

OFC FOOTBALL FOR GOOD STRATEGY:

THE POWER OF FOOTBALL



THE POWER OF FOOTBALL



INTRODUCTION

The Power of Football maps out our confederation's journey to enhance the wellbeing of individuals and communities across the Pacific.

The Power of Football sets an ambitious tone for the future by harnessing the universal appeal of our sport in a way that acknowledges and embraces the cultures and perspectives of our Pacific Blue Continent. OFC is taking the intentional step to align our business and football purpose and values with social and environmental outcomes.

We recognise football has significant power to develop individuals, communities, and nations. It has the power to inspire, to unite and provides a platform and common language. The development challenges facing Oceania also restrict the development potential of our sport. By addressing issues of poor health, social exclusion, poverty and the disruptions caused by climate change, we will also be able to ensure the future of the beautiful game across Oceania.

Putting Social Responsibility at the core of our activity at OFC will be a key driver for football development by:

01. *Leaving a positive legacy for players and communities*

02. *Fostering deep community relationships and creating life-long commitments to football*

03. *Enhancing football's reputation and institutional partnerships to sustainably support the game*



“DECADE OF ACTION

2020 2030”

Agenda 2030 and the Kazan Action Plan make clear the powerful development potential of sport. The Power of Football strategy will enable us to maximise this potential through intentionally addressing development outcomes at the individual, community and population level.

This will see OFC and our member associations build from the foundations of the Just Play programme and work toward the integration of initiatives to maximise wellbeing across the entire football system.

We will accelerate our efforts to support Agenda 2030 through bold action and scaled impact by integrating social responsibility into all football activities in our region and empowering our Member Associations to take locally driven action to deliver a stronger, healthier, more sustainable Pacific built by Football.

This Strategy is designed to provide focus to our activity and ensure synergy and coherence between OFC's activity and that of our Member Associations. Together we can achieve more for our communities while simultaneously growing the game.

VISION:

Unlock the transformative Power of Football to enhance the wellbeing of all individuals and communities across Oceania.

MISSION:

Understand the needs of the communities we operate in and support our Member Associations and other partners to design solutions that maximise footballs' power to deliver sustainable benefit for our region, growing the game and our ability to impact lives at scale.

OVERVIEW

Extensive consultation with our Member Associations revealed **4 outcome areas** where football can enhance the wellbeing for all involved in the game.

01.

▶ AN INCLUSIVE OCEANIA

Ensure Football leaves no-one behind and that our activities promote peace, inclusive societies and empower marginalised groups.



KR 1

Increased participation for women, girls and persons with disabilities .

02.

▶ A HEALTHY OCEANIA

Ensure Football leaves a lasting positive impact on the holistic wellbeing for all involved and addresses population-level health issues.



KR 2

Reduced rates of NCDs, mental health issues and preventable illness in football communities.

03.

▶ A RESILIENT OCEANIA

Regional leadership in mitigating environmental impact of our sport and promoting resilience across Oceania.



KR 3

Increased resilience and reduced environmental impact from football.

04.

▶ A FLOURISHING OCEANIA

Support building skills, capability and employment opportunities at a local level to ensure the communities of the region flourish'.



KR 4

Increased GDP contribution from Football .

| HOW WE WORK

The OFC Social Responsibility Team will be a key partner and enabler for change. This includes working across the following activities to ensure we deliver on the key results above:

1. PARTICIPATION

Supporting the delivery of participation and football for development programmes for targeted outcomes.

2. CAPACITY BUILDING

Working with the education department to embed education and training for social development and building capacity for social change within football.

3. ADVOCACY

Engage in social and behavioural change communications (SBCC) linked to our strategic outcome areas, and activated through local, national and regional football networks and events. The Social Responsibility team will work with OFC Comms to go beyond 'awareness raising' to engage in Social and Behavioural Change Communication (SBCC) linked to our strategic outcome areas and activated through local, national and regional football networks and events.

4. POLICY

Working with partners to ensure a fertile policy environment to support sustainable positive impacts from football in our region.

5. INSIGHTS

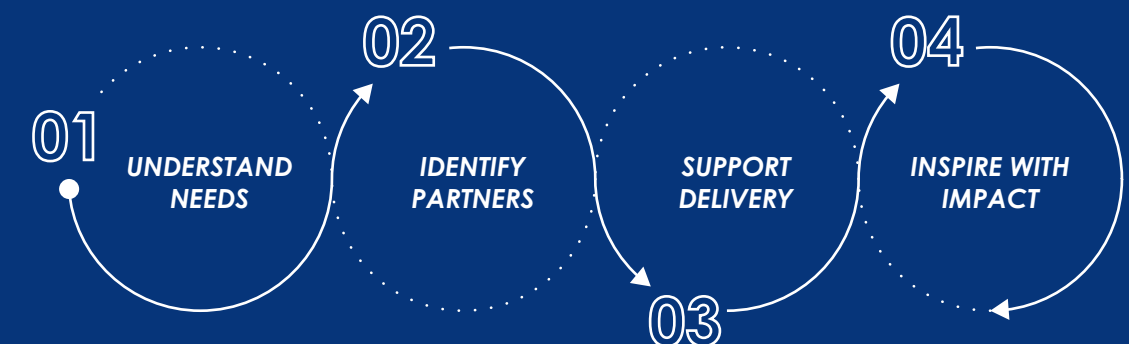
Ensuring all our work is evidence-led and supported by monitoring, evaluation and learning to tell our story of impact and improve over time.

6. PARTNERSHIP

Facilitating partnerships for sustainable development through football.



The Social Responsibility Team will work in partnership with our internal departments, our Member Associations and external providers to deliver impact through the following stages of delivery:



DELIVERY PRINCIPLES:

1. All activity linked to clear development outcomes prioritised by local and regional policy frameworks.
2. Collaborate & integrate with football activity for sustainable impact at scale. This activity will also enhance the value of the football activity.
3. Involve intended beneficiaries and their communities in the planning process.
4. Identification of internal and external partners and clearly identified roles and responsibilities during the planning phase.

5. Programmes will be inclusive, accessible and ensure that participants are fully safeguarded at all times.
6. All activity will be results-led, evidence-based and conducted with systematic measurement of progress and appropriate monitoring and evaluation.



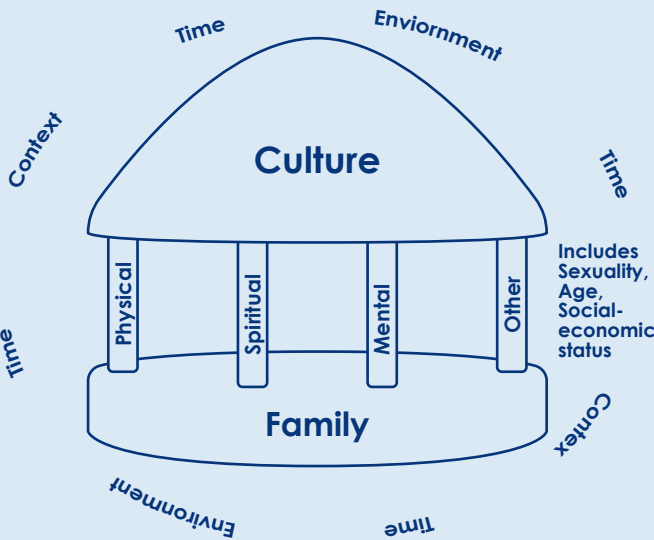
| PHILOSOPHY

We believe that in order to maximise the positive contributions that football can have to social development, we need an approach that acknowledges and embraces Pacific perspectives, values and practices, and that puts holistic wellbeing at the core of our delivery.

Pacific wellbeing frameworks such as the FONOFALE Model emphasise the interconnected nature of different dimensions of wellbeing: Physical, Mental, Spiritual, Social and Environmental. Should one of these be missing or damaged an individual or collective may become unbalanced and unwell.

