents said elite level athletics was popular in their country. This reduces to 33% when considering the responses of fans only. Larger and medium sized MFs reported elite level athletics to be more popular than smaller MFs.



45% of fans have a strong affinity with elite level athletes



48% of fans have a strong affinity with their national team

Larger MF fans have the strongest affinity to elite level athletes (54%) and their national team (56%) and smaller MF fans (39% and 35%) the least.

Fans enjoy supporting national team athletes and seeing the best athletes competing live with 71% also saying it was important to them that athletes regularly compete in their home nation.

For all MFs, better promotion and narrative and enhanced media coverage outside major championships were cited as the most common initiatives to help attract more fans.



Enhanced fan experience and more social media content from or about athletes is also highly rated by large MFs, with grassroots participation important to medium and smaller MFs and hosting international competitions also being important to smaller MFs.

Most popular options to attract more fans:

	Promotion of events*	Enhanced media coverage*	Increased grassroots participation	Hosting international competition	Social media content	Fan experience
Overall	X	X				
Respondents in larger MFs		X			X	X
Respondents in medium sized MFs			X		X	
Respondents in smaller MFs			X	X		X
Fans	X	X				

*Outside major championships
Note: An indicative MF categorisation (into large, medium and small) has been used solely for the purpose of this analysis. This follows ongoing work to group MFs based on factors such as capacity, financial resource and participation and performance levels in order to better tailor the support and services provided.

PARTNERSHIPS



Commercial partners

- Increasing the sport's popularity, better promotion of the sport's existing partners and increased media coverage were cited as factors that would help attract more partners. Broadcasters also placed a significant importance on athletes competing at home.

- Economic and social benefits of the sport are the most valued aspects of athletics for existing partners.
- Public interest and the cost of broadcast rights (in particular in Africa, South America and Oceania) were the main challenges to the sport from a broadcast perspective.

Event hosting

- Public interest and funding were given as the main challenges to hosting events.

Campaigns

- Promoting a healthy lifestyle, anti-doping and integrity and

governance were the three items MFs felt most important for the sport to be leading on.

- World Athletics campaigns* included in the survey received promotion by at least 50% of MFs. Large and medium sized MFs tended to be more likely to promote these campaigns.

WORLD PLAN STRUCTURE

STRATEGIC GOALS

MORE PARTICIPATION

We will maximise participation in Athletics and the development of athletes by

- (i) growing the opportunities to participate and develop at all levels and ages;
- (ii) through changing the perception of what is perceived to be 'athletics' and
- (iii) through promoting all our disciplines as inclusive, diverse and accessible to all.

MORE PEOPLE

The people - coaches, officials, administrative personnel and volunteers - that run our sport are crucial to sustaining and improving its popularity, from grassroots to elite. Collectively as a sport, we will maximise the opportunities for these individuals to develop through working closely with Member Federations on recruitment and development and embedding gender equity in our plans to ensure our sport is truly representative.

MORE FANS

Growing our fan base will help protect the long-term health of the sport but a significant mindset shift is required in how we engage with our current fans and acquire new fans. The visibility of and storytelling related to our elite athletes will be central to engaging with our existing fans and also in attracting new fans to the sport.

MORE PARTNERSHIPS

Partnerships are critical to the development and growth of the sport, whether with commercial partners to help promote and contribute vital funding, media and broadcast partners which bring the sport to a global audience of billions, or to non-commercial partners such as to governments and host cities that provide funding and our infrastructure and host our events. The mutual benefits of partnering with athletics, including the health and wellbeing benefits, will be made clear to all our stakeholders, increasing opportunities for partnerships with the sport around the world.

OBJECTIVES

1. Development pathways - from school to the world stage
2. Facilities and equipment
3. Promotion and campaigning
4. Athletics for All
5. Masters Athletics

1. Supply of support staff
2. Development opportunities
3. Safeguarding
4. Gender equity

1. Visibility of the sport
2. Informed by data and insights
3. Reputation
4. Innovation and technology
5. Entertain and engage via digital

1. Benefits of partnering with athletics
2. MF and Area support and sustainability
3. Host cities
4. Broadcast partners
5. Data and insights for partnerships

ACTIONS

A NUMBER OF ACTIONS PER OBJECTIVE, TAILORED TO SPECIFIC STAKEHOLDER GROUPS



VISION AND MISSION

TO USE THE POWER AND
ACCESSIBILITY OF ATHLETICS
AND OUR ATHLETES TO
CREATE A HEALTHIER AND
FITTER WORLD

GROW

Grow the sport of athletics and make it relevant in people's lives and in the lives of their communities.

INSPIRE

Create globally appealing and accessible competitions, events, and activities so our talented athletes can entertain and inspire the world.

LEAD

Be the best example of a well governed sports federation taking brave leadership decisions and valuing partnerships that deliver athletics around the world.

