
2021 - 2025

INTERNATIONAL VA'A FEDERATION STRATEGIC PLAN





HISTORY OF VA'A

Polynesian ancestors navigated throughout the Pacific Islands in single and double hull Va'a settling on remote islands for more than 4,000 years. These Va'a were often sailing canoes and were much larger than modern-day Va'a and designed for long ocean voyages.

Although known by several different names (Outrigger Canoe, Vaka, Oe Vaka, Hoe Wa'a), the different terms all refer to the same activity. The modern sport of Va'a was developed and revived in Tahiti and Hawaii at the beginning of the 19th Century and at the turn of the 20th Century, organized Va'a races emerged. The sport of Va'a is practised and thrives as a sport of Pacific origin throughout the world.

From Tahiti and Hawaii, the sport of Va'a has spread around the world throughout the Pacific, Micronesian and Melanesian Islands, but also to Australia, the USA, Canada, South America, Asia and Europe.

There are thousands of Va'a paddlers around the world, and that number continues to grow. For most Va'a paddlers, Va'a is not only a sport but is a way of life. Va'a brings people together through the culture, connection, kinship, and the love of being on the water.

THE INTERNATIONAL VA'A FEDERATION

The International Va'a Federation (IVF), previously named the International Polynesian Canoe Federation, was created in 1981 as the international governing body of the sport of Va'a. The founding members of the IVF were the Kalifornia Outrigger Association (renamed Southern California Outrigger Racing Association in 2004) the Hawaiian Canoe Racing Association and the Federation Française de Pirogue Polynésienne (which has become the Fédération Tahitienne de Va'a).

From humble beginnings, the sport of Va'a has grown internationally and the IVF now has more than 35 member countries around the globe, the sport is led by an executive board and along with host countries showcase the sport of Va'a through a World Championship event each year. The World Championship events (sprints and distance) are attended by up to 2,000 paddlers from all over the world.

WHERE WE ARE NOW AND LOOKING FORWARD

The 2017 - 2020 strategic plan was the first strategic plan the IVF had adopted since the organisation's inception in 1981. This plan was robust and served its purpose of leading and developing the IVF and the sport of Va'a. A great deal has been achieved since 2017 such as updating and adopting new bylaws, contracting administrators, reviewing, and updating the race rules, the development and implementation of the IVF Grant Program, the development and delivery of the first World Distance Championship and the strengthening of our bid and events process to provide world-class championship events and much more.

Currently, the COVID-19 pandemic around the world has had a huge impact on the sport of Va'a and the IVF. Like most organisations around the world, the pandemic has forced the IVF to adapt to the challenges and find new and exciting approaches to operate in this current climate. Although a challenging time, it has been heart-warming to see our Va'a ohana support each other during this time.

This new plan serves to lead the IVF and the sport of Va'a for the next 4 years (2021-2025), there is a great deal to be accomplished, but the future is exciting for the sport and people of Va'a.





VISION

To lead and grow Va'a/Outrigger globally, setting international standards of excellence in the sport while promoting and perpetuating the culture, history and traditions of Va'a.

PURPOSE AND VALUES

MISSION - PURPOSE:

- To perpetuate the cultural identity and practices of the sport of Va'a;
- To develop, educate, promote and encourage the practice of the sport of Va'a for competitive and recreational purposes throughout the world;
- To develop strategic partnerships that promote excellence in athletic outcome;
- To establish, deliver and uphold world class regulations that align the sport globally;
- To deliver world class international sporting events that support high performance; pathways

VALUES

The IVF's core values give effect to our vision, permeate our mission, and inform our actions to ensure that we will make decisions that are in the best interest of all members through the principles of good governance.

- Inclusiveness – We will engage and empower everyone to feel welcome
- Collaboration - We enable and celebrate collaboration supporting others to achieve common goals
- Transparency – We will act with integrity and honour and adopt open communication
- Excellence- We strive to set clear goals and uphold high standards
- Respect - We will respect all cultures and traditions of Va'a
- Innovation – Our ability to adapt and compete in a fast changing world

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

STRATEGIC OUTCOMES

To maintain and develop the cultural identity which makes our sport unique.

STRATEGIC INITIATIVES

- Instil our values in all activities.
- Develop a virtual history of the International Va'a Federation that is available on our website.
- Ensure information about the history and the cultural significance of Va'a in and around the Pacific is available on our website.

PERFORMANCE MEASURE

- Our values are promoted and demonstrated at all times in the operations of the International Va'a Federation
- Our history is documented and available to share



2. LEADERSHIP

STRATEGIC OUTCOMES	STRATEGIC INITIATIVES	PERFORMANCE MEASURE
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To build a sustainable, & highly professional organisation

- Review bylaws and amend/redraft for membership approval where necessary to reflect the strategic direction of the organisation
- Development of board policies and procedures manual to govern how our board functions.
- Consolidate all IVF Policies and procedures into a single centralized document
- A brand review of the organisation is conducted
- Develop an engagement and communications strategy
- Identify and secure sources of funding and revenue for the IVF to achieve outcomes
- Identify potential new country members and work with them to become members of the IVF. Develop and maintain strategic partnerships that strengthen Vaá position globally and supports high performance pathways
- Develop a plan to identify strategic partners to support the international footprint of the IVF

- Our bylaws are reviewed, annually
- A Board policy document is developed and implemented
- An engagement and communication strategy is implemented
- Recommendations from the brand review are implemented
- Outcomes are delivered within budget, based on sound financial planning and secured funding
- Retain current memberships by determining and communicating the value proposition of the organisation.
- Increase country membership to at least 45 countries by 2025
- We have researched our sports ability to achieve Olympic recognition
- We pursue opportunities that develop and promote the sport on a global stage



3. EVENTS AND DELIVERY

STRATEGIC OUTCOMES

STRATEGIC INITIATIVES

PERFORMANCE MEASURE

Our World Championships and recognised events are successfully delivered

- Review the IVF World Sprint and Distance Championship and determine the purpose and goals for these events
- Strengthen our engagement with IVF recognised events (i.e. the Pacific Games)
- Review Sprint and Distance Rules to ensure consistency, fairness and the direction of the IVF
- Review the Medical and Anti-Doping policies so that our policy is robust and meets the needs of our sport
- Create a plan for anti-doping education

- Continually improve on the delivery of IVF World Championship based on the review feedback
- Fulfil our International Federation role with IVF recognised events
- Ensure World Championship events have robust contracts in place between the Host Country and IVF that protects all parties
- Race rules are amended in line with the annual review.
- Medical and Anti-Doping Policies are amended in line with annual review and implemented
- An anti-doping education plan is accessible on our website.



4. DEVELOPMENT AND CAPABILITY

STRATEGIC OUTCOMES

Our Development Plan ensures growth of the International Va'a Federation and its member countries

STRATEGIC INITIATIVES

- Create a development plan that will help to increase the capacity of member countries to build the sport
- Review IVF Development Grant programme annually
- Develop Information Communication Technology (ICT) protocols and procedures to be able to deliver online webinars, certification training and enhance communication between members
- Identify current youth participation numbers
- Identify opportunities to increase youth participation
- Identify and implement strategies for the IVF to assist with increasing youth and general participation.
- Create a platform that helps to facilitate coach development
- Develop a mechanism to upskill and recognise International Officials

PERFORMANCE MEASURE

- A development plan is created and implemented that will help to develop the capacity of member countries to build and grow the sport
- Implement recommendations from the IVF Development Grant review
- Embrace new Information Communication Technology (ICT) to enhance the delivery of programs and initiatives
- Youth numbers increase by 10%
- Increase participation by 15%
- Conduct a participation survey of the membership every 2 years
- A coach development and knowledge sharing platform is accessible on our website
- Recognised officials are listed on our website along with the pathway of becoming recognised



5. INCLUSION

STRATEGIC OUTCOMES

Our Sport is inclusive to everyone regardless of gender, sexual orientation, ability, cultural background, ethnicity, location or life stage

STRATEGIC INITIATIVES

- Review current policies related to diversity and inclusion
- Assess our organisation's current philosophies and values and understand how likely our members are to be flexible and adaptable to change
- Review the Para Va'a Rules and ensure they are accessible and inclusive for all
- 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

PERFORMANCE MEASURE

- Develop and implement policies to promote diversity and inclusion based on the review
- Develop a diversity and inclusion education and awareness plan for our organisation and members
- Para Va'a rules are amended in line with the review
- Para Va'a Plan is implemented
- Para Va'a numbers increase at World Championship events



6. MARKETING AND PROMOTION

STRATEGIC OUTCOMES	STRATEGIC INITIATIVES	PERFORMANCE MEASURE
<p>Capture the IVF's unique brand and promote it for the benefit of the sport</p>	<ul style="list-style-type: none">• Develop a marketing plan designed to increase awareness of the sport and culture to broaden the appeal to a wider audience• Identify potential partners with synergies and mutual benefits• Develop merchandise that promotes the IVF brand and the sport in general, as well as being a source of revenue• Raise awareness and promote Va'a through our social media platforms	<ul style="list-style-type: none">• Marketing plan is developed and implemented• Secure commercial partnership opportunities• IVF merchandise line is established and for sale at events and online• Increase engagement across all social media platforms