To realise the Power of Football our activity must reflect this holistic approach and address all dimensions of wellbeing in our pursuit of specific development priorities linked to the SDGs.

FONOFALE



Kakala model – Tongan (Konai Helu-Thaman); Fa’afaletui model – Samoan model (Carmel Peteru & Kiwi Tamasese); Ta and Va – Tongan model (’Okusitino Mahina); Fonua model – Tongan (Sione Tu’itahi); Fonofale model – Pan-Pacific & Samoan (Fuimaono K. Pulu-Endemann); Te Vaka Atafaga – A Tokelauan assessment model; Tivaevae model – A Cook Island model (Teremoana Maua-Hodges); Te Whare Tapa Wha (Sir Mason Durie (Rangitāne, Ngāti Kauwhata, Ngāti Raukawa)

| PHILOSOPHY

PHYSICAL

Physical wellbeing relates to the physical body, its growth, development and ability to move. Physical health is a critical aspect of football, and football a key support for physical health. To promote Tahai Tinana, we aim to create opportunities for physical activity for all abilities in a fun way that promotes life-long engagement. Football will also drive health-promoting behaviours like good diet, reducing substance abuse, and supporting good hygiene.

MENTAL

Mental wellbeing refers to our thoughts, feelings and emotions. Maintaining positive mental health requires that we engage in new experiences, explore opportunities and make time for relaxation and connection. Mental illness is a growing issue in our region and requires us to connect, listen and support those experiencing challenges. We aim to provide mental wellbeing and mental skills training support and creating engaging and supportive environments across all levels of football.

SPIRITUAL

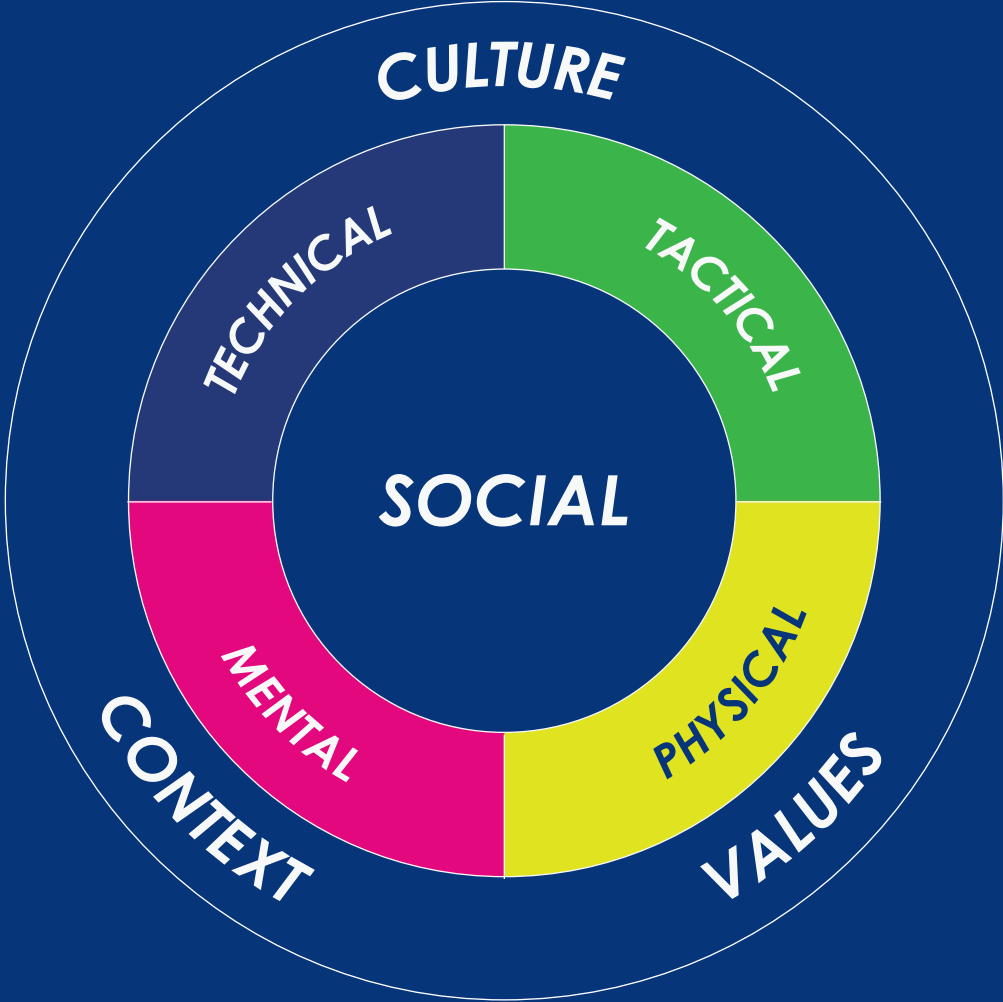
Spiritual health refers to relationship, to culture, environment, people, heritage, faith and connection to any higher power. We aim to create supportive environments, while fostering spiritual and cultural expression and embracing the diversity of beliefs and cultures of our region.