HOW THE SPORT WILL DELIVER THIS PLAN

This World Plan 2022-2030 is the roadmap for the growth and development of athletics through to 2030 for all involved in the sport. In order to successfully deliver this plan, all involved in the sport will need to be united in delivering the objectives and actions outlined.

The role of World Athletics

As the International Federation for athletics, World Athletics aims to further enhance our vibrant sport to offer new and exciting prospects for athletes and spectators alike. The vision of World Athletics is:

“to use the power and accessibility of athletics and our athletes to create a healthier and fitter world”

Achieving this vision requires a committed approach from all stakeholders. The role of World Athletics is to set the direction, guiding principles and oversight in order that those leading and delivering the sport locally and globally, including

Areas and MFs, have support and clear direction in terms of the role they have to play in its growth and development.

A major role for World Athletics in delivering this plan is through supporting MFs. Given the differing scale and needs of MFs, World Athletics recognises the importance of ensuring MFs can focus on growth

actions specific to their capacity and priorities, and that requisite support is provided for MFs to achieve their plans. This has been emphasised throughout the development of the World Plan, with feedback from consultations leading to World Athletics revising the methodology for MF support to enable an approach more tailored to specific circumstances.

The ‘Further Information for Stakeholders’ to this World Plan therefore contains more detailed action plans with associated KPIs, tailored accordingly. The purpose of this is to provide practical and implementable actions for MFs that considers their relative scale, size and resources.

The role of Member Federations and Area Associations

Whilst our MFs and Areas are diverse, each of them has the ability to deliver growth in our sport at either (or both) elite and community level.



The Areas and MFs therefore need to be provided with appropriate support and assistance to empower them to carry out the required actions and initiatives across all areas of the sport in their territory.

The role of MFs, and where applicable, Areas, is to use the support and tools provided by World Athletics, including where applicable through the Athletics Integrity Unit (AIU), to implement the actions outlined in the roadmap for delivery. **Given the unique differences of MFs, it is not expected that all MFs will implement all actions at the same time - rather it is expected that MFs will prioritise actions and subsequently implement them in a timeframe appropriate to their capacity and resource constraints.**

Additional detail on the steps required to implement these actions and associated KPIs can be found in the 'Further Information for Stakeholders'. It is intended that MFs use these as a key tool to implement the World Plan, and indeed incorporate them into their own strategic and business planning as appropriate.

To further assist MFs in the delivery of this plan, World Athletics has provided each MF with a summary of the results from the Global Conversation survey: i) globally; and ii) for their country only.

With this information, each MF will be able to tailor this World Plan including the specific actions they choose to implement to further develop the sport in their country.

The role of Areas is to support MFs in their Area in implementing the actions and achieving the associated outcomes and KPIs. The Areas form an important conduit between World Athletics and the MFs, being aware of the regional nuances in delivering actions and initiatives and providing additional assistance and support to MFs as appropriate.

Role of all others involved in athletics

This World Plan is for the sport as a whole - not solely for World Athletics, the Areas and MFs.

To use the power and accessibility of athletics and our athletes to create a healthier and fitter world, there is a role for everyone that has an involvement in the sport.

Whilst World Athletics, the Area Associations and MFs are the respective governing bodies for the sport, all stakeholders, particularly athletes and coaches, have a role to play in delivering the World Plan and ensuring the long-term growth and development of athletics.

A ROLE FOR EVERYONE

WORLD ATHLETICS
MEMBER FEDERATIONS
AREA ASSOCIATIONS
PROFESSIONAL ATHLETES
RECREATIONAL ATHLETES
COACHES
OFFICIALS
VOLUNTEERS
FANS
GOVERNMENTS
COMMERCIAL PARTNERS
MEDIA

Strategic goal 1: PARTICIPATION

We will maximise participation in Athletics and the development of athletes by

(i) growing the opportunities to participate and develop at all levels and ages;

(ii) through changing the perception of what is perceived to be ‘athletics’ and

(iii) through promoting all our disciplines as inclusive, diverse and accessible to all.

