



# VANUATU AQUATICS FEDERATION

## Annual Report 2025

*From first splash to international competitions, swimming in Vanuatu is on the rise.*

<b>38</b> National Records	<b>63</b> Personal Bests	<b>530</b> Development Participants	<b>1st</b> Pacific Games Final
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# 1. President's Message

Dear friends of Vanuatu Aquatics,

2025 was the year swimming in Vanuatu truly arrived. When our women's 4x100m medley relay touched the wall in Palau, they didn't just finish sixth—they made history as the **first Vanuatu team ever to compete in a Pacific Games final**. That moment reflected everything we've been building: depth, determination, and belief.

Yet our greatest achievements are not measured only in finals reached or records broken. They are measured in the **530 children** who learned water safety skills across **10 schools and five islands**. They are seen in the confidence of a nervous eight-year-old floating independently for the first time, and in the Mamas leaving Aqua Aerobics stronger, healthier, and more connected.

This year, we established our **first dedicated training facility** through an innovative partnership with the **Vanuatu Tennis Federation**, creating the foundation for Vanuatu's first national aquatics hub. This facility supports climate-resilient operations and provides a shared community space for learn-to-swim programs, squad training, masters swimming, and instructor courses—allowing us to invest more deeply in our people, volunteers, and staff.

We also signed a landmark **Memorandum of Understanding with the Ministry of Justice and Community Services**, strengthening youth sport development pathways. Importantly, we certified two VAF staff as **Let's Swim Presenters**, meaning we can now train the next generation of instructors locally - by Ni-Vanuatu, for Ni-Vanuatu.

None of this happens without partners who believe in our mission. To the Australian Government through **Team Up** and **PacificAus Sports**, to **World Aquatics** and **Oceania Aquatics**, to **VASANOC** and **Olympic Solidarity**, and to every school principal, community chief, and coach—*tankiu tumas*.

As we look ahead to **Glasgow 2026** and **Los Angeles 2028**, we remain anchored to our founding principle: **swimming in Vanuatu is for everyone—from first splash to international competition**. We look forward to strengthening domestic competition and growing our volunteer network, including our ocean water safety (Nippers) and domestic events committees. Sustainable sport depends on volunteer leadership—and your involvement matters.

**Nancy Miyake**

President, Vanuatu Aquatics Federation

*Photo: Community swimming program graduation*



## 2. About VAF

### OUR MISSION

Grow aquatics across Vanuatu, making Learn to Swim a life-saving educational right, while empowering ni-Vanuatu athletes to rise from grassroots to the world stage.

The Vanuatu Aquatics Federation is the nationally recognised and legal governing body for all aquatic sports in Vanuatu. Affiliated with World Aquatics, Oceania Aquatics, and VASANOC, VAF oversees swimming, water polo, and aquatic education across the archipelago’s 83 islands.

Founded to transform swimming from an expatriate-dominated activity into a life skill accessible to all ni-Vanuatu children, VAF operates as Vanuatu’s largest provider of free learn-to-swim education. We believe water safety is not a privilege, it’s a right.

### Our Strategic Framework: VAF Strategic Plan 2025-2028

VAF’s work is guided by six goals organised into three strategic pillars:

#### Our Six Goals

**Goal 1: Sustain Free Learn-to-Swim & Water Safety Nationwide**

Ensure every ni-Vanuatu child has access to free, quality water safety education regardless of location or economic circumstance.

**Goal 2: Climate-Resilient, Sustainable Aquatic Facilities**

Develop and maintain aquatic infrastructure that can withstand climate impacts and serve communities long-term.

**Goal 3: Decentralise Instructor Training & Workforce Development**

Build a ni-Vanuatu aquatics workforce capable of delivering programs across multiple provinces without reliance on international trainers.

**Goal 4: Strengthen National Athlete Pathway & Domestic Competitions**

Create a clear progression from learn-to-swim through club development to international representation, supported by regular domestic competition opportunities.

**Goal 5: Financial Sustainability & Strong Governance**

Ensure VAF operates with transparent financial management, diverse funding sources, and governance systems that meet international federation standards.

**Goal 6: Strengthen Community Engagement, Visibility & Public Confidence**

Build public trust in VAF through consistent communication, community presence, and demonstrated impact.

#### Three Strategic Pillars

These goals are organised into three pillars that structure VAF’s operations and this report:

<b>PILLAR 1</b> Development	<b>PILLAR 2</b> High Performance	<b>PILLAR 3</b> Administration
<b>Education, Community Safety &amp; Workforce</b> <i>Goals 1, 3, 6</i>	<b>Competition, Performance &amp; Pathways</b> <i>Goal 4</i>	<b>Sustainability, Systems &amp; Governance</b> <i>Goals 2, 5, 6</i>

### 3. Year at a Glance

2025 was a landmark year for the Vanuatu Aquatics Federation. Building on the Olympic legacy of Paris 2024, VAF achieved historic competition firsts while maintaining its commitment to free, inclusive learn-to-swim programs across Vanuatu’s islands.

<b>DEVELOPMENT (Pillar 1)</b>	<b>HIGH PERFORMANCE (Pillar 2)</b>
<ul style="list-style-type: none"> <li>• 530 participants reached</li> <li>• 10 school partnerships</li> <li>• 5 islands with programs</li> <li>• 4 Let’s Swim instructors</li> </ul>	<ul style="list-style-type: none"> <li>• First-ever Pacific Games final</li> <li>• 38 National Records</li> <li>• 63 Personal Bests</li> <li>• 2 Olympic Solidarity scholarships</li> </ul>
<b>ADMINISTRATION (Pillar 3)</b>	<b>PARTNERSHIPS</b>
<ul style="list-style-type: none"> <li>• VAF Aquatic Hub lease signed</li> <li>• 100% safeguarding compliance</li> <li>• 12 governance training sessions</li> <li>• 100% WA objectives met post-earthquake</li> </ul>	<ul style="list-style-type: none"> <li>• MoU with Ministry of Justice &amp; Community Services</li> <li>• VTF facility partnership</li> <li>• 10 school MOUs formalised</li> <li>• Pool construction underway for 2026</li> </ul>





## 4. Pillar 1: Education, Community Safety & Workforce (Development)

*Teaching Vanuatu to Swