

OFC STRATEGY

2023 – 2026



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PRESIDENT'S FOREWORD

It is with great privilege that I announce the launch of the new OFC Strategy 2023 – 2026.

The organisation began 2021 with the intent of building a stronger foundation that would deliver on future strategy and planning and now in 2022 I am pleased to say that this has been achieved.

This year we saw the successful return of international competitions after two years of disruptions. The FIFA World Cup 2022™ - Oceania Qualifiers was hosted in Qatar, the OFC Women's Nations Cup and OFC Futsal Cup in Fiji, the OFC Champions League in New Zealand and the OFC U-19 Championship in Tahiti.

The OFC Strategy ties together our commitment to excellence on and off the pitch and this is crucial to achieving our ultimate dream of qualifying two teams at the FIFA World Cup 2026 and 2027.

We have gone above and beyond development to foster capability building and high performance and our key focus is our Member Associations, Football and professionalisation.

I thank the OFC staff for their dedication in developing this strategy and commend them for continuously embracing our values of Excellence, Passion, Integrity, Empowerment and Diversity.

A stylized white signature of Lambert Maltock on a dark blue background.

Lambert Maltock
OFC President



GENERAL SECRETARY'S FOREWORD

In 2018 the Football Development Strategy 2019 – 2026 was launched, this was followed closely by the development and implementation of the Commercial and Communications, Finance and Services, Legal and Compliance and Social Responsibility Strategy.

OFC had a vision to focus on fostering our purpose and values, professionalisation, and alignment across the organisation and through this the core of the OFC Strategy was developed by the Football division.

All departments were brought along the journey and involved in aligning their contributions to the strategy.

With our long-standing dream of qualifying two teams at the FIFA World Cup 2026 and 2027 in mind we focused on three strategic pillars:

1. Development: To involve as many people as we can in the game
2. Education: To build the capability at Member Association level
3. High Performance: To get the best performance we can in all areas of Football.

These strategic pillars set the tone for the development of OFC's top goals and strategic key results which then evolved and shaped each department's key results.

We pledge to increase and improve representation and performance in international competitions, leave a legacy in football through education and capability building and continue to grow the game while providing positive experiences for all involved.

The next stage of our journey is to work closely with our Member Associations in the implementation of the OFC Strategy and provide support to those who need a defined strategy.

We will proactively track the progress of the strategy to ensure we remain on target to achieve our strategic goals.

Franck Castillo
General Secretary

STRATEGIC PRINCIPLES



Football and our Member Associations (MAs) are at the heart of the OFC Strategy

PURPOSE AND VALUES

Purpose:

OFC statutes – Article 3.1 (a)

To improve the game of Football constantly and promote, regulate and control it throughout the Oceania Region in the light of its fair play and its unifying, educational, cultural and humanitarian values, particularly through youth and development programs.

Core Values:



EXCELLENCE

Committing to excellence in all that we do while facing our opportunities and challenges with optimism and adaptability



PASSION

To embrace what OFC stands for; it's core purposes and successes



INTEGRITY

To do the right thing and emulate a culture of trust, transparency and honesty



EMPOWERMENT

To encourage all to be confident in taking initiatives, being creative, making decisions, and giving the best to optimise our individual and collective impact and development



DIVERSITY

To create a safe environment where all individuals are treated fairly and respectfully, given equal access to opportunities and resources and can fully contribute to the OFC purpose and successes. Most importantly embracing the Pacific culture.

3 STRATEGIC PILLARS



DEVELOPMENT

involve as many
people as we
can in the game



EDUCATION

MAs Capacity
Building



HIGH PERFORMANCE

Get the best
performance we can
in any Football area

Key focus on Member Associations, Football development
and professionalisation

TOP GOALS

01

To increase and improve
OFC representation
and performance
in international
competitions

02

To leave a legacy
in football through
education and
capability building
that meets the needs
of the individual and
stakeholders

03

To grow the game
and provide positive
experiences for
all involved

For each Top Goal we developed Strategic Key Results
(SKR) we want to achieve

TOP GOAL 1

To increase and improve OFC representation and performance in international competitions

1. Two teams qualifying for the FIFA World Cup 2026 and 2027
2. OFC representatives at FIFA World Cups achieve minimum second round (teams, referees, officials)
3. More players and coaches from the Pacific enrolled in Professional Clubs
4. All MA representatives improve their preparation to perform at OFC competitions (teams, referees, officials)

TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders

1. Increase certified course participants by 30% in the areas of football, governance, management and competitions
2. Turn OFC learn into the Education Hub in Oceania attracting 40% more participants
3. At least 8 out of 11 of OFC's MAs are integrating OFC educational programmes for governance, corporate management and competitions operations as part of the ongoing professional development of their officials and management team.
4. An OFC Match Integrity Programme established for MAs integrated into their Governance Framework and ongoing professional development of officials, management and players

TOP GOAL 3

To grow the game and provide positive experiences for all involved

1. Each MA retains and increases participation in all categories of football at least by 30%
2. All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools
3. All MAs have a successfully adapted governance framework which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior
4. Create 30% more positive experience across brand, communications and OFC activities
5. Grow the game by increasing commercial revenue by at least 10% yearly

FOOTBALL



FOOTBALL DEVELOPMENT

EDUCATION AND HIGH PERFORMANCE

CLUBS AND LEAGUES

REFEREEING

SOCIAL RESPONSIBILITY

FOOTBALL DEVELOPMENT



FOOTBALL DEVELOPMENT – TOP GOAL 1

To increase and improve OFC representation and performance in international competitions

SKR1: Two teams qualify for the FIFA World Cups 2026/2027

SKR2: OFC representatives at FIFA World Cups achieve minimum second round (teams, referees, officials)

SKR3: More players, coaches from the Pacific enrolled in Professional Clubs

SKR4: All MA representatives improve their preparation to perform at OFC competitions (teams, referees, officials)

2023

- Qualify for the semi-finals at the FIFA Beach Soccer World Cup
- Qualify for the second round at FIFA Women's tournaments
- Equal funding dedicated to Women's Football and Men's performance programmes

2024

- Qualify for the second round at FIFA Futsal tournaments
- Qualify for the second round at FIFA Women's tournaments
- Equal funding dedicated to Women's Football and Men's performance programmes

2025

- Qualify for the semi-finals at the FIFA Beach Soccer World Cup
- Qualify for the second round at FIFA Women's tournaments
- Equal funding dedicated to Women's Football and Men's performance programmes

2026

- Qualify for second round at FIFA Women's tournaments
- Equal funding dedicated to Women's Football and Men's performance

FOOTBALL DEVELOPMENT – TOP GOAL 1

To increase and improve OFC representation and performance in international competitions

SKR1: Two teams qualify for the FIFA World Cups 2026/2027

SKR2: OFC representatives at FIFA World Cups achieve minimum second round (teams, referees, officials)

SKR3: More players, coaches from the Pacific enrolled in Professional Clubs

SKR4: All MA representatives improve their preparation to perform at OFC competitions (teams, referees, officials)

2023

- 3 MAs have coaches with a minimum Goalkeeping C License working in performance environments
- 5 MAs have a Women's National League with at least 10 games a season
- 5 MAs have Youth Leagues for male and female in minimum of two classifications with at least 10 games per league per season

2024

- 6 MAs have coaches with a minimum Goalkeeping C License working in performance environments
- 7 MAs have a Women's National League with at least 12 games a season
- 7 MAs have Youth Leagues for male and female in minimum of two classifications with at least 12 games per league per season