Objectives and current state

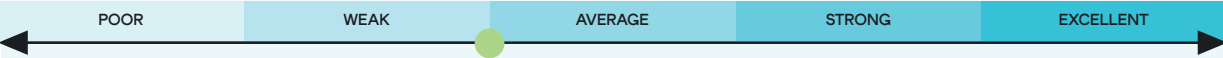
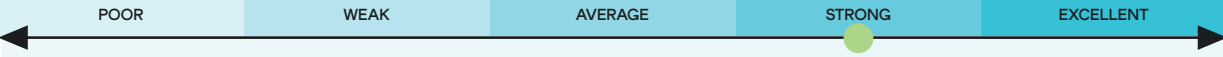
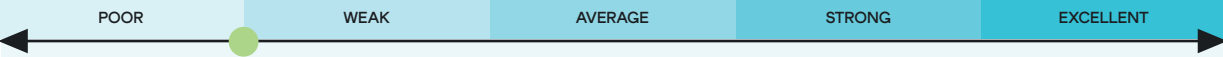
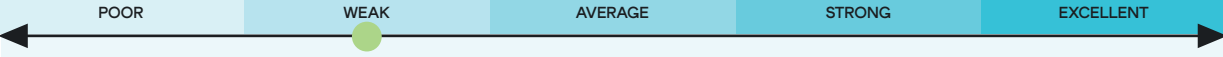
Objective	Description	Current state
Development pathways – from school to the world stage	<p>Create an affiliation with athletics in all children through embedding the sport in the school curriculum (e.g. through Kids Athletics) and ensuring there are development pathways in place for all school children, regardless of background or ability, to further participate in the sport outside of school. To then provide the opportunity to continue to progress within the sport through structured development and talent programmes to elite level as appropriate.</p> <p>KPIs:</p> <ul style="list-style-type: none"> 90% of MFs to have athletics as part of school curriculum by 2030 Increase in number of athletes - and MFs with such athletes – progressing to the elite level (qualifying to World Athletics Series events) Increase in the number of athletes who are able to make a living from the sport as their primary occupation Increase in number of athletes - and MFs with such athletes... 	<p>← POOR WEAK AVERAGE STRONG EXCELLENT →</p> <p>Athletics is part of the curriculum in 65% of MF countries. Greater coverage in the school curriculum was selected as the top method to attract more people into participating in athletics in both the MF and Global Conversation survey. Development and talent pathways and programmes are then critical to sustaining participation and progression in the sport to elite level.</p>
Facilities and equipment	<p>Reframe the definition of facilities (i.e. grass, parks, urban) and against this identify areas in which a lack of, or sub-standard, facilities and equipment are negatively impacting participation opportunities and address the needs.</p> <p>KPI: All MFs to have a facility strategy by 2025 and all MFs to have increased or enhanced places for people to participate in athletics by 2030</p>	<p>← POOR WEAK AVERAGE STRONG EXCELLENT →</p> <p>20% of respondents to the Global Conversation survey said ‘a lack of facilities’ is the main challenge to growing the sport in their country. This rises to 28% when considering medium and smaller sized MFs only.</p>
Promotion and campaigning	<p>Increase the awareness of athletics as an accessible sport and physical activity that can assist individuals to maintain a healthier and fitter life.</p> <p>KPI: All Areas and 90% of MFs to have an annual communication and promotional plan in place by 2023</p>	<p>← POOR WEAK AVERAGE STRONG EXCELLENT →</p> <p>48% of respondents to the Global Conversation survey assessed participating in athletics to be popular. A lack of media coverage was the most selected main challenge (24% of respondents) to the Global Conversation survey. Amateur athletes said better promotion/marketing of the sport at all levels is the most important method for increasing participation.</p>
Athletics for All	<p>Create and promote an inclusive ‘Athletics for All’ (including able-bodied and para athletes) programme that maps a clear pathway and entry points for any age, ability, and at any level to participate in the sport on their terms.</p> <p>KPI: All MFs to have implemented and promoted an ‘Athletics for All’ programme in their country by 2030 with required skills and training in place</p>	<p>← POOR WEAK AVERAGE STRONG EXCELLENT →</p> <p>87% of Global Conversation respondents said Athletics is the most accessible sport and best placed sport to deliver a healthier and fitter world.</p>
Masters Athletics	<p>Provide adult development pathways through improving how Masters Athletics is promoted and better linked and incorporated into the wider sport.</p> <p>KPI: All Areas and 60% of MFs to create links with Masters Athletics regionally and locally and promote the pathways to the relevant community and groups by 2025</p>	<p>← POOR WEAK AVERAGE STRONG EXCELLENT →</p> <p>61% of MFs said it was important for Masters Athletics to be better incorporated into the sport.</p>

Strategic goal 2: PEOPLE

The people – coaches, officials, administrative personnel and volunteers – that run our sport are crucial to sustaining and improving its popularity and growing the sport from grassroots to elite. Collectively as a sport, we will maximise the

opportunities to attract and develop these individuals through working closely with MFs on recruitment and development and embedding gender equity in our plans to ensure our sport is truly representative.

Objectives and current state

Objective	Description	Current state
Supply of support staff	<p>We will increase the supply of supporting roles in our sport (coaches, officials, administrative personnel and volunteers) through:</p> <ul style="list-style-type: none"> Promoting the importance of these individuals to our sport; Promoting coaching, officiating and other administrative (elected and appointed) and volunteer roles as an alternative way to be involved in the sport and as a post career option for athletes; and Providing greater opportunity for education and training for these individuals through promoting and adding content to the eLearning platform. <p>KPI: 8,000 new coaches, officials and administrative staff are trained by 2023</p>	 <p>Fewer than 1/3 of MFs said it was easy to recruit coaches and officials and given the majority reported that there are enough training opportunities, this indicates that the bigger challenge is the supply of people who want to become coaches and officials. Rewards schemes were also indicated as the best method to attract more people into coaching and officiating roles. The World Athletics eLearning platform is a key tool to providing increased opportunities for more people to participate in coach, technical official and administrator education courses.</p>
Development opportunities	<p>The Athletics family told us that they want more development resources for coaches and officials. We will build on the existing eLearning platform content and create clear development pathways for coaches, officials and administrative personnel globally that consists of both formal training courses and informal continued professional development (online where feasible) to support retention and progression of these individuals.</p> <p>KPI: 75% of MFs to have participants complete World Athletics online training courses by 2023</p>	 <p>Whilst 64% of professional coaches and volunteers indicated that there is a clear development pathway for them to progress and gain qualifications, such as the World Athletics CECS (Coaches Education and Certification System) and TOECS (Technical Officials Education and Certification System), they would like access to more development resources. This, along with reward schemes was also indicated by officials to attract more people into officiating roles.</p>
Safeguarding*	<p>We will continue to develop safeguarding guidance and a starter pack for MFs tailored to all levels of the sport and educate and create mechanisms to ensure they are adopted and then adhered to.</p> <p>KPI: All MFs to have adopted their own safeguarding policy by 2023</p>	 <p>Over half of MFs indicated that they do not have clear policies/ procedures in place with regards to safeguarding vulnerable persons, children and adults.</p>
Gender equity	<p>Building on World Athletics' gender leadership programme and gender equity commitment to achieve 50% gender targets on the World Athletics Council by 2027, we will expand on this to build the pool and pipeline of talented female administrators, coaches and officials in MFs and across all Areas.</p> <p>KPI: All MFs to improve gender diversity within their elected bodies and senior management</p>	 <p>Only 19% of coaches, 22% of officials and 24% of administrative staff who answered the global survey identified as female.</p>

*Safeguarding is defined within the World Athletics Safeguarding Policy as the process of protecting vulnerable persons, children and adults, from harassment, abuse and exploitation. Creating a safe and welcoming environment where everyone is respected and valued is at the heart of safeguarding.

Objectives and current state

Objective	Description	Current state
Visibility of the sport	<p>The visibility of athletics outside of major championships (i.e. Olympic Games and World Athletics Championships) will be enhanced globally, increasing the sport's exposure outside of these established peaks to attract new fans to the sport and keep current fans engaged.</p> <p>KPIs:</p> <ul style="list-style-type: none"> Access to broadcast of all Wanda Diamond League and Continental Tour Gold meetings available in every MF country All Areas to stage high quality Area Championships with robust communication plans Adopt and deliver at least one of World Athletics' campaigns each year starting in 2022 Deliver at least one promotional plan every year to promote athletics to attract new fans starting in 2023 	<p>POOR WEAK AVERAGE STRONG EXCELLENT</p> <p>A common theme from fans is that there should be more media coverage of the sport and it should be easier to access.</p>
Informed by data and insights	<p>The sport will use research, data and insights at all levels to become more attractive to current fans and to understand and address the barriers perceived by potential new fans.</p> <p>KPIs:</p> <ul style="list-style-type: none"> Establish a database of fans by 2025 Develop a research framework that allows for insights and information from both fans and non-fans by 2024 	<p>POOR WEAK AVERAGE STRONG EXCELLENT</p> <p>Fewer than 20% of MFs regularly gather data from 60% or more of their fans (i.e. over 80% are not collecting data from at least 40% of their fans).</p>
Reputation	<p>Understand and address the delta between the sport's perception of its reputation and our fans' perception of the sports reputation.</p> <p>KPI: Reputation of athletics amongst its fan base to improve, via promotion of the sport as a clean and safe space for all its participants</p>	<p>POOR WEAK AVERAGE STRONG EXCELLENT</p> <p>Nearly 80% of MFs consider governance of the sport to be strong, however only 41% of fans consider the sport's reputation to be strong.</p>
Innovation and technology	<p>Consider how innovation and technology can be used to improve how the sport is presented to its fans and create an entertaining product whilst at the same time preserving the sport's strong heritage and inherent simplicity of "fastest, furthest, highest".</p> <p>KPI: Test at least two new innovations or technologies at annual event(s) by 2030 with clear fan and stakeholder engagement and feedback in the process</p>	<p>POOR WEAK AVERAGE STRONG EXCELLENT</p> <p>The Global Conversation survey reported the most impactful way for innovation to attract fans was via enhanced presentation of the sport via broadcast coverage and at events (e.g. Doha 2019 World Athletics Championships).</p>
Entertain and engage via digital	<p>Digital following via social media is the dominant means of communicating, engaging and entertaining the sport's fans. We will use digital methods to entertain and engage our fans and in doing so develop deeper relationships.</p> <p>KPI: Double the number of digital followers across social media channels every two years</p>	<p>POOR WEAK AVERAGE STRONG EXCELLENT</p> <p>91% of MFs use social media to communicate with fans, the clear dominant channel. More social media content from or about athletes and events was considered a key initiative to attract more fans.</p>

Strategic goal 3:
FANS

Growing our fan base will help protect the long-term health of the sport but a significant mindset shift is required in how we engage with our current fans and acquire new fans. The visibility of and storytelling related to our elite athletes will be central to engaging with our existing fans and also in attracting new fans to the sport.


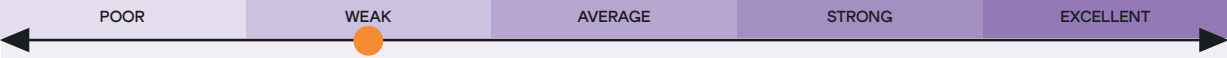

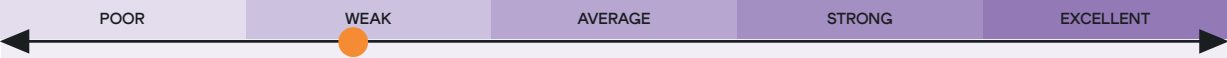
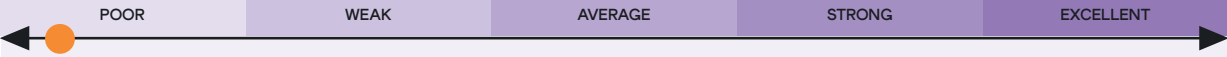


Strategic goal 4: PARTNERSHIPS

Partnerships are critical to the development and growth of the sport, whether with commercial partners to help promote and contribute vital funding, media and broadcast partners which bring to the sport to a global audience of billions, or to non-commercial partners such as to governments and host cities that

provide funding and our infrastructure and host our events. The mutual benefits of partnering with athletics, including the health and wellbeing benefits, will be made clear to all our stakeholders, increasing opportunities for partnerships with the sport around the world.

Objectives and current state

Objective	Description	Current state
Benefits of partnering with athletics	The sport will better demonstrate the benefits of partnering with athletics as the number one Olympic sport, with world-leading levels of reputation and governance. It will promote itself as the most equal, inclusive and diverse sport, and best form of activity to deliver health and wellbeing benefits to the global population. KPI: All MFs to have promoted at least one World Athletics campaign per annum	 <p>Alongside increasing popularity, <i>'better promotion of existing partners to show the benefits of association with the sport'</i> was the highest ranked action to help attract more partners to the sport.</p>
MF and Area support and sustainability	The partnership between World Athletics and the Areas and MFs will be re-aligned, acknowledging a one-size-fits all approach is not applicable due to the wide array of resources and capabilities. The more flexible approach will support capacity building and encourage greater proactivity to secure partnerships at a local level to promote self-sustainability and to grow the collective pot and maximise impact. KPI: New development model and funding and support structure in place in 2022	 <p>The most topical issue for MFs was addressing inequality and the support mechanisms provided to them.</p>
Host cities	The sport - through the global network of Area Associations and MFs – will be better positioned to appeal to potential hosts for events at all levels, whether national, regional or global, demonstrating the economic, social, health and wellbeing benefits of hosting. KPI: Increase in number of host cities expressing interest in hosting Area championships across MFs	 <p>Public interest and funding (public and private) were cited as the key challenges to hosting events by host cities, government and corporate partners.</p>
Broadcast partners	All rights holding organisations in the sport should be positioned to maximise the value, promotion and coverage of broadcast rights for leading athletics events, particularly regional or global. KPI: Increase in broadcast reach and engagement for the sport of 10% by 2025 and 50% by 2030	 <p>A common theme from fans is that there should be more media coverage of the sport and it should be easier to access. Public interest in events was the most important challenge in broadcasting events.</p>
Data and insights for partnerships	We will improve how we collate and store data so that we can utilise it to increase the attractiveness of our sport to commercial and non-commercial partners. KPI: Framework in place by 2023 and communicated to Areas and MFs	 <p>Data, or lack thereof, was considered a major challenge in attracting partners.</p>

ROADMAP FOR DELIVERY

For the World Plan to contain realistic and achievable actions for the whole sport, the feedback provided by the sport's stakeholders throughout the World Plan project was that it should not be a 'one size fits all' approach, but tailored to specific stakeholders according to their resources and needs.

- With MFs being the stakeholders on-the-ground globally helping to deliver these actions, the most appropriate way to achieve this adaptable approach is through **tailoring the requirements based on the priorities, size, scale and resources of each MF.**
- Different stakeholders will have different interpretations of actions and their importance based on specific circumstances – they will mean different things to different sized organisations.

More detailed, specific actions under each objective are described in 'Further Information for Stakeholders' further to the overarching actions set out on pages 50 to 57.

World Athletics guidance and support, including through the AIU where appropriate, will be provided to Areas and MFs to deliver the identified objectives and actions, this includes financial support within the existing financial framework. If, and when, additional resource becomes available, the levels of financial support provided to Areas and MFs will be reviewed and can flex accordingly.

Prioritisation of actions

- Whilst every action within the World Plan is considered important in the development of the sport in the period to 2030, to assist World Athletics, Area Association and MFs to prioritise delivery, each action has been given a priority score of 1, 2 or 3 with 1 being the most important.
- **These prioritisation categories are indicative and have been allocated based on each action's ability to help grow the sport as a whole, whilst acknowledging that different organisations will have different interpretations of these based on their specific circumstances.**



Implementation and monitoring

As the governing body for the sport, World Athletics, through the World Athletics Council, will monitor the progress of implementation of the World Plan actions, most importantly assessing whether the KPIs of each action have been met within the specified delivery timeframe and taking remedial action as appropriate.

The World Plan is a ‘live’ document, and under the review of the World Athletics Council is likely to evolve over its eight-year timeframe to 2030. To keep the World Plan, and more specifically its objectives and actions,

at the forefront of the minds of the sport’s stakeholders, World Athletics, Area Associations and MFs will be asked to formally update on progress towards achieving actions appropriate to them on an annual basis. The World Athletics Council will review and report on progress annually and successful outcomes and best practice will be shared and promoted.

Monitoring on a more informal basis will take place continually via regular communication channels between World Athletics, Areas and MFs.

Delivery timeframe

Each action has also been given an indicative delivery timeframe which relates to the year required for it to either have been delivered or be in place by.

- The delivery year for each action is dependent on the prioritisation status of the action and the perceived ease of implementation i.e. higher priority actions and those perceived to require less time to implement being allocated earlier delivery years.
- It is recognised that not all MFs will be able to deliver all actions within the specified timelines and therefore actions will need to be prioritised by MFs based on their capacity and needs.

A summary table for each strategic goal is included on the following pages.



Objective	Action no.	Action	Primary responsibility	Action priority	Delivery year	Headline KPI
Development pathways – from school to the world stage	1	Launch new Kids' Athletics including development of an online tool to track activity	World Athletics	1	2022	New programme launched and website developed by 2022 70% of MFs to deliver kids' athletics by end of 2023 and 90% by 2030
	2	Create a toolkit for Areas/MFs to support school curriculum discussions with government	World Athletics	1	2022	Toolkit created by 2022 Education around toolkit with all MFs to be completed by end of 2022
	3	Use World Athletics toolkit to enter discussions with government to embed Athletics in school curriculum	Member Federations	1	2023	90% of MFs to have athletics as part of school curriculum by 2030
	4	Assist MFs in conversations with government	Area Associations	1	2023	90% of MFs per Area to have athletics as part of school curriculum by end of 2023 (with increase reported every year to meet MF action above by 2030)
	5	Work with athletics clubs to establish and/or strengthen direct links between clubs/leagues and local schools	Member Federations	2	2025	60% of MFs embedding school-club/league link programmes by 2025 and 90% by 2030
	6	Work with clubs/ leagues to provide opportunities and a pathway for sustained participation	Member Federations	2	2025	60% of MFs increasing membership levels by 2025
	7	Define and regularly quantify the number of elite high performing athletes (EHPA) in each MF in the development pathway	World Athletics	2	2023	EHPA population defined and quantified via annual reporting process with MFs Increase in number of EHPA who are able to make a living from the sport as their primary occupation
	8	Development and talent pathways in place for talented athlete progression to elite level	All stakeholders	2	2025	Increase in number of athletes - and MFs with such athletes – progressing to the elite level (qualifying to World Athletics Series events)
Facilities and equipment	9	Create a framework for facilities and equipment in all settings to guide MF strategies	World Athletics	3	2023	Framework created and shared by 2023
	10	Assist MFs in developing and implementing a facilities plan	Area Associations	3	2025	Reduction in MFs citing 'a lack of facilities' as the main challenge to growing the sport
	11	Create a facilities and equipment plan with related funding streams	Member Federations	3	2025	
Promotion and campaigning	12	Host annual communication and promotion webinars in all Areas	World Athletics	1	2022	Online webinar and eLearning modules created in 2022
	13	Deliver annual communication and promotion workshops in all Areas	Area Associations	1	2023	Programme in place by 2023
	14	Develop tailored annual communication and promotional plan with identified resources to deliver	Member Federations	1	2023	All Areas and 90% of MFs to have an annual plan in place by Q1 2023 80% of MFs implemented a plan
Athletics for All	15	Create Athletics for All (A4A) concept and framework	World Athletics	2	2024	80% of MFs participate in MF sessions on A4A concept and framework
	16	Coaching and development programmes for A4A developed	World Athletics/ Area Associations	2	2024	60% of MFs register participants for A4A coaching courses
	17	A4A programmes and skilled resources in place	Member Federations	2	2026	50% of MFs have a programme and resources in place
Masters Athletics	18	Create framework for improved relationships with Masters Athletics	World Athletics	3	2022	Agreement with Masters Athletics on global, regional and national collaboration
	19	Create framework for improved relationships with Masters Athletics	Area Associations	3	2023	All Areas to have a framework agreement for Masters Athletics collaboration in their Area
	20	Established relationship with Masters Athletics with agreed pathways and promotional plans	Member Federations	3	2025	60% of MFs to have established relationship and pathway and plan in place