SOCIAL & FAMILY

Social health refers to belonging, sharing and caring. It means feeling part of a wider social system, tied to the past, present and future. Our ambition is for football to be a family and strengthen family ties. This means ensuring we give our time and our love - we care and we listen. It also means creating safe spaces for everyone in the whanau to engage in our programmes and activities – creating a supportive and sustainable community.

THE LAND AND ITS PEOPLE

The connection between people and the land is emphasised across Oceania. It includes the earth, plants, animals and people, and their physical and spiritual links, providing identity and a place of belonging. Wellbeing is maintained when we work in harmony (melino) with the environment. Football depends on the maintenance of a harmonious relationship with the environment, ensuring we have sustainable and safe places to play, and that we look after these environments for future generations. For our programmes, this principle requires an awareness of the environment and its suitability for promoting the wellbeing for all (safety, accessibility etc.), as well as an awareness of our impact on the environment, and doing what we can to minimise degradation and build environmental resilience in parallel with football development.



PLAYER DEVELOPMENT MODEL:

OFC is integrating these concepts of holistic wellbeing development into our player development models for the Pacific ensuring that our sport creates good footballer and good global citizens.

This includes development of technical and tactical abilities alongside mental, physical and social development within the local cultural and environmental contexts



| VALUES



EXCELLENCE

Working with kindness, humility and respect for those who we serve.

DIVERSITY

Inclusion and drawing strength from our regional diversity, giving all a voice.

INTEGRITY

Guardianship of the integrity of football and the sustainability of the game and our programmes.

EMPOWERMENT

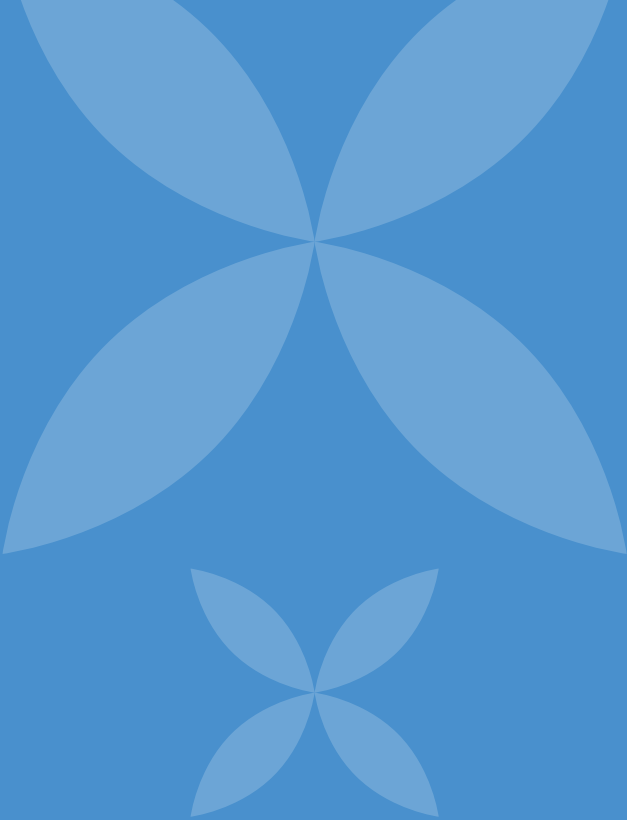
Building and maintaining relationships with openness and empowering our partners

INNOVATION

Play, fun and embracing new opportunities and new ways of working.

