



Strategic Plan 2025 2028

United by **Sport** Forged in **Oceania** Spirit of **Olympism**



► **Vision**

An empowered, innovative sport ecosystem in Oceania, where athletes are at the heart of sustainable success.

► **Mission**

To advance the sport ecosystem by supporting sporting excellence, strengthening NOC services, cultivating strategic partnerships and leading by example.

▶ Respect

We value all peoples and cultures; We will leave no one behind.

▶ Integrity

We are committed to being ethical and professional in carrying out our responsibilities.

▶ Synergy

We work with our members and cultivate partnerships with our stakeholders in delivering on our mandate.

▶ Excellence

We strive to do our best in the delivery of our services.



► Core Function 1

Supporting Sporting Excellence

This core function empowers Oceania's athletes and entourage to thrive in sport and life, with more athletes qualifying for and excelling at the Olympic Games in a safe and supportive environment.

Picture of Success

ONOC fosters an environment where athletes are supported to succeed. Athlete safety, well-being, high-performance, and career development are integrated into the framework for sustainable success towards Brisbane 2032 and beyond.

Rationale

We acknowledge that athletes are at the centre of everything we do at ONOC.



Priority Area 1: Representation & Voice

Focus: Establish and support authentic athlete leadership across all levels of global sporting governance

Goal: Oceania athletes to have a strong, diverse presence in all decision-making bodies across Oceania and the world, enhancing global influence and recognition of our unique Oceania culture and identity.

Objective 1.1: Empower and promote Oceania athlete representation with the NOCs to all relevant global sporting bodies

Objective 1.2: Establish compliant and effective Athletes' Commissions in each member nation with direct communication to ONOC Athlete Commission.

Objective 1.3: Build athlete leadership capacity through governance training, mentoring, and regional collaboration.

Priority Area 2: Olympic Pathways

Focus: Support the development of clear and effective pathways to becoming elite level athletes

Goal: More Oceania athletes qualify for the Olympic Games.

Objective 2.1: Establish training camp exchange programmes between Oceania nations to share coaching, performance support expertise and facilities.

Objective 2.2: Advocate for and support increased opportunities for Oceania athletes to participate in qualification events, regional competitions, and Olympic preparatory programmes.

Priority Area 3: Holistic Support

Focus: Create comprehensive athlete development that extends beyond sporting performance

Goal: Encourage and promote education, dual careers, and employment pathways that respect Oceania's unique cultures and contexts.

Objective 3.1: To deliver and continually improve ONOC's Voices of the Athletes (VOA) program by training more educators, expanding initiatives across Oceania, and building structures that ensure long-term sustainability and athlete-led growth.

Objective 3.2: Encourage and promote the application for IOC AC grants to facilitate leadership development and/or other upskilling opportunities for current AC members

Priority Area 4: Safe & Fair Sport

Focus: Build environments where athletes can perform without fear or compromise

Goal: Promote safe, inclusive, and culturally respectful sporting environments across Oceania that protect athlete well-being, uphold integrity, and support clean sport.

Objective 4.1: Implement comprehensive safeguarding policies with culturally sensitive reporting mechanisms across all member nations.

Objective 4.2: Promotion of anti-doping education programmes delivered in local languages and cultural contexts.

Objective 4.3: Support NOCs in building safe, inclusive, and fair environments according to the IOC's athlete rights and responsibilities declaration.

Priority Area 5: Connection & Empowerment

Focus: Foster collaborative networks that amplify athlete potential across the Pacific region

Goal: Build strong networks, partnerships, and athlete-led initiatives to unlock potential across the region and the world.

Objective 5.1: Create industry partnerships that provide internships and career placement opportunities for current and former athletes.

Objective 5.2: Explore commercial opportunities that Athlete-led programmes like VOA can unlock for athletes' benefit

Objective 5.3: Create platforms for athletes across Oceania to connect, share, and collaborate.

Priority Area 6: Athlete Entourage

Focus: Support and enable NOCs through their NFs in developing capable and effective entourages for their athletes

Goal: ONOC supports initiatives to develop capable and connected coaches, officials, and performance staff who provide the expertise and care athletes need to succeed at every level.

Objective 6.1: Assist NOCs through various ONOC Commissions and programs to create and access education and upskilling opportunities for coaches and performance staff.

Objective 6.2: Support NOCs through shared servicing and building collaboration and knowledge-sharing networks across Oceania to strengthen regional expertise.

Objective 6.3: Encourage NOCs and their NFs to recognise, empower, and retain good coaches and performance staff as essential contributors to athlete well-being, development, and high performance.

► Core Function 2

Strengthening NOC Services

This core function is dedicated to enhancing the support and services ONOC provides to the 17 National Olympic Committees (NOCs) in the Oceania region. By building NOC capacity and improving their ability to support athletes and officials, ONOC ensures that the region remains competitive and sustainable in the global sporting arena.

Picture of Success

Oceania NOCs are equipped with the tools, resources, and support to deliver effective programmes that prioritize athlete well-being and development. ONOC strengthens NOC governance and operational capacity, fostering a region where athletes have access to world-class services, training, and competition pathways.

Rationale

We are empowering NOCs to deliver better services for athletes and communities, strengthening their governance, and supporting their operational needs.



Priority Area 7 – Building NOC Operational Capacity through Tailored and Equitable Support

Focus: Providing tailored and equitable support to NOCs to enhance their operations, ensuring they can effectively deliver services to athletes and their teams.

Goal: To strengthen NOC governance and operations through tailored and equitable support, enabling all NOCs to effectively and sustainably serve their athletes and teams.

Objective 7.1: Develop and maintain a profiling system to assess the operational capacity of each NOC, providing a baseline for tailored support and tracking progress over time.

Objective 7.2: Design and implement tailored support mechanisms that respond to the unique needs and priorities identified through NOC profiling.

Priority Area 8 – Enhancing Capacity and Training for Athlete Support Systems and NOC Resources

Focus: Enhancing the capacity of not just NOC staff and leadership, but also the athlete entourage—the team of professionals who support athletes. The entourage includes coaches, medical staff, nutritionists, and other specialists who are critical to an athlete's success.

Goal: Increase high-performance outcomes, leadership capacity and skill development of NOC staff and athlete entourage to ensure optimal support for athletes.

Objective 8.1: Provide centralised guidance for NOCs to develop HP programs to service athletes and entourage

Objective 8.2: Strengthen the operational capacity of NOCs through the development and implementation of targeted training programs.

Objective 8.3: Facilitate cross-training initiatives where athlete entourages and NOC personnel can learn from each other and work collaboratively to create better support ecosystems for athletes.

Objective 8.4: Create an integrated M&E system to assess the effectiveness of both athlete entourage training and NOC capacity-building programs.

Priority Area 9 – Strengthening NOC Athletes' Commissions to Lead Athlete-Centred Programmes

Focus: Strengthening NOC Athletes' Commissions by providing opportunities, resources, and guidance to help them design and deliver athlete-centred programmes that reflect athletes' voices and needs.

Goal: Ensure all NOC Athletes' Commissions are empowered and equipped to assist their NOCs deliver effective programmes that support holistic athlete development.

Objective 9.1: Facilitate regional exchanges among Athletes' Commissions to share best practices, resources, and innovations in athlete development and support.

Objective 9.2: Create and facilitate opportunities for NOC Athletes' Commissions to engage with athletes, partners, and international networks, expanding the impact of their programmes.

Priority Area 10 – Maximising Access to Available Funding Opportunities

Focus: Supporting NOCs to fully access and utilise funding available through Olympic Solidarity, ONOC Continental Programmes, IOC World Programmes, and national government sources, ensuring resources are effectively applied to strengthen their operations and athlete support.

Goal: To ensure all NOCs are able to access and effectively manage the full range of funding opportunities available to them, thereby strengthening their operational capacity and ability to support athletes.

Objective 10.1: Provide targeted training and hands-on support to NOCs to strengthen their capacity in planning, applying for, and reporting on Continental and World Programme funds, while ensuring compliance with grant conditions.

Objective 10.2: Assist NOCs in strengthening their relationship and

engagement with national governments to secure and optimise access to public funding for sport, while respecting NOC autonomy and ensuring alignment with Olympic values.

Priority Area 11 – Promoting Collaboration and Best Practices Across NOCs

Focus: Encouraging NOCs to share resources, knowledge, and best practices, fostering greater collaboration and alignment across the region.

Goal: Foster regional cooperation, allowing NOCs to share resources, best practices, and solutions for common challenges.

Objective 11.1: Establish a regional knowledge-sharing platform by end-2025 where NOCs can exchange best practices, resources, and experiences.

Objective 11.2: Organize an annual NOC summit to foster collaboration, identify shared challenges, and work together on solutions.

► Core Function 3

2025-2028 ONOC Strategic Plan Framework

Cultivating Strategic Partnerships

This core function emphasizes building strong, mutually beneficial partnerships. These partnerships are essential for delivering ONOC's mission and achieving its broader goals, particularly in supporting athletes and regional sports development

Picture of Success

ONOC builds and sustains strategic partnerships with global and regional stakeholders, ensuring that shared goals around athlete development, sustainable sport, and governance are met. Collaborative efforts lead to enhanced resources, opportunities, and programmes, driving success in the region and aligning with the IOC's global initiatives.

Rationale

We are developing strategic collaborations that allow ONOC to fulfill its goals and support shared initiatives for athletes and NOCs across the region.



Priority Area 12: Building Partnerships with NOCs and Regional Organizations

Focus: Strengthening relationships with National Olympic Committees (NOCs) and regional sports organizations to enhance collaboration, resource sharing, and mutual support.

Goal: Strengthen collaborative relationships with NOCs and regional sports organizations to enhance resources and opportunities for athletes and teams.

Objective 12.1: Formalize partnership agreements with all 17 NOCs and OSFO by 2026.

Objective 12.2: Create collaborative projects and shared resource programs that support athlete development and team preparation for regional and international events.

Priority Area 13: Engaging with Government and International Partners

Focus: Fostering strong partnerships with governments, international sports bodies, and development organizations to secure funding, resources, and support for regional athletes and events.

Goal: Secure funding, resources, and support from governments and international sports bodies for athlete development and event preparation.

Objective 13.1: Engage with governments across Oceania to secure funding for athlete development and competition preparation by 2027.

Objective 13.2: Build relationships with international sports bodies (e.g., IOC, Commonwealth Games Federation) to ensure access to funding and global opportunities for athletes.

Priority Area 14: Private Sector Engagement and Sponsorship

Focus: Building partnerships with the private sector to secure sponsorships, funding, and in-kind support for ONOC programs, athletes, and major events like the Olympics.

Goal: Increase the number of private sector sponsorships and partnerships to fund ONOC's programmes and events, ensuring financial sustainability.

Objective 14.1: Conduct a market analysis on marketing and private sector engagement to inform how ONOC and NOCs could work with corporations and local businesses, ensuring alignment with the Olympic Charter.

Objective 14.2: Subject to Objective 14.1, if feasible develop a partnership model that NOCs can adapt to their context, and provide training and resources to help them engage the private sector and increase sponsorship opportunities by 2028.

Priority Area 15: Enhancing Strategic Collaborations for Athlete Development

Focus: Working with partners in the education, health, and training sectors to develop innovative programs that support athlete development, well-being, and career progression.

Goal: Establish key partnerships with education and training organizations to create a regional framework for supporting athlete development from grassroots to elite levels.

Objective 15.1: Establish education and training partnerships with at least 3 universities or sports training organizations by 2025 to provide athletes with scholarships and training opportunities.

Objective 15.2: Launch mentorship programs that connect athletes with experienced professionals in their sport to provide career guidance and personal development.

Priority Area 16: Leveraging Global Networks for Regional Advantage

Focus: Utilising ONOC's regional and global network to create opportunities in Oceania, ensuring they have access to the latest resources, training, and competition opportunities.

Goal: Provide athletes and coaches with regional and global training, competition, and networking opportunities through strategic partnerships with international organizations.

Objective 16.1: Organize at least 2 regional/international training camps annually in partnership with global sports organizations to provide Oceania athletes with elite-level competition and training.

Objective 16.2: Foster global collaborations by hosting annual networking events and workshops with international sports leaders to build opportunities for Oceania Olympic Sport.



► Core Function 4

2025-2028 ONOC Strategic Plan Framework

Leading by Example



This core function is about ensuring that ONOC practices the highest standards of governance, transparency, and efficiency in all its internal operations. It serves as a model of ethical leadership for NOCs and other organizations within Oceania and the broader Olympic movement.

Picture of Success

ONOC practices the highest standards of governance and transparency, setting an example for the Olympic Movement in Oceania. Through ethical leadership and a commitment to innovation, ONOC fosters a culture of accountability, sustainability, and inclusion that supports long-term regional success and aligns with the IOC's reforms on governance and athlete rights.

Rationale

Here, our success is about practicing good governance, transparency, and accountability in everything we do, ensuring that ONOC serves as a model for others.

Priority Area 17: Strengthening Governance and Leadership

Focus: Enhancing the governance structures within ONOC, ensuring decisions are made with transparency, accountability, and integrity.

Goal: Enhance the leadership capacity and governance practices within ONOC to ensure effective decision-making and accountability.

Objective 17.1: Ensure full compliance with all legal, statutory, and regulatory requirements as part of ONOC's commitment to strong governance and accountability.

Objective 17.2: Before the 2026 AGA, review and update ONOC's governance structure to ensure it is fit-for-purpose and responsive to both international best practice and the organisation's evolving needs.

Objective 17.3: Implement robust leadership development programs for ONOC staff and board members, with at least 2 training sessions per year focused on governance, decision-making, and ethical leadership.

Priority Area 18: Improving Operational Efficiency

Focus: Streamlining internal processes to improve the efficiency of operations, ensuring that resources are utilized effectively and processes are optimized.

Goal: Improve internal operations by 20%, focusing on streamlining workflows, reducing redundancies, and leveraging technology for better outcomes.

Objective 18.1: Implement a new digital platform by 2025 to automate internal processes such as scheduling, reporting, and document management.

Objective 18.2: Reduce operational costs by 10% by 2027 through process optimization, resource sharing, and better utilization of technology.

Priority Area 19: Financial Management and Sustainability

Focus: Ensuring ONOC's financial stability through robust financial management systems and processes, compliance with IFRS and adherence to Olympic Solidarity Guidelines.

Goal: Ensure best practice financial systems and processes to ensure ONOC achieves financial sustainability for the long-term

Objective 19.1: Ensuring a best practice financial management system and process by end 2025

Objective 19.2: Subject to Priority 13 Objective 1, explore the opportunity to increase, financial reserves by 20% by end-2028 through more efficient budgeting and cost-control measures.

Priority Area 20: Risk Management and Compliance

Focus: Identifying and mitigating risks, ensuring compliance with both local and international standards in all ONOC activities.

Goal: Implement a comprehensive risk management framework, ensuring that all ONOC activities are compliant with relevant laws and regulations.

Objective 20.1: Establish a risk management framework by end-2025 to monitor and address potential risks in operations, compliance, and partnerships with regular reporting to ONOC Board.

Objective 20.2: Conduct regular compliance audit to ensure ONOC is in full compliance with international standards and regulatory requirements

Priority Area 21: Building Organizational Capacity and Culture

Focus: Fostering a culture of collaboration, inclusivity, and continuous improvement within ONOC to ensure the long-term success and relevance of the organization.

Goal: Build a high-performing standard within ONOC, enhancing skills, collaboration, and employee engagement to support organizational growth.

Objective 21.1: Conduct regular staff training and development

programme with a focus on leadership, organizational culture, and employee well-being.

Objective 21.2: Enhance staff engagement and retention by strengthening internal communication, career development opportunities, and staff recognition.

Priority Area 22: Monitoring and Evaluation

Focus: Ensuring that ONOC implements effective monitoring and evaluation systems to track the progress of its goals, objectives, and programs, as well as to assess the impact and effectiveness of its initiatives.

Goal: Ensure the consistent monitoring and evaluation of all ONOC programs and activities to measure success, identify areas for improvement, and ensure accountability in achieving organizational goals.

Objective 22.1: Develop and implement an organization-wide M&E framework by 2025 to track progress across all programs, including those related to athlete development, competition preparation, and operational efficiency.

Objective 22.2: Conduct quarterly reviews of key programs and initiatives to evaluate performance and ensure they align with strategic objectives and deliver expected outcomes.

Objective 22.3: Establish an annual performance review system that

evaluates the impact of ONOC's initiatives and provides actionable insights for continuous improvement.

Objective 22.4: Build the capacity of ONOC staff and partners to understand and utilize M&E tools, with training programs focused on M&E principles and methodologies.

Priority Area 23: Sport & Society

Focus: Drive awareness of environmental, social and cultural sustainability in all aspects of sport development

Goal: Ensure that ONOC and its member NOCs operate in ways that respect and protect Oceania's unique natural environment and communities, creating resilient systems that serve future generations of all

Objective 23.1: Support NOCs to integrate sustainable practices in operations, events, and Games preparation, including responsible resource use, waste reduction, and carbon-conscious planning.

Objective 23.2: Promote awareness and education among athletes and NOCs on the importance of environmental impact, connecting traditional Oceania cultural knowledge with modern sustainability practices.

Objective 23.3: Establish regional partnerships with environmental and community organisations to strengthen resilience, safeguard Oceania's natural resources, and ensure sport contributes positively to the region.

Priority Area 24: Championing Gender Equity

Focus: Actively include gender equity principles and practices in ONOC and promote this approach to our NOCs with support on available funding initiatives, and programmatic support, fostering an inclusive and equitable environment for all.

Goal: Integrate gender equity as a core value in our operations and encourage our NOCs to follow our lead.

Objective 24.1: Increase the representation of women in leadership roles, advisory committees, and key decision-making forums within ONOC and our NOCs.

Objective 24.2: Develop a gender-responsive framework that proactively designs, implements programs & policies that aim to reduce gender-based inequalities and promote equity within ONOC and our NOCs.



Leading the **Olympic Movement** in Oceania