Objective	Action no.	Action	Primary responsibility	Action priority	Delivery year	Headline KPI
Supply of support staff	1	Determine the best way to grow and recognise the value of our people	World Athletics	3	2023	Implement recommended people growth and recognition approach by end of 2023 80% say they feel they are valued for what they do
	2	Create targeted recruitment plan	Area Associations and Member Federations	2	2022	All MFs and Areas to have plans in place by end of 2022
	3	Promote and use World Athletics eLearning platform and education opportunities	Area Associations and Member Federations	2	2022	5,000 coaches and 3,000 officials and/or administrative staff complete official training courses by 2023
Development opportunities	4	Develop and implement a People Plan (includes enhancing the eLearning platform)	World Athletics	2	2022	World Athletics People Plan in place by end of 2022 75% of MFs to have participants complete World Athletics online training courses by 2023
	5	Organise the practical elements of training courses in-country	Area Associations and Member Federations	2	2023	Practical coaching/officiating sessions organised by Areas for MFs to 90% of those attending online World Athletics courses (CECS and TOECS)
	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	All MFs to increase number of coaches, officials, administrators, and volunteers completing official World Athletics training courses
	7	Support elite athletes' post-career transition as part of the development pathway to encourage continued involvement in the sport	World Athletics	2	2024	Post-athletics career materials and programme created
Safeguarding	8	Promote Safeguarding Policy and further develop guidance that is applicable to all MF sizes	World Athletics	1	2022	Policy developed
	9	Support Areas and MFs to implement the Policy	World Athletics	1	2022	100% of Areas and 90% of MFs attend safeguarding seminars
	10	Adopt policy and implement safeguarding measures	Area Associations and Member Federations	1	2023	100% of Areas and MFs adopting Policy and implementing safeguarding measures (as applicable)
Gender equity	11	Deliver the existing gender leadership programme and promote the online course to MFs	Area Associations	1	2023	All Areas to implement an annual gender leadership programme
	12	Create a targeted recruitment plan for female administrators, coaches, and officials	Area Associations and Member Federations	1	2023	50% increase in the number of new female administrators, coaches, and officials by end of 2023 Overall increase in the level of female representation across stakeholder groups (aligned to World Athletics' aim of 50% in 2027)