AN INCLUSIVE OCEANIA

'Ensure football leaves no one behind and that our activities promote peaceful, inclusive societies and empower marginalised groups'



01

● Football has the power to change social dynamics and transcend social barriers. We will work to amplify this power of football and ensure that our sport is available to everyone and able to address challenges on and off the pitch with a key focus on driving gender equality, disability inclusion and ensuring peace and unity across our diverse and culturally rich region.



GENDER EQUALITY

- Women make up 50% of leadership roles across Oceania by 2030
- Growth in women and girl's participation to match that of men and boys by 2030
- Undertake to prevent and respond to violence against women and girls through Football. Delivery of behaviour change programmes and campaigns in 100% of our Member Associations by 2025



DISABILITY INCLUSION

- Champion a collaborative approach and increase participation opportunities for those with disability
- 100% of coaches and volunteers trained in inclusive approaches and social models of disability by 2025
- 100% of OFC Competitions disability accessible by 2030



PEACE AND UNITY

- 100% of coaches, officials and staff trained in prevention of violence, and safeguarding
- 100% of participants feel safe in football
- Increase funding to address violence and promote peace and reconciliation

A HEALTHY OCEANIA

'Ensure football leaves a lasting positive impact on the holistic wellbeing for all involved and addresses population-level health issues



2

Our region faces significant health challenges. Football can go a long way to addressing these challenges through programmes to promote physical activity, positive health behaviours and provide support for mental health. Of particular focus for OFC is addressing non-communicable diseases which are responsible for 75% of all deaths in the Pacific and addressing sanitation and hygiene. For children under five, water and sanitation-related diseases are one of the leading causes of death across the Pacific. One third of children in the Pacific don't have access to good sanitation and one in ten don't have access to safe drinking water.



3

GOOD HEALTH AND WELL-BEING

NCD REDUCTION

- 100,000 children reached annually with football programmes promoting NCD reduction by 2030
- Effective measures established to quantify football's contribution to overall physical activity (WHO Guidelines) and health in 100% of MAs by 2030
- \$1 million in health sector savings due to football programming by 2030

3

GOOD HEALTH AND WELL-BEING

MENTAL HEALTH

- 100% coaches receive training to promote mental health and wellbeing of participants by 2025
- 100% of high-performance programmes delivering resilience training and mental health support services by 2026
- 100,000 children reached annually with football programmes promoting positive mental health and wellbeing by 2030

6

CLEAN WATER AND SANITATION

WATER, SANITATION & HYGIENE

- 100,000 children reached annually with football programmes promoting good sanitation and hygiene behaviours
- 100% of football facilities have adequate drinking water and sanitation facilities by 2030

A RESILIENT OCEANIA

'Regional leadership in mitigating environmental impact and promoting resilience across Oceania.'

● The impacts of climate change are acutely felt across the Pacific, with climate change expected to have a significant detrimental impact on Pacific Islanders' livelihoods, security, culture and wellbeing. Climate change is contributing to sea level rise and increased extreme events in the Pacific Ocean. This is despite the Pacific communities contributing little to climate change or environmental degradation.