2025

- 9 MAs have coaches with a minimum Goalkeeping C License working in performance environments
- 9 MAs have a Women's National League with at least 14 games a season
- 9 MAs have Youth Leagues for male and female in minimum of two classifications with at least 14 games per league per season

2026

- 11 MAs have coaches with a minimum Goalkeeping C License working in performance environments
- 11 MAs have a Women's National League with at least 14 games a season
- 11 MAs have Youth Leagues for male and female in minimum of two classifications with at least 14 games per league per season

FOOTBALL DEVELOPMENT – TOP GOAL 1

To increase and improve OFC representation and performance in international competitions

SKR1: Two teams qualify for the FIFA World Cups 2026/2027

SKR2: OFC representatives at FIFA World Cups achieve minimum second round (teams, referees, officials)

SKR3: More players, coaches from the Pacific enrolled in Professional Clubs

SKR4: All MA representatives improve their preparation to perform at OFC competitions (teams, referees, officials)

2023

- National futsal league in 6 MAs (men's) and 4 MAs (women's) with minimum 6 matches
- 8 teams (men's) participating in OFC Futsal tournaments
- National beach soccer tournament in 5 MAs (men's) and 3 MAs (women's) with minimum 6 matches
- 6 teams (men's) participating in OFC Beach Soccer tournaments

2024

- National futsal league in 8 MAs (men's) and 4 MAs (women's) with minimum 8 matches
- 8 teams (men's) 4 teams (women's) participating in OFC Futsal tournaments
- National beach soccer tournament in 6 MAs (men's) and 4 MAs (women's) with minimum 6 matches

2025

- National futsal league in 8 MAs (men's) and 4 MAs (women's) with minimum 10 matches
- 8 teams (men's) 4 teams (women's) participating in OFC Futsal tournaments
- National beach soccer tournament in 8 MAs (men's) and 5 MAs (women's) with minimum 8 matches
- 8 teams (men's) participating in OFC Beach Soccer tournaments

2026

- National futsal league in 8 MAs (men's) and 4 MAs (women's) with minimum 12 matches
- 8 teams (men's) 6 teams (women's) participating in OFC Futsal tournaments
- 6 teams (women's) participating in OFC Futsal Tournaments
- National beach soccer tournament in 8 MAs (men's) and 6 MAs (women's) with minimum 8 matches
- 4 teams (women's) participating in OFC Beach Soccer tournaments

FOOTBALL DEVELOPMENT – TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders.

SKR1: Increase certified course participants by 30% in the areas of football, governance, management and competitions

SKR2: Turn OFC learn into the hub of Education in Oceania attracting 40% more participants

SKR3: At least 8 out of 11 of OFC's MAs are integrating OFC educational programmes for governance corporate management and competitions operations as part of the ongoing professional development of their officials and management team

SKR4: An OFC Match Integrity Programme established for MA which they can integrate into their Governance framework and ongoing professional development of officials, management and players

2023

- OFC development officer training curriculum and resources 100% completed

2024

- 5 MAs participating in OFC development officer training opportunities in all categories of football

2025

- 8 MAs participating in OFC development officer training opportunities in all categories of football

2026

- 11 MAs participating in OFC development officer training opportunities in all categories of football

FOOTBALL DEVELOPMENT – TOP GOAL 3

To grow the game and provide positive experiences for all involved.

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: MAs successfully implement an adapted corporate management and competition operations framework using more effective tools

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- 5 MAs with retention, growth and quality targets in place for all Grassroots Football, Youth Football, Women's Football, Goalkeeping, Futsal, and beach soccer activities
- 5 MAs receiving 100% of Football Development Programmes funding by 31 July
- Increase the number of players, coaches and referees in Women's Football by 10% from 2022.
- Equal funding for girls and women in all categories of football through the OFC Development Programme.

2024

- 7 MAs with retention, growth and quality targets in place for all Grassroots Football, Youth Football, Women's Football, Goalkeeping, Futsal, and beach soccer activities
- 7 MAs receiving 100% of Football Development Programme funding by 31 July
- Increase the number of players, coaches and referees in Women's Football by 20% from 2022.
- Equal funding for girls and women in all categories of football through the OFC Development Programme.

2025

- 9 MAs with retention, growth and quality targets in place for all Grassroots Football, Youth Football, Women's Football, Goalkeeping, Futsal, and beach soccer activities
- 9 MAs receiving 100% of Football Development Programme funding by 31 July
- Increase the number of players, coaches and referees in Women's Football by 25% from 2022.
- Equal funding for girls and women in all categories of football through the OFC Development Programme.

2026

- 11 MAs with retention, growth and quality targets in place for all Grassroots Football, Youth Football, Women's Football, Goalkeeping, Futsal, and beach soccer activities
- 11 MAs receiving 100% of Football Development Programme funding by 31 July
- Increase the number of players, coaches and referees in Women's Football by 30% from 2022.
- Equal funding for girls and women in all categories of football through the OFC Development Programme.

FOOTBALL DEVELOPMENT – TOP GOAL 3

To grow the game and provide positive experiences for all involved.

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: MAs successfully implement an adapted corporate management and competition operations framework using more effective tools

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- Women's Football All In Strategy update presented at each EXCO meeting
- 5 MAs are represented on the OFC Women's Football Steering group, at least 50% of the members female
- 5 MAs have a Women's Football Committee with a Terms of Reference outlining areas of responsibility

2024

- Women's Football All In Strategy update presented at each EXCO meeting
- 6 MAs are represented on the OFC Women's Football Steering group, at least 50% of the members female
- 6 MAs have a Women's Football Committee with a Terms of Reference outlining area of responsibility

2025

- Women's Football All In Strategy update presented at each EXCO meeting
- 8 MAs are represented on the OFC Women's Football Steering group, at least 50% of the members female
- 8 MAs have a Women's Football Committee with a Terms of Reference outlining areas of responsibility

2026

- Women's Football All In Strategy update presented at each EXCO meeting
- 11 MAs are represented on the OFC Women's Football Steering group, at least 75% of the members female
- 11 MAs have a Women's Football Committee with a Terms of Reference outlining area of responsibility

EDUCATION AND HIGH PERFORMANCE



EDUCATION AND HIGH PERFORMANCE – TOP GOAL 1

To increase and improve OFC representation and performance in international competitions

SKR1: Two teams qualify for the FIFA World Cups 2026/2027

SKR2: OFC representatives at FIFA World Cups achieve minimum second round (teams, referees, officials)

SKR3: More players, coaches from the Pacific enrolled in Professional Clubs

SKR4: All MA representatives improve their preparation to perform at OFC competitions (teams, referees, officials)

2023

- 5 MAs with High Performance Plans for the cycle
- 5 MAs with written National Playing & Coaching Philosophy
- 7 MAs with a contracted staff member with focus on High Performance
- 5 Technical Study Groups held at OFC Tournaments
- 10 MA Head Coaches supported to access FIFA Development Programmes, with 100% completing development plans
- 90% of National Teams Funding fully utilised across the Pacific region
- 100% of Funding utilised to prepare National Teams for FIFA World Cups

2024

- 6 MAs with High Performance Plans for the cycle
- 6 MAs with written National Playing & Coaching Philosophy
- 8 MAs with contracted staff member with focus on High Performance
- 5 Technical Study Groups held at OFC Tournaments
- 10 MA Head Coaches supported to access FIFA Development Programmes, with 100% completing development plans
- 90% of National Teams funding fully utilised across the Pacific region
- 100% of funding utilised to prepare National Teams for FIFA World Cups

2025

- 7 MAs with High Performance Plans for the cycle
- 7 MAs with written National Playing & Coaching Philosophy
- 9 MAs with contracted staff member with focus on High Performance
- 5 Technical Study Groups held at OFC Tournaments
- 10 MA Head Coaches supported to access FIFA Development Programmes, 100% completing development plans
- OFC Medical Advisory Group positively impacting High Performance Programmes, with 10% increase in satisfaction of those involved in the programme

2026

- 8 MAs with High Performance Plans for the cycle
- 8 MAs with written National Playing & Coaching Philosophy
- 10 MAs with contracted staff member with focus on High Performance
- 5 Technical Study Groups held at OFC Tournaments
- 10 MA Head Coaches supported to access FIFA Development Programmes, 100% completing development plans
- OFC Medical Advisory Group positively impacting High Performance Programmes, with 10% increase in satisfaction of those involved in programme

EDUCATION AND HIGH PERFORMANCE – TOP GOAL 1

To increase and improve OFC representation and performance in international competitions

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SKR4: All MA representatives improve their preparation to perform at OFC competitions (teams, referees, officials)

2023

- 6 Men's National Teams playing at least 3 matches
- 4 Women's National Teams playing at least 3 matches
- 6 MAs using Video Analysis to support team, player and coach development
- OFC U-15 Tournament held for males
- Player Scholarship Scheme delivered, with at least 4 players placed in appropriate environments

2024

- 6 Men's National Teams playing at least 3 matches
- 6 Women's National Teams playing at least 3 matches
- 7 MAs using Video Analysis to support team, player and coach development
- OFC U-15 Tournament held for females
- Player Scholarship Scheme delivered, with at least 4 players placed in appropriate environments

2025

- 90% of National Teams funding fully utilised across the Pacific region
- 100% of Funding utilised to prepare National Teams for FIFA World Cups
- 7 Men's National Teams playing at least 3 matches
- 6 Women's National Teams playing at least 3 matches
- 7 MAs using Video Analysis to support team, player and coach development
- OFC U-15 Tournament held for males and females
- OFC U-18 Tournament held for females
- Player Scholarship Scheme delivered, with at least 6 players placed in appropriate environments

2026

- 90% of National Teams funding fully utilised across the Pacific region
- 100% of Funding utilised to prepare National Teams for FIFA World Cups
- 7 Men's National Teams playing at least 3 matches
- 7 Women's National Teams playing at least 3 matches
- 8 MAs using Video Analysis to support team, player and coach development
- OFC U-15 Tournament held for males and females
- OFC U-18 Tournament held for males
- Player Scholarship Scheme delivered, with at least 6 players placed in appropriate environment

EDUCATION AND HIGH PERFORMANCE – TOP GOAL 1

To increase and improve OFC representation and performance in international competitions

SKR1: Two teams qualify for the FIFA World Cups 2026/2027

SKR2: OFC representatives at FIFA World Cups achieve minimum second round (teams, referees, officials)

SKR3: More players, coaches from the Pacific enrolled in Professional Clubs

SKR4: All MA representatives improve their preparation to perform at OFC competitions (teams, referees, officials)

2023

- 9 MAs part of FIFA Talent Development Scheme, with 80% of plans delivered
- 4 MAs with youth leagues operating for at least 2 different age groups
- 6 Male National Academies providing full time environments for youth footballers
- 5 Female National Academies providing full time environments for youth footballers

2024

- 10 MAs part of FIFA Talent Development Scheme, with 80% of plans delivered
- 5 MAs with youth leagues operating for at least 2 different age groups
- 6 Male National Academies providing full time environments for youth footballers
- 6 Female National Academies providing full time environments for youth footballers

2025

- 10 MAs part of FIFA Talent Development Scheme, with 80% of plans delivered
- 6 MAs with youth leagues operating for at least 2 different age groups
- 6 Male National Academies providing full time environments for youth footballers
- 6 Female National Academies providing full time environments for youth footballers

2026

- 10 MAs part of FIFA Talent Development Scheme, with 80% of plans delivered
- 7 MAs with youth leagues operating for at least 2 different age groups
- 7 Male National Academies providing full time environments for youth footballers
- 7 Female National Academies providing full time environments for youth footballers

EDUCATION AND HIGH PERFORMANCE – TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders

SKR1: Increase certified course participants by 30% in the areas of football, governance, management and competitions

SKR2: Turn OFC learn into the hub of Education in Oceania attracting 40% more participants

SKR3: At least 8 out of 11 of OFC's MAs are integrating OFC educational programmes for governance corporate management and competitions operations as part of the ongoing professional development of their officials and management team

SKR4: An OFC Match Integrity Programme established for MAs which they can integrate into their Governance framework and ongoing professional development of officials, management and players

2023

- 10 MAs as part of the OFC Education Centre, with 70% of plans delivered
- 3700 learners taking part in OFC Coach Education Courses, with 80% satisfaction rating
- 12 coaches attending an OFC Pro Licence Course, with 100% of action plans completed
- OFC Mentoring programme delivered, with 20 new learners completing 100% of action plan
- OFC Coach Educator programme delivered, with 20 new Educators completing 100% of action plan
- 11 MA staff attending a TD Programme, with 100% personal development plans agreed

2024

- 10 MAs as part of the OFC Education Centre, with 75% of plans delivered
- 3900 learners taking part in OFC Coach Education Courses, with 80% satisfaction rating
- 20 coaches attending an OFC A Licence Course, with 100% of action plans completed
- OFC Mentoring programme delivered, with 20 new learners completing 100% of action plan
- OFC Coach Educator programme delivered, with 20 new Educators completing 100% of action plan
- 11 MA staff attending a TD Programme, with 80% personal development plans completed

2025

- 10 MAs as part of the OFC Education Centre, with 80% of plans delivered
- 4100 learners taking part in OFC Coach Education Courses, with 80% satisfaction rating
- 12 coaches attending an OFC Pro Licence Course, with 100% of action plans completed
- OFC Mentoring programme delivered, with 20 new learners completing 100% of action plan
- OFC Coach Educator programme delivered, with 20 new Educators completing 100% of action plan
- 11 MA staff attending a TD Programme, with 100% personal development plans agreed

2026

- 11 MAs as part of the OFC Education Centre, with 80% of plans delivered
- 4300 learners taking part in OFC Coach Education Courses, with 80% satisfaction rating
- 20 coaches attending an OFC A Licence Course, with 100% of action plans completed
- OFC Mentoring programme delivered, with 20 new learners completing 100% of action plan
- OFC Coach Educator programme delivered, with 20 new Educators completing 100% of action plan
- 11 MA staff attending a TD Programme, with 80% personal development plans completed
- OFC Education Advisory Group actively guiding the Education
- 11 MA staff attending a TD Programme, with 100% personal development plans agreed

EDUCATION AND HIGH PERFORMANCE – TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders

SKR1: Increase certified course participants by 30% in the areas of football, governance, management and competitions

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SKR3: At least 8 out of 11 of OFC's MAs are integrating OFC educational programmes for governance corporate management and competitions operations as part of the ongoing professional development of their officials and management team

SKR4: An OFC Match Integrity Programme established for MAs which they can integrate into their Governance framework and ongoing professional development of officials, management and players

2023

- 10 MAs meet the required standards of the OFC Coaching Convention
- 90% of OFC Education funding fully utilised across the Pacific region
- 350 learners attending OFC Licenced Qualifications
- Reporting processes in place for MA Education activity
- 2 MAs to have created Action Learning Groups

