

4 YEAR STRATEGIC PLAN FOR THE  
INTERNATIONAL VA'A FEDERATION  
2017 – 2020



## VISION

To protect, promote, perpetuate and develop the sport of Va'a at an international level, maintaining the cultural significance of the sport and providing pathways for inclusion and participation to every country in the world.

## PURPOSE AND VALUES

### MISSION - Purpose:

- To develop, educate, promote and encourage the practice of the sport of Va'a for competitive and recreational purposes throughout the world
- To create and foster friendship among the Va'a community
- To establish, deliver and enforce regulations for IVF sanctioned events
- To perpetuate the cultural identity and practices of the sport of Va'a
- To establish pathways for Va'a competition at the highest level

### VALUES

- The International Va'a Federation will act with integrity, honour and transparency. We will be accountable for our actions
- The International Va'a Federation will make decisions that are in the best interest of all members through the principles of good governance
- The International Va'a Federation will respect all cultures and traditions of Va'a.
- We will act in the spirit of friendship and understanding. We will respect the past and provide vision for the future.

# 1. MAINTAINING CULTURAL IDENTITY OF THE INTERNATIONAL VA'A FEDERATION

| Strategic Outcome  | Performance Measure  | Strategic Initiatives  | Status  |
|--|--|--|---|
| <p>To maintain and develop the cultural identity which makes our sport unique.</p> | <ul style="list-style-type: none"> <li>• Our values are promoted and demonstrated at all times in the operations of the IVF</li> <li>• Our history is documented and available to share</li> </ul> | <ul style="list-style-type: none"> <li>• Walk the talk of our values in all activities.</li> <li>• A virtual history of the international Va'a Federation is available on the IVFIV.ORG website.</li> <li>• Information about the history of the Outrigger Canoe/Va'a in each Pacific nation is available on the IVFIV.ORG website.</li> </ul> | <ul style="list-style-type: none"> <li>• Consistent throughout this term</li> <li>• Commenced but currently incomplete – Will be prioritised to complete as part of our 2020 to 2024 Strategy</li> <li>• Currently incomplete – Will be prioritised to complete as part of our 2020 to 2024 Strategy</li> </ul> |

## 2. LEADERSHIP AND CAPABILITY

Strategic Outcome

Performance Measure

Strategic Initiatives

To build a sustainable, & highly professional organisation

- Our bylaws are reviewed, re-drafted and adopted by the membership by 2017
- A Board policy document is developed and implemented
- A communications plan (internal and external) is developed and implemented to ensure best practice communication
- Outcomes are delivered within budget , based on sound financial planning and secured funding
- An administrator is contracted to initially offer admin support to the IVF, with a view to grow the role.
- Increase country membership to at least 35 countries by 2020
- We have researched our sports ability to achieve Olympic recognition
- We pursue opportunities that develop and promote the sport on a global stage

- Review the current bylaws and amend/redraft where necessary to reflect the strategic direction of the organisation
- Development of a board policies and procedures manual to govern how our board functions.
- Develop a communications plan for the organisation
- Identify and secure sources of funding and revenue for the IVF to achieve outcomes
- Develop a job description and a timeline for implementation of an administration role within the organisation.
- Identify potential new country members and work with them to become members of the IVF.
- Retain current memberships by determining and communicating the value proposition of the organisation.
- Research the possibilities for Olympic recognition of the sport of Va'a. Research should include every means possible, and the positive and negative consequences of inclusion/non-inclusion, so that the IVF can make informed decisions on this topic.
- Developing a policy to recognise events that help to promote Va'a globally

- Bylaws have been reviewed and new bylaws adopted
- Board Policies have been developed and all policies are saved in dropbox. A policy manual is currently incomplete
- Complete
- Ongoing
- Complete and administrators contracted in 2019
- Ongoing
- Ongoing
- Research report currently underway.
- Complete