03



13 CLIMATE ACTION



RESILIENCE

- Ensure all MAs are equipped to support their communities during natural disasters with 100% of MAs having emergency response plans by 2025
- Implement national resilience and disaster response strategies
- Delivery of resilience and emergency response programmes

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



REDUCE IMPACT

- Measures the environmental impact of football in each MA and delivers initiatives to reduce carbon emissions and enhance environmental sustainability by 2027
- Offset carbon emissions and reduce GHG emissions

13 CLIMATE ACTION



CLIMATE AWARENESS

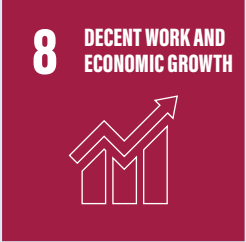
- Education for climate awareness in the region reaching over 20,000 children a year
- Promote youth-led initiatives to address climate change through football
- Global advocacy for the detrimental impact of climate change on our region

A FLOURISHING OCEANIA

‘Support building skills, capability and employment opportunities at a local level to ensure the communities of the region flourish’

● The Pacific region suffers from significant unemployment and under-employment, with current estimates at around 23% unemployment regionally, with situations much worse in countries such as the Solomon Islands and Kiribati. Sport has been identified as a valuable tool for combatting unemployment. It is a community-based and employment intensive activity, which disproportionately favours youth employment. It has also been shown to be a site for developing soft-skills and experience for enhanced employability, and can significantly contribute to the tourism economy of Pacific nations.

04



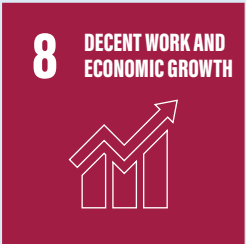
DECENT WORK

- Preservation of rights, safety and security of athletes, spectators and workers involved in football across the Pacific
- Enhance youth employment and provide skills to support livelihoods through football across the Pacific



SKILL DEVELOPMENT

- Grow a skilled workforce in football
- Enhance transferrable skills development for further employability
- Deliver programmes targeting youth unemployment



GROW GDP

- Promotion of tourism impact through OFC events
- Grow the annual GDP contributions from football by 7% or more per annum

| DELIVERY PLAN

“If you don’t know where you are going, you will probably end up somewhere else”
Peter J. Lawrence

The following pillars of activity have been identified in order for OFC to realise the Power of Football in our region.



PARTICIPATION

- ▶ Support MA's in delivery of the Just Play Programme
- ▶ Design and development of other football for development programmes in partnership with MAs and Football Division
- ▶ Management of OFC's Safeguarding Programme including disclosure management
- ▶ Design and delivery of Event Legacy programmes



CAPACITY

- ▶ Establish 'football for good' education pathway and certification
- ▶ Development of education modules for Social Responsibility staff
- ▶ Integration of specific social impact modules into OFC education pathway
- ▶ Establish Safeguarding training pathway and training modules
- ▶ Training on Monitoring & Evaluation for Impact



ADVOCACY

- ▶ Deliver impactful behaviour change communications across Oceania
- ▶ Enable MAs to deliver national campaigns
- ▶ Inspire with Football Impact
- ▶ Establish annual Social Impact Report on "the Power of Football" in Oceania



POLICY

- ▶ Delivery of Social Responsibility Guidelines and support to MAs to develop their own Social Responsibility Strategy and national agenda
- ▶ Development of regional safeguarding frameworks and direct national support
- ▶ Promote policy coherence between football and national, regional and international development frameworks
- ▶ Provide policy support to member associations to ensure football respects human rights and promotes wellbeing



INSIGHTS

- ▶ Establish OFC Impact Framework to report the Power of Football across pillars
- ▶ Deliver insights & learning for MAs and OFC divisions
- ▶ Conduct research to ensure evidence-based programming
- ▶ Engage target beneficiaries in design, delivery and learning process



PARTNERSHIP

- ▶ Expand development partnerships to increase resource for football impact
- ▶ Partner with MAs to develop national SR Strategies
- ▶ Assist in sustainable national partnerships for MA programmes
- ▶ Partner with all OFC divisions to deliver impact

| RESULTS

INDICATOR FRAMEWORK: MEASURING SUCCESS

SUCCESS MEASURES

THE POWER
OF FOOTBALL

AN INCLUSIVE
OCEANIA

A HEALTHY
OCEANIA

A RESILIENT
OCEANIA

A FLOURISHING
OCEANIA

2022

- # of OFC departments with social impact indicators
- % of MAs with safeguarding policies and procedures
- 40,000 children reached through Just Play