2024

- OFC Education Courses linked to Education Standards Framework
- 10 MAs meet the required standards of the OFC Coaching Convention
- 90% OFC Education funding fully utilised across the Pacific region
- 370 learners attending OFC Licenced Qualifications
- 3 MAs to have created Action Learning Groups

2025

- OFC Education Courses linked to Education Standards Framework
- 10 MAs meet the required standards of the OFC Coaching Convention
- 90% OFC Education funding fully utilised across the Pacific region
- 390 learners attending OFC Licenced Qualifications
- 4 MAs to have created Action Learning Groups

2026

- OFC Education Courses linked to Education Standards Framework
- 10 MAs meet the required standards of the OFC Coaching Convention
- 90% OFC Education funding fully utilised across the Pacific region
- 420 learners attending OFC Licenced Qualifications
- 5 MAs to have created Action Learning Group

EDUCATION AND HIGH PERFORMANCE – TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders

SKR1: Increase certified course participants by 30% in the areas of football, governance, management and competitions

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SKR3: At least 8 out of 11 of OFC's MAs are integrating OFC educational programmes for governance corporate management and competitions operations as part of the ongoing professional development of their officials and management team

SKR4: An OFC Match Integrity Programme established for MAs which they can integrate into their Governance framework and ongoing professional development of officials, management and players

2023

- 2300 registered users of OFC Learn, with 70% actively engaged on regular basis
- 500 learners taking part in OFC Learn courses for administrators, with an 80% completion rate
- 300 learners attending the OFC Learn Coaching Conference, with 50% transferring to online learning
- 3 MAs offering informal learning programmes
- At least 20% of all OFC learners to be female
- OFC Learn fully integrated into all OFC Licenced Coaching Courses, with 90% engagement

2024

- 2500 registered users of OFC Learn, with 70% actively engaged on regular basis
- 500 learners taking part in OFC Learn courses for administrators, with an 80% completion rate
- 400 learners attending the OFC Learn Coaching Conference, with 50% transferring to online learning
- 3 MAs offering informal learning programmes
- At least 20% of all OFC learners to be female

2025

- 2800 registered users of OFC Learn, with 70% actively engaged on regular basis
- 500 learners taking part in OFC Learn courses for administrators, with an 80% completion rate
- 400 learners attending the OFC Learn Coaching Conference, with 50% transferring to online learning
- 4 MAs offering informal learning programmes
- At least 25% of all OFC learners to be female
- OFC Learn fully integrated into all OFC Certificate Coaching Courses, with 90% engagement

2026

- 3000 registered users of OFC Learn, with 70% actively engaged on regular basis
- 500 learners taking part in OFC Learn courses for administrators, with an 80% completion rate
- 500 learners attending the OFC Learn Coaching Conference, with 50% transferring to online learning
- 5 MAs offering informal learning programmes
- At least 25% of all OFC learners to be female

CLUBS AND LEAGUES



CLUBS AND LEAGUES – TOP GOAL 1

To increase and improve OFC representation and performance in international competitions

SKR1: Two teams qualify for FIFA World Cups 2026/2027

SKR2: OFC representatives at FIFA World Cups achieve minimum second round (teams, referees, officials)

SKR3: More players, coaches from the Pacific enrolled in Professional Clubs

SKR4: All MA representatives improve their preparation to perform at OFC competitions (teams, referees, officials)

2023

- Continuation of OFC Pro League Taskforce with a total of 26 meetings per year
- 1 centralised Professional Players & Coaches Register on COMET established
- 2 extension modules created using OFC Learn as the platform
- Gain in depth understanding of football in our region by the creation of 2 Benchmarking Report for OFC Champions League (Men/Women)

2024

- Launch of Professional Football Conference with all 11 MAs in attendance
- 2 extension modules created using OFC Learn as the platform attended by 100% of MAs

2025

- Launch of OFC Professional League (Men) with 8 Member Association Representative Clubs
- 2 extension modules created using OFC Learn as the platform

2026

- Establish Feasibility of OFC Professional League (Women) through creation of 1 Business Case Document
- 2 extension modules created using OFC Learn as the platform

CLUBS AND LEAGUES – TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders

SKR1: Increase certified course participants by 30% in the areas of football, governance, management and competitions

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SKR3: At least 8 out of 11 of OFC's MAs are integrating OFC educational programmes for governance corporate management and competitions operations as part of the ongoing professional development of their officials and management team

SKR4: An OFC Match Integrity Programme established for MAs which they can integrate into their Governance framework and ongoing professional development of officials, management and players

2023

- Host Online Intro to Club Management workshops for all 11 MAs
- Creation of 2 extension modules using OFC Learn as the platform
- Integration of COMET Club Licensing in 3 MAs
- Launching of COMET Club Licensing Education Program with 5 supporting documents

2024

- Host Online Intro to Club Management workshops for all 11 MAs
- Creation of 2 extension modules using OFC Learn as the platform
- Integration of COMET Club Licensing in 5 MAs

2025

- Host Online Intro to Club Management workshops for all 11 MAs
- Creation of 2 extension modules using OFC Learn as the platform
- Integration of COMET Club Licensing in 7 MAs

2026

- Host Online Intro to Club Management workshops for all 11 MAs
- Creation of 2 extension modules using OFC Learn as the platform
- Integration of COMET Club Licensing in 9 MAs

CLUBS AND LEAGUES – TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Ensure each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: To grow the game by increasing commercial revenue by at least 10% yearly

2023

- Host 1 Annual Club Licensing Seminar
- Establish Club Licensing Working Group with 5 new independent contractors
- Ensure all 11 MAs have Club Licensing Contact
- Creation of 2 Benchmarking Reports for OFC Champions League for Men & Women
- Creation of 1 OFC Official Guide to Club Management

2024

- Club Licensing Principles adopted in 3 MAs
- Complete Club Development Audit & Policy Review for 3 MAs
- Completion of National Club Development Plans for 3 MAs

2025

- Club Licensing Principles adopted in 7 MAs
- Complete Club Development Audit & Policy Review for 5 MAs
- Completion of National Club Development Plans for 5 MAs

2026

- Club Licensing Principles adopted in all 11 MAs
- Complete Club Development Audit & Policy Review for 7 MAs
- Completion of National Club Development Plans for 7 MAs

REFEREEING



REFEREEING – TOP GOAL 1

To increase and improve OFC representation and performance in international competitions

SKR1: Two teams qualify for the FIFA World Cups 2026/2027

SKR2: OFC representatives at FIFA World Cups achieve minimum second round (teams, referees, officials)

SKR3: More players, coaches from the Pacific enrolled in Professional Clubs

SKR4: All MA representatives improve their preparation to perform at OFC competitions (teams, referees, officials)

2023

- 30% increase in MA trio's
- 1 OFC trio at FWWC 2023
- 1 Women trio appointed to OFC Men's Competition
- 4 Officials in FWC 2026 preparation
- 30% increase in Women Officials in OFC Tier 1 Competitions
- 30% increase in FIFA Officials
- 30% increase in officials involved in MA Exchange Programme
- 30% increase FIFA Preparation Activities
- 30% increase in instructors mentored

2024

- 40% increase in MA trio's
- 4 Officials in FWWC Programme 2027
- 1 OFC trio at each FIFA Tournament
- 10% increase in Women trio appointed to OFC Men's Competition
- 30% increase in Women Officials in OFC Tier 1 Competitions
- 30% increase in FIFA Officials
- 30% increase in officials involved in MA Exchange Programme
- 30% increase in FIFA Preparation Activities

2025

- 60% increase in MA trio's
- 4 Officials in FWWC Programme 2027
- 1 OFC trio at each FIFA Tournament
- 40% increase in Women Officials in OFC Tier 1 Competitions
- 30% increase in FIFA Officials
- 30% increase in officials involved in MA Exchange Programme
- 30% increase in FIFA Preparation Activities for match officials
- 30% increase in instructors mentored at OFC Competition

2026

- 60% increase in MA trio's
- 1 OFC Men's trio at the FIFA World Cup
- 40% increase in Women Officials in OFC tier 1 Competitions
- 40% increase in FIFA Officials
- 40% increase in officials involved in the MA Exchange Programme

REFEREEING – TOP GOAL 1

To increase and improve OFC representation and performance in international competitions

SKR1: Two teams qualify for the FIFA World Cups 2026/2027

SKR2: OFC representatives at FIFA World Cups achieve minimum second round (teams, referees, officials)

SKR3: More players, coaches from the Pacific enrolled in Professional Clubs

SKR4: All MA representatives improve their preparation to perform at OFC competitions (teams, referees, officials)

2023

- 20% increase in MAs appointing a fulltime fitness instructor
- Appoint 1 OFC VAR Instructor
- 20% increase Women Officials participation in OFC Competitions
- 1 MA trio at either Men's and Women's OFC Competition
- 10% increase in OFC officials advance to knockout stages of OFC Tournaments

2024

- 30% increase in instructors mentored
- Identify 10 Officials for OFC Pro League
- 20% increase in the OFC Fitness Instructors conducting MA FIFA Fitness Nomination Test
- 20% increase in the OFC FIFA Accredited Instructors
- Appoint 2 OFC VAR Officials
- 20% increase in the participation of Women Officials in OFC Competitions

2025

- Host 1 Pro League Match Officials Seminar
- Host 1 OFC VAR Seminar
- 30% increase the participation of Women Officials in OFC Competitions

2026

- 40% increase in FIFA Preparation Activities for match officials
- 40% increase in instructors mentored at OFC Competition
- 2 Pro League Match Officials Seminar
- 20% increase in OFC VAR Instructors and officials

REFEREEING – TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders

SKR1: Increase certified course participants by 30% in the areas of football, governance, management and competitions

SKR2: Turn OFC Learn into the hub of Education in Oceania attracting 40% more participants

SKR3: At least 8 out of 11 of OFC's MAs are integrating OFC educational programmes for governance corporate management and competitions operations as part of the ongoing professional development of their officials and management team

SKR4: An OFC Match Integrity Programme established for MAs which they can integrate into their Governance framework and ongoing professional development of officials, management and players

2023

- 30% increase in the Introduction to Futsal / Beach Soccer Courses in MAs
- 30% increase the Futsal / Beach Soccer Referee Assessors / Instructors Course
- 30% increase in Referee Level 2 Courses
- 30% increase in the participants in the Futuro 111 Course
- 30% increase in Referee participants registration on the OFC Learn Platform
- 30% increase in Referee Accredited Course through OFC Learn Platform

2024

- 30% increase in the Futsal/ Beach Soccer Referee Level 1 Courses
- 30% increase Futsal/Beach Soccer Referee Assessors/ Instructors Level 1 Courses
- 40% increase in Referee Level 2 Course
- 30% increase in Referee Level 3 Course
- 40% increase in participants in OFC MA Instructors/Assessor Course
- 40% increase in participants in the Futuro 111 Course
- 50% increase in all Referee Activities on the OFC Learn Platform

2025

- 30% increase Futsal/Beach Soccer OFC Elite Officials
- 30% increase in Futsal and Beach Soccer OFC and Academy Officials
- 30% increase in Beach Soccer and Futsal Instructors/Assessors
- 40% increase in Referee Level 2 & 3 Course
- 40% increase in participants in OFC MA Instructors/Assessor Course

2026

- 40% increase Futsal/Beach Soccer OFC Elite Officials
- 40% increase in Futsal and Beach Soccer OFC and Academy Officials
- 40% increase in Beach Soccer and Futsal Instructors/Assessors
- 40% increase in Referee Level 2 & 3 Course
- 40% increase in participants in OFC MA Instructors/Assessor Course

REFEREEING – TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders

SKR1: Increase certified course participants by 30% in the areas of football, governance, management and competitions

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SKR4: An OFC Match Integrity Programme established for MAs which they can integrate into their Governance framework and ongoing professional development of officials, management and players

2023

- 30% increase in Football Coaches accessing Referee Resources on OFC Learn Platform
- 40% increase in participants registering in the Physiotherapist and Fitness Groups on the OFC Learn Platform
- 1 MA establishes Referee Academy

2024

- 30% increase in Futsal/ Beach Soccer Accredited Course through the OFC Learn Platform
- 40% of the MAs start the initial stage of the Referee Convention process
- 1 Physiotherapist registered with OFC Learn group in each MA
- 2 fitness instructors registered with OFC Learn Group in each MA
- 2 MAs establish Referee Academies

2025

- 40% increase in participants in the Futuro 111 Course
- 4 MAs establish Referee Academies
- 20% of MAs move to second stage of Referee Convention implantation process

2026

- 40% increase in participants in the Futuro 111 Course
- 4 MAs establish Referee Academies
- 20% of MAs move to second stage of Referee Convention implantation process

REFEREEING – TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- 20% increase Futsal/Beach Soccer officials
- 20% increase in MAs appointing one Futsal/Beach Soccer DO
- 20% increase MA Accredited Referee Assessors/Instructors
- 100 % MAs implement and adopt Strategic Operational Plan
- 30% increase participants introduced into refereeing
- 20% increase in MAs appointing one Fitness Instructor

2024

- 20% increase Futsal/Beach Soccer OFC Elite Officials
- 20% increase the number of Futsal and Beach Soccer OFC and Academy Officials
- Referee Academies are implemented by 4 MAs
- 2 Officials in OFC Academy & OFC Badge Programmes in each MA
- 20% increase in MA Referee Assessors/Instructors
- 30% increase in participants introduced into refereeing

2025

- 30% increase Futsal/Beach Soccer OFC Elite Officials
- 30% increase the number of Futsal and Beach Soccer OFC and Academy Officials
- Referee Academies are implemented by 4 MAs
- 3 Officials in OFC Academy & OFC Badge Programmes in each MA
- 30% increase in MAs Referee Assessors/Instructors
- 30% increase in participants introduced into refereeing

2026

- 40% increase Futsal/Beach Soccer OFC Elite Officials
- 40% increase in Futsal and Beach Soccer OFC and Academy Officials
- 40% increase in Beach Soccer and Futsal Instructors/Assessors
- 40% increase in Referee Level 2 & 3 Course
- 40% increase in participants in OFC MA Instructors/Assessor Course

REFEREEING – TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- 20% increase Refereeing in Schools Programme
- 20% increase the number of officials involved in MA Exchange Programme
- 20% increase the number of Referee Assessors involved in MA Exchange Programme

2024

- 20% increase in the number of officials involved in MA Exchange Programme
- 30% increase in the number of Referee Assessors involved in MA Exchange Programme
- 10% increase in the MAs implementation of a Two Strategic Plan

2025

- 20% increase in the number of officials involved in MA Exchange Programme
- 30% increase the number of Referee Assessors involved in MA Exchange Programme
- 20% increase in the implementation of a Two Year Strategic Plan

2026

- 40% increase in participants in the Futuro 111 Course
- 50% increase in MAs establish Referee Academies
- 20% of MAs move to second stage of Referee Convention implantation process

SOCIAL RESPONSIBILITY



SOCIAL RESPONSIBILITY - TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- Establish participation data baselines for all football activity disaggregated by gender, disability, age etc.
- Grow participation in Social Responsibility Programmes by 30% YoY

2024

- Deliver OFC Impact report highlighting contribution of football to the SDGs across all divisions
- Grow participation in Social Responsibility Programmes by 30% YoY

2025

- Deliver OFC Impact report highlighting contribution of football to the SDGs across all divisions
- Grow participation in Social Responsibility Programmes by 30% YoY
- Grow disability participation by over 30% YoY

2026

- Deliver OFC Impact report highlighting contribution of football to the SDGs across all divisions
- Grow participation in Social Responsibility Programmes by 30% YoY
- Grow disability participation by over 30% YoY

SOCIAL RESPONSIBILITY - TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools

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SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- 3 MAs establish Social Responsibility Strategy

2024

- 5 MAs establish Social Responsibility Strategy
- Enhanced project management, financial and impact reporting framework established in all MAs

2025

- 7 MAs establish Social Responsibility Strategy
- Enhanced project management, financial and impact reporting framework established in all MAs

2026

- 9 MAs establish Social Responsibility Strategy
- Enhanced project management, financial and impact reporting framework established in all MAs

SOCIAL RESPONSIBILITY - TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- Production of updated OFC Safeguarding policy and procedures
- 11 MAs have safeguarding focal point
- 3 MAs establish Gender Equality Strategy and Action Plan

2024

- 11 MAs have safeguarding focal point
- 5 MAs establish Gender Equality Strategy and Action Plan
- 2 MAs trained on football integrity and human rights

2025

- Review Safeguarding Policy
- 11 MAs have safeguarding focal point
- 7 MAs establish Gender Equality Strategy and Action Plan
- 3 MAs establish Disability Inclusion strategy and action plan
- 4 MAs trained on football integrity and human rights

2026

- Review Safeguarding Policy
- 11 MAs have safeguarding focal point
- 9 MAs establish Gender Equality Strategy and Action Plan
- 5 MAs establish Disability Inclusion strategy and action plan
- All MAs trained on football integrity and human rights

SOCIAL RESPONSIBILITY - TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- Greater than 80% of participants reporting positive experiences in Social Responsibility programmes
- Establish baselines for campaign reach for campaigns
- Delivery of digital and in-person campaigns for:
 - » Int. Women's Day (March 8)
 - » IDSDP (April 6)
 - » World Oceans Day (8 June)
 - » Safer Sport Day (August 8)
 - » World Mental Health Day (Oct 10)
 - » Handwashing Day (Oct 15)
 - » World Children's Day (Nov 20)
 - » World Day for Ending Violence against Women (Nov 25)

2024

- Greater than 80% of participants reporting positive experiences in Social Responsibility programmes
- 10% growth in campaign reach and impact

2025

- Greater than 80% of participants reporting positive experiences in Social Responsibility programmes
- 10% growth in campaign reach and impact

2026

- Greater than 80% of participants reporting positive experiences in Social Responsibility programmes
- 10% growth in campaign reach and impact:

SOCIAL RESPONSIBILITY - TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- Increase regional donor revenue by 10% year on year
- MAs establish domestic partnerships for sustainable funding of Social Responsibility programmes

2024

- Increase regional donor revenue by 10% year on year
- OFC receives commercial revenue from Social Responsibility Programmes
- 3 MAs establish domestic funding

2025

- Increase regional donor revenue by 10% year on year
- 10% growth in commercial revenue from Social Responsibility programmes
- 5 MAs maintain domestic funding

2026

- Increase regional donor revenue by 10% year on year
- 10% growth in commercial revenue from Social Responsibility programmes
- 5 MAs maintain domestic funding

OPERATIONS

COMPETITIONS

COMMERCIAL AND COMMUNICATIONS

FINANCE AND SERVICES

MEMBER ASSOCIATION SERVICES



COMPETITIONS



COMPETITIONS – TOP GOAL 1

To increase and improve OFC representation and performance in international competitions

SKR1: Two teams qualify for FIFA World Cups 2026/2027

SKR2: OFC representatives at FIFA World Cups achieve minimum second round (teams, referees, officials)

SKR3: More players, coaches from the Pacific enrolled in Professional Clubs

SKR4: All MA representatives improve their preparation to perform at OFC competitions (teams, referees, officials)

2023

- OFC "Match Coordinator" programme 100% defined By Q2 2023
- 5 fully trained match coordinators officiating at OFC competitions by Q4 2023
- OFC Host Nations induction programme 100% defined by Q2 2023
- All OFC Host Nations for competitions in 2024 completing at least 80% of the programme
- OFC PMA induction programme 100% defined by Q4 2023
- Equal standards of competition operations delivery of W and M OFC competitions

2024

- OFC "Match Director" programme 100% defined by Q2 2024
- 6 additional fully trained match coordinators officiating at OFC competitions by Q4 2024
- 5 fully trained match Directors officiating at OFC competitions by Q4 2024
- At least 2 MA representatives officiating as MC at international events (e.g. FIFA Youth WC) by Q4 2024
- All OFC Host Nations for competitions in 2025 completing at least 80% of the programme by Q4 2024
- At least 5 MAs completing the PMA induction programme
- Equal standards of competition operations delivery of W and M OFC competitions

2025

- 6 additional fully trained match Directors officiating at OFC competitions by Q4 2025
- At least 2 MA representatives officiating as MC at international events (e.g. FIFA Youth WC) by Q4 2025
- At least 2 MA representatives officiating as MD at international events (e.g. FIFA Youth WC) by Q4 2025
- All OFC Host Nations for competitions in 2026 completing at least 80% of the programme by Q4 2025
- At least 5 MAs completing the PMA induction programme
- Equal standards of competition operations delivery of W and M OFC competitions

2026

- At least 2 MA representatives officiating as MC at international events (e.g. FIFA Youth WC) by Q4 2026
- At least 2 MA representatives officiating as MD at international events (e.g. FIFA Youth WC) by Q4 2026
- At least 2 MA representatives officiating as MC and/or MD at FIFA WC
- All OFC Host Nations for competitions in 2027 completing at least 80% of the programme by Q4 2026
- Equal standards of competition operations delivery of W and M OFC competitions

COMPETITIONS – TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders

SKR1: Increase certified course participants by 30% in the areas of football, governance, management and competitions

SKR2: Turn OFC learn into the hub of Education in Oceania attracting 40% more participants

SKR3: At least 8 out of 11 of OFC's MAs are integrating OFC educational programmes for governance corporate management and competitions operations as part of the ongoing professional development of their officials and management team

SKR4: An OFC Match Integrity Programme established for MAs which they can integrate into their Governance framework and ongoing professional development of officials, management and players

2023

- To have 100% of Competitions/Event management Certificate intro level built by Q2 2023
- To implement the Competitions/Event management Certificate intro with 5 MAs with completion rate of 70% by Q4 2023

2024

- To have 100% of Football Management Certificate advanced level built by Q2 2024
- To implement the Competitions/Event management Certificate intro with 5 MAs with completion rate of 70% by Q4 2024
- To implement the Competitions/Event management Certificate advanced with 5 MAs with completion rate of 70% by Q4 2024

2025

- To implement the Competitions/Event management Certificate advanced with 5 MAs with completion rate of 70% by Q4 2025

2026

- To attract 10% more participants for the OFC learn from Management side

COMPETITIONS – TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Ensure each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools by Q4 2026

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- MA Match operations framework 100% defined by QA 2023

2024

- 3 MAs are implementing at least a 70% of an adapted match operations framework by Q4 2024

2025

- 3 additional MAs are implementing at least 70% of and adapted match operations framework by Q4 2025

2026

- 3 additional MAs are implementing at least 70% of and adapted match operations framework by Q4 2026

COMMERCIAL AND COMMUNICATIONS



COMMERCIAL AND COMMUNICATIONS – TOP GOAL 1

To increase and improve OFC representation and performance in international competitions

SKR1: To have two teams qualify for FIFA World Cups 2026/2027

SKR2: OFC representatives at FIFA World Cups achieve minimum second round (teams, referees, officials)

SKR3: To have more players, coaches from the Pacific enrolled in Professional Clubs

SKR4: All MA representatives improve their preparation to perform at OFC competitions (teams, referees, officials)

2023

- Induction of 2 new MA Media Officers to deliver media, broadcast and marketing operations at competitions by Q4 2023

2024

- Induction of 2 new MA Media Officers to deliver media, broadcast and marketing operations at competitions by Q4 2024

2025

- Induction of 2 new MA Media Officers to deliver media and marketing operations at competitions by Q4 2025
- Representation of 2 MA Media Officers at FIFA Youth World Cups by Q4 2025

2026

- Induction of 2 new MA Media Officers to deliver media, broadcast and marketing operations at competitions by Q4 2026
- Representation of 2 MA Media Officers at the FIFA World Cup 2026

COMMERCIAL AND COMMUNICATIONS – TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders

SKR1: Increase certified course participants by 30% in the areas of football, governance, management and competitions

SKR2: Turn OFC learn into the hub of Education in Oceania attracting 40% more participants

SKR3: At least 8 out of 11 of OFC's MAs are integrating educational programmes for governance corporate management and competitions operations as part of the ongoing professional development of their officials and management team

SKR4: An OFC Match Integrity Programme established for MAs which they can integrate into their Governance framework and ongoing professional development of officials, management and players

2023

- To increase engagement of OFC Learn on digital by 10% through marketing and promotional activities by Q4 2023

2024

- To increase engagement of OFC Learn on digital by 10% through marketing and promotional activities by Q4 2024

2025

- To increase engagement of OFC Learn on digital by 10% through marketing and promotional activities by Q4 2025

2026

- To increase engagement of OFC Learn on digital by 10% through marketing and promotional activities by Q4 2026

COMMERCIAL AND COMMUNICATIONS – TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders

SKR1: Increase certified course participants by 30% in the areas of football, governance, management and competitions

SKR2: Turn OFC learn into the hub of Education in Oceania attracting 40% more participants

SKR3: At least 8 out of 11 of OFC's MAs are integrating educational programmes for governance corporate management and competitions operations as part of the ongoing professional development of their officials and management team

SKR4: An OFC Match Integrity Programme established for MAs which they can integrate into their Governance framework and ongoing professional development of officials, management and players

2023

- To have 100% of Marketing Management Certificate introduction level built by Q2 2023
- To implement the Marketing Management certificate introduction with 5 MAs with a completion rate of 70% by Q4 2023

2024

- To implement the Marketing Management certificate introduction with 5 MAs with a completion rate of 70% by Q4 2024
- To have 100% of Marketing Management Certificate advanced level built by Q2 2024
- To implement the Marketing Management Certificate advanced level with 4 MAs with completion rate of 70% by Q4

2025

- To have 100% of Marketing Management Certificate advanced level built by Q2 2025
- To implement the Marketing Management Certificate advanced level with 4 MAs with completion rate of 70% by Q4 2025

2026

- To implement the Marketing Management Certificate advanced level with 3 MAs with completion rate of 70% by Q4 2026

COMMERCIAL AND COMMUNICATIONS – TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools by Q4 2026

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- To build 100% a Marketing & Communications Management Framework by Q2 2023
- To support 3 MAs to implement the Marketing and Communications framework by Q4 2023

2024

- To support additional 4 MAs to implement the Marketing and Communications framework by Q4 2024

2025

- To support additional 4 MAs to implement the Marketing and Communications framework by Q4 2025

2026

- To ensure all MAs have a revised and updated Marketing and Communications framework

COMMERCIAL AND COMMUNICATIONS – TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools by Q4 2026

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- To increase engagement across all digital channels by 10% by Q4 2023
- To grow fans and followers on all digital platforms by 10% by Q4 2023
- To increase attendance at competitions and viewership of matches streamed online by 10% compared to 2022 by Q4 2023

2024

- To increase engagement across all digital channels by 10% by Q4 2024
- To grow fans and followers on all digital platforms by 10% by Q4 2024
- To increase attendance at competitions and viewership of matches streamed online by 10% compared to 2023 by Q4 2024

2025

- To increase engagement across all digital channels by 10% by Q4 2025
- To grow fans and followers on all digital platforms by 10% by Q4 2025
- To increase attendance at competitions and viewership of matches streamed online by 10% compared to 2024 by Q4 2025

2026

- To increase engagement across all digital channels by 10% by Q4 2026
- To grow fans and followers on all digital platforms by 10% by Q4 2026
- To increase attendance at competitions and viewership of matches streamed online by 10% compared to 2025 by Q4 2026

COMMERCIAL AND COMMUNICATIONS – TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools by Q4 2026

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- 3 MAs have a marketing, digital, tv and communications strategy for WF linked with OFC Strategy
- 11 MAs with WF ambassador contracted to promote WF across the Pacific
- Equal Marketing, comms, coverage and broadcasting standards at OFC Women's and Men's Competitions

2024

- 4 MAs have a marketing, digital, tv and communications strategy for WF linked with OFC Strategy
- 11 MAs with WF ambassador contracted to promote WF across the Pacific
- Equal Marketing, comms, coverage and broadcasting standards at OFC Women's and Men's Competitions

2025

- 6 MAs have a marketing, digital, tv and communications strategy for WF linked with OFC Strategy
- 11 MAs with WF ambassador contracted to promote WF across the Pacific
- Equal Marketing, comms, coverage and broadcasting standards at OFC Women's and Men's Competitions

2026

- 8 MAs have a marketing, digital, tv and communications strategy for WF linked with OFC Strategy
- 11 MAs with WF ambassador contracted to promote WF across the Pacific
- Equal Marketing, comms, coverage and broadcasting standards at OFC Women's and Men's Competitions

COMMERCIAL AND COMMUNICATIONS – TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools by Q4 2026

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- To increase revenue by 10% (compared to 2022) by Q4 2023

2024

- To increase revenue by 10% (compared to 2023) by Q4 2024

2025

- To increase revenue by 10% (compared to 2024) by Q4 2025

2026

- To increase revenue by 10% (compared to 2025) by Q4 2026



FINANCE AND SERVICES

FINANCE AND SERVICES – TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders

SKR1: Increase certified course participants by 30% in the areas of football, governance, management and competitions

SKR2: Turn OFC learn into the hub of Education in Oceania attracting 40% more participants

SKR3: At least 8 out of 11 of OFC's MAs are integrating OFC educational programmes for governance corporate management and competitions operations as part of the ongoing professional development of their officials and management team

SKR4: An OFC Match Integrity Programme established for MAs which they can integrate into their Governance framework and ongoing professional development of officials, management and players

2023

- To successfully develop 100% of Financial management (Introduction Level) learning content by Q4 2023
- To successfully develop 100% of Procurement management (Introduction Level) learning content by Q4 2023