### 3. EVENTS AND DELIVERY

| Strategic Outcome   | Performance Measure  | Strategic Initiatives   |   |
|---|--|---|---|
| <p>Our World Championships are successful and delivered to the highest standard</p> | <ul style="list-style-type: none"> <li>The purpose of our World Championship Events is reviewed and outcomes developed</li> <li>Establish a professional bid process that reflects the purpose of our World Championship events</li> <li>Race rules are reviewed</li> <li>A Doping Policy is reviewed and implemented</li> <li>An anti-doping education plan is created</li> </ul> | <ul style="list-style-type: none"> <li>Review the IVF World Sprint and Distance Championship and determine the purpose and goals for these events</li> <li>Review the IVF World Sprint and World Distance bid process and update the bid document to ensure a professional and robust process that captures all information required to host a successful event.</li> <li>Review Sprint and Distance Rules to ensure consistency, fairness and the direction of the IVF.</li> <li>Review the Doping policy so that our policy is robust and meets the needs of our sport.</li> <li>Create a plan for anti-doping education</li> <li>Investigate and develop a plan to for a potential V1 World Tour in association with Te Aito and existing Aito events</li> </ul> | <ul style="list-style-type: none"> <li>Reviewed and should be reviewed again with incoming Board</li> <li>Complete</li> <li>Complete &amp; ongoing</li> <li>Complete</li> <li>Underway</li> <li>Investigated in 2017 &amp; 2018 and decided that Te Aito should be managed by its organisers</li> </ul> |

## 4. DEVELOPMENT

| Strategic Outcome  | Performance Measure  | Strategic Initiatives  |  |
|--|--|--|--|
| <p>Our Development Plan ensures growth of the IVF and its member countries</p> | <ul style="list-style-type: none"> <li>• A development plan is created and implemented. that will help to the capacity member countries to build the sport</li> <li>• Youth numbers increase by 10 %</li> <li>• Increase participation by 15%</li> <li>• International Coaching Certificate and pathway are created</li> <li>• International Official Certificate and pathway</li> </ul> | <ul style="list-style-type: none"> <li>• Create a development plan that will help to increase the capacity of member countries to build the sport</li> <li>• Identify current youth participation numbers</li> <li>• Identify opportunities to increase youth participation</li> <li>• Identify current levels of participation within member countries</li> <li>• Create an International Coaching Certificate</li> <li>• Create an international Official Certificate</li> </ul> | <ul style="list-style-type: none"> <li>• Created</li> <li>• Completed through member survey</li> <li>• Ongoing</li> <li>• Completed through member survey</li> <li>• Incomplete – To be included in 2020 to 2024 plan</li> <li>• Incomplete – To be included in 2020 to 2024 plan</li> </ul> |

## 5. INCLUSION

| Strategic Outcome  | Performance Measure   | Strategic Initiatives  |  |
|--|---|--|--|
| <p>Our Sport is inclusive to paddlers of all abilities</p> | <ul style="list-style-type: none"> <li>• Para Va'a rules are reviewed</li> <li>• Para Va'a Plan is implemented</li> <li>• Para Va'a numbers increase at World Championship events</li> <li>• Plan for other disabilities is developed and implemented.</li> </ul> | <ul style="list-style-type: none"> <li>• Review the Para Va'a Rules and ensure they are accessible and inclusive for all.</li> <li>• Develop a Para Va'a plan that will help to Increase the numbers of countries and ultimately the numbers of Para Va'a paddlers participating in our sport.</li> <li>• Current numbers of participants and countries with Para Va'a numbers is determined.</li> <li>• Identify other disabilities outside of our classification system that would like to take part in our sport and develop a plan for inclusion (e.g. mental disability etc)</li> </ul> | <ul style="list-style-type: none"> <li>• Complete</li> <li>• Commenced</li> <li>• Complete through member survey</li> <li>• Ongoing</li> </ul> |



## 6. MARKETING AND PROMOTION

| Goal  | Performance Measure  | Strategic Initiatives   |  |
|---|--|---|--|
| <p>Capture IVF's unique brand and market it for the benefit of the sport.</p> | <ul style="list-style-type: none"> <li>Marketing plan is developed and implemented.</li> <li>Promotion of the sport is defined and a plan implemented</li> <li>IVF merchandise line is established and for sale at events and online.</li> </ul> | <ul style="list-style-type: none"> <li>Develop a marketing plan designed to increase awareness of the sport and to broaden the appeal of our sport to a wider audience.</li> <li>Define promotion for the purposes of the IVF and develop a plan accordingly.</li> <li>Identify potential partners and sponsors with synergies and mutual benefits.</li> <li>Seek and engage relationships with media organisations</li> <li>Develop merchandise that promotes the IVF brand and the sport in general, as well as being a source of revenue.</li> </ul> | <ul style="list-style-type: none"> <li>Commenced but not complete</li> <li>'Promotion is defined as building awareness, developing a following and increasing the profile of the sport of Va'a with a purpose to grow participation.</li> <li>Ongoing</li> <li>Ongoing</li> <li>Not commenced</li> </ul> |