Objective	Action no.	Action	Primary responsibility	Action priority	Delivery year	Headline KPI
Visibility of the sport	1	Ensure Diamond League and Continental Tour timing, promotion and broadcast coverage maximised	World Athletics	1	2022	Continental Tour and Diamond League available to view – either linear or digital – in every country with an MF
	2	Continue to promote growth of the Continental Tour to provide top level athletics product in every region of the world	World Athletics	1	2022	Increase in total number of Continental Tour events and increase across all Areas
	3	Continue to invest in Area and National championships	Area Associations and Member Federations	1	2022	Large/medium MFs to host at least one competition suitable for leading elite home athletes per annum
	4	Stage high quality Area Championships with robust communications plans showcasing the regions' athletes	Area Associations	1	2022	High quality Area competitions with robust communications plans to promote the sport in the region
	5	Build profile of the nations' elite athletes and national teams	Member Federations	1	2022	50% of MFs to establish campaigns promoting elite home athletes and local/ regional competitions
	6	Promote the sport of athletics	Area Associations and Member Federations	1	2022	All Areas and 80% of MFs to adopt and deliver at least one of World Athletics' campaigns per annum
Informed by data and insights	7	Creation of technical specifications and framework to assist Areas and MFs in building fan database and engagement	World Athletics	2	2023	Framework in place and communicated to Areas and MFs
	8	Sharing of centrally collated research and insights and guidance regarding use	World Athletics	2	2022	Data continues to be shared with the sports stakeholders
	9	Established research frameworks at Area level to collect insights and information from both fans and non-fans	Area Associations	2	2023	All Areas to collect fan and non-fan data and have mechanism in place to analyse and share data with MFs
	10	Established database of fans and engagement plans	Member Federations	2	2024	30% of MFs to have established fan database by 2024 building to 60% by 2030
	11	Develop country specific plans to increase fan numbers via 'real' face-to-face (as well as digital) means	Member Federations	2	2025	All MFs to have plans in place by 2025
Reputation	12	Policies (safeguarding and human rights) to be finalised and shared	World Athletics	1	2022	Reputation of the sport to improve by 25% via fan surveys
	13	Education, implementation workshops and monitoring mechanisms in place	Area Associations	2	2023	Annual workshops for MFs on safeguarding, anti-doping and human rights in place
	14	Implementation of policies in country with education and communication plans in place	Member Federations	2	2023	Seminars and communication with stakeholder groups (technical officials, coaches, clubs) delivered
Innovation and technology	15	Challenge the sport to have an open mindset to innovation	World Athletics	1	2022	Innovation seminar conducted with Council and eLearning modules created to stimulate innovation thinking
	16	Area led innovation and technology seminars with fan-centric mindset	World Athletics and Area Associations	2	2023	All Areas to hold an Innovation round table session open to all their MFs
	17	Identify at least two new innovations or technologies to test together with mechanism to gather feedback from fans	Member Federations	3	2025	50% of MFs have a plan to test at least two new innovations or technologies at a national event
Entertain and engage via digital	18	Provide guidance and best practice to MFs in how to better use digital assets	World Athletics	1	2022	All Areas and 80% of all MFs attended communications webinar
	19	Audit of social media channels and frequency of use	World Athletics and Area Associations	1	2022	Comprehensive map of all Area Association and MF digital channels and frequency of use
	20	Annual plan to deliver content across digital channels	Area Associations and Member Federations	3	2023	80% of MFs have implemented a content plan and have resources in place to deliver plan
	21	Maximise fan engagement via digital channels	Area Associations and Member Federations	1	2024	Digital followers across all MFs to double every two years with reporting through annual reports
	22	Explore e-sport and gamification opportunities for our sport	World Athletics	3	2023	Feasibility assessed and trialled by 2023

Objective	Action no.	Action	Primary responsibility	Action priority	Delivery year	Headline KPI
Benefits of partnering with athletics	1	Continue to lead in positioning the sport via campaigning	World Athletics	1	2022	All MFs to have promoted at least one World Athletics campaign per annum
	2	Create toolkit outlining benefits of partnering with the sport	World Athletics	2	2022	Toolkit created
	3	Communicate benefits partnering with the sport can deliver to governments	Member Federations	2	2023	All MFs to have engaged quarterly with government per annum
	4	Assessment of the sport's commercial partnerships, including promotion of elite athletics	World Athletics	3	2025	Assessment of the sport's commercial arrangements in line with partnership renewal/expiry
MF and Area support and sustainability	5	Build Area and MF capacity by provision of more targeted services and support	World Athletics	1	2022	New development model and support/funding structure in place in 2022
	6	Attract new or enhance existing partnerships (commercial or non-commercial)	All stakeholders	2	2023	All MFs and Areas and World Athletics to have secured at least one new or renewed at least one existing commercial or non-commercial partnership by 2023
	7	Acknowledge regional variances in public and private funding to co-ordinate MF approaches	Area Associations	3	2023	Area led workshops to take place annually from 2023
Host cities	8	Benefits of hosting guidance, socioeconomic impact promoted to future hosts and shared with Areas/MFs	World Athletics	3	2022	Guidance provided to MFs by mid-2022
	9	Feasibility for event hosting, driving regional co-ordination to deliver high quality Area championships	Area Associations	3	2023	Increase in expressions of interest in hosting Area championships across MFs and feedback from championships
Broadcast partners	10	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	World Athletics	2	2023	Increase in broadcast reach for the sport of 10% by 2025 and 50% by 2030
	11	Area and National Championships broadcast	Area Associations and Member Federations (where possible)	1	2023	All Area Championships broadcast (linear/streamed) by 2023, with increased broadcast reach in each region Increase in the number of MFs broadcasting their national championships
Data and insight for partnerships	12	Creation of framework and sharing of centrally collated insights	World Athletics	3	2022	Framework in place and communicated to MFs and Areas in 2022 Data continues to be shared with the sport's stakeholders
	13	Use centrally provided and own-sourced data to produce country specific plans for partnerships	Area Associations and Member Federations	3	2023	All MFs to have country specific plans for partnerships in place by 2023