2024

- To successfully develop 100% of Financial management (Advanced Level Part 1) learning content by Q4 2024
- To successfully develop 100% of Procurement management (Advanced Level Part 1) learning content by Q4 2024
- At least 8 MAs to complete and pass Financial management (Introduction Level) by Q4 2024
- At least 8 MAs to complete and pass Procurement management (Introduction Level) by Q4 2024

2025

- To continuously develop 100% of Financial management (Advanced Level Part 2) learning content by Q4 2025
- To continuously develop 100% of Procurement management (Advanced Level Part 2) learning content by Q4 2025
- At least 8 MAs to complete and pass Financial management (Advanced Level Part 1) by Q4 2025
- At least 8 MAs to complete and pass Procurement management (Advanced Level Part 1) by Q4 2025

2026

- At least 8 MAs to complete and pass Financial management (Advanced Level Part 2) by Q4 2026
- At least 8 MAs to complete and pass Procurement management (Advanced Level Part 2) by Q4 2026

FINANCE AND SERVICES – TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools by Q4 2026

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- To support 2 MAs to implement the defined Financial management framework by Q4 2023
- To support 2 MAs to implement the defined Procurement management framework by Q4 2023

2024

- To support 3 MAs to implement the defined Financial management framework by Q4 2024
- To support 3 MAs to implement the defined Procurement management framework by Q4 2024

2025

- To support 3 MAs to implement the defined Financial management framework by Q4 2025
- To support 3 MAs to implement the defined Procurement management framework by Q4 2025

2026

- To support 3 MAs to implement the defined Financial management framework by Q4 2026
- To support 3 MAs to implement the defined Procurement management framework by Q4 2026



MEMBER ASSOCIATION SERVICES

MEMBER ASSOCIATION SERVICES – TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders

SKR1: Increase certified course participants by 30% in the areas of football, governance, management and competitions

SKR2: Turn OFC learn into the hub of Education in Oceania attracting 40% more participants

SKR3: At least 8 out of 11 of OFC's MAs are integrating OFC educational programmes for governance corporate management and competitions operations as part of the ongoing professional development of their officials and management team

SKR4: An OFC Match Integrity Programme established for MAs which they can integrate into their Governance framework and ongoing professional development of officials, management and players

2023

- To have 100% of Football Management Certificate intro level built by end of Q2 2023
- To implement the Football Management Certificate intro level with at least 3 MAs with completion rate of 70% by end of Q4 2023
- To implement executive programme for GS with 11 MAs by end of Q4 2023, with at least 70% satisfaction rate.

2024

- To have 100% of Football Management Certificate advance level built by end of Q2 2024
- To implement the Football Management MAs certificate intro level with at least 5 additional MAs with completion rate of 70% by end of Q2 2024
- To start to implement the Football Management Certificate advanced by Q3 2024 with at least 3 MAs with completion rate of 70% by end of Q1 of the following year.
- To implement executive programme for GS with 11 MAs by Q4 2024, with at least 70% satisfaction rate.

2025

- To start to implement the Football Management Certificate advanced level by end of Q1 2025 with at least 5 additional MAs with completion rate of 70% by the end Q3 2025
- To implement executive programme for GS with at least 11 MAs by Q4 2025, with at least 70% satisfaction rate.

2026

- To attract 10% more participants for the OFC learn from Management side
- To implement executive programme for GS with at least 11 MAs Q4 2026, with 70% satisfaction rate.

MEMBER ASSOCIATION SERVICES – TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools by Q4 2026

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- To ensure Corporate Management Framework is 100% finalised by Q4 2023.

2024

- To ensure 3 additional MAs apply adapted Corporate Management Framework by Q4 2024

2025

- To ensure 5 additional by apply adapted Corporate Management Framework by Q4 2025

2026

- To ensure all MAs have a revised and updated Corporate Management framework

THE EXECUTIVE OFFICE

LEGAL AND COMPLIANCE



LEGAL AND COMPLIANCE



LEGAL AND COMPLIANCE – TOP GOAL 2

To leave a legacy in football through education and capability building that meets the needs of the individual and stakeholders

SKR1: Increase certified course participants by 30% in the areas of football, governance, management and competitions

SKR2: Turn OFC learn into the hub of Education in Oceania attracting 40% more participants

SKR3: At least 8 out of 11 of OFC's MAs are integrating OFC educational programmes for governance corporate management and competitions operations as part of the ongoing professional development of their officials and management team

SKR4: **An OFC Match Integrity Programme established for MAs which they can integrate into their Governance framework and ongoing professional development of officials, management and players**

2023

- Finalise design of all three Match Integrity Modules with Capability Group by Q4 2023.
- Deliver existing Match Integrity Briefings across all tournaments in 2023 by Q4 2023.

2024

- All three Match Integrity Modules in whole finalised by Q2 2024.
- Completion of Match Integrity Module 1 by 70% of each of the 11 MAs (administration staff, coaches, officials).
- Deliver existing Match Integrity Briefings across all tournaments in 2024 by Q4 2024.

2025

- Completion of Match Integrity Module 2 by 70% of each of the 11 MAs (administration staff, coaches, officials).
- Deliver existing Match Integrity Briefings across all tournaments in 2025 by Q4 2025.

2026

- Completion of Match Integrity Module 3 by 70% of each of the 11 MAs (administration staff, coaches, officials).
- Deliver existing Match Integrity Briefings across all tournaments in 2026 by Q4 2026.

LEGAL AND COMPLIANCE – TOP GOAL 3

To grow the game and provide positive experiences for all involved

SKR1: Each MA retains and increases participation in all categories of football at least by 30%

SKR2: All MAs successfully implement an adapted corporate management and competition operations framework using more effective tools by Q4 2026

SKR3: All MAs have a successfully adapted governance framework in place which supports accountability, transparency, diversity, gender balance, integrity and ethical behavior

SKR4: Create 30% more positive experience across brand, communications and OFC activities

SKR5: Grow the game by increasing commercial revenue by at least 10% yearly

2023

- All Board Members of 3 MAs understanding their role and responsibility as the elected Board of the MA based on good governance principles and the OFC governance framework programme.
- 3 MAs to have compliant statutes which align with FIFA and OFC requirements and embrace the good governance principles.
- 3 MAs to establish due judicial processes and bodies in line with compliant Code of Ethics and Disciplinary Codes as per FIFA and OFC requirements.

2024

- All Board Members of 6 MAs understanding their role and responsibility as the elected Board of the MA based on good governance principles and the OFC governance framework programme.
- 6 MAs to have compliant statutes which align with FIFA and OFC requirements and embrace the good governance principles.
- 6 MAs to establish due judicial processes and bodies in line with compliant Code of Ethics and Disciplinary Codes as per FIFA and OFC requirements.

2025

- All Board Members of 9 MAs understanding their role and responsibility as the elected Board of the MA based on good governance principles and the OFC governance framework programme.
- 9 MAs to have compliant statutes which align with FIFA and OFC requirements and embrace the good governance principles.
- 9 MAs to establish due judicial processes and bodies in line with compliant Code of Ethics and Disciplinary Codes as per FIFA and OFC requirements.

2026

- All Board Members of 11 MAs understanding their role and responsibility as the elected Board of the MA based on good governance principles and the OFC governance framework programme.
- 11 MAs to have compliant statutes which align with FIFA and OFC requirements and embrace the good governance principles.
- 11 MAs to establish due judicial processes and bodies in line with compliant Code of Ethics and Disciplinary Codes as per FIFA and OFC requirements

ACKNOWLEDGEMENT

THANK YOU for all your continued support

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THANK YOU