2022

- Participation baselines established
- Leadership baselines established

2022

- % of MAs with Ministry of Health support
- Training on holistic health and wellbeing delivered in 50% of MAs

2022

- # reached through Tonga Emergency Response Programme
- Reach of campaign on Climate Awareness

2022

2023

- # of MAs with a Social Responsibility Strategy
- # reached through Pacific legacy 2023
- % of MAs with safeguarding policies and # trained in safeguarding
- Delivery of OFC "Power of Football report"

2023

- Participation data disaggregated by gender, disability, age etc.
- Growth in female leadership
- % of MAs with gender equality action plan

2023

- % of MAs with Ministry of Health support
- Baseline football contribution to physical activity
- Training on holistic health and wellbeing delivered in 50% of MAs

2023

- Reach of campaign on Climate Awareness
- Baseline GHG emission and resilience research

2023

- Establish baseline GDP impact data
- Design vocational skill programme

2024

- # of MAs with a Social Responsibility Strategy
- % of MAs with safeguarding policies and # trained in safeguarding
- Delivery of OFC "Power of Football report"
- 200,000 people reached with SR programmes

2024

- Participation data disaggregated by gender, disability, age etc.
- Growth in female leadership
- # trained in prevention of violence and safeguarding

2024

- Funding for access to clean water, toilets and sanitation facilities
- Training on holistic health and wellbeing delivered in 75% of MAs
- Mental health training delivered in 75% of MAs

2024

- MA Emergency Preparedness Plans in 100% of MAs
- OFC emission reduction plan endorsed
- # reached through education for climate action

2024

- Growth in GDP contribution
- # with increased skills/employability through football

2025

- # of MAs with a Social Responsibility Strategy
- % of MAs with safeguarding policies and # trained in safeguarding
- Delivery of OFC "Power of Football report"
- 200,000 people reached with SR programmes

2025

- 30% increase in participation across demographics
- Women make up 40% of MA leadership positions
- Increased feelings of safety and security in football

2025

- Funding for access to clean water, toilets and sanitation facilities
- Training on holistic health and wellbeing delivered in 100% of MAs
- Mental health training delivered in 100% of MAs

2025

- MA Emergency Preparedness Plans in 100% of MAs
- Progress toward reduction targets
- Education for climate action for 20,000 children

2025

- Growth in GDP contribution
- # with increased skills/employability through football

2030

- 100% of MAs with SR Strategy
- 100% of OFC departments with social impact indicators
- Growth in funds allocated for SR activity
- 1m people reached through SR

2030

- 30% increase in participation across demographics
- Women make up 50% of MA leadership positions
- 100% of coaches trained in ending violence and safeguarding

2030

- Football delivers measurable contributions to overall physical activity levels across the Pacific
- 100% of Member Associations delivering mental health training and support.
- 100% of Football facilities have access to clean water and sanitation facilities

2030

- Enhance climate resilience and education
- Reduce net GHG emission and environmental impact

2030

- Grow Football Contribution to regional GDP
- Grow Employment in and through football

| NOTES

- i) SDG 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.
- ii) SDG 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- iii) SDG 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- iv) [Water, sanitation and hygiene | UNICEF Pacific Islands](#)
- v) SDG 3.4.1 Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease
- vi) SDG 3.4.2 by 2030 promote mental health and well-being (reduction in suicide mortality rate)
- vii) SDG 6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all; 6.2
- viii) By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations
- ix) [Youth employment policy in Pacific island countries \(ILO in the Pacific\)](#)
- x) [D17162 Sport Covid Series PaperTwo V3.pdf \(thecommonwealth.org\)](#)
[Youth employment: How can sports help to promote youth employment? \(ilo.org\)](#)
- xi) SDG 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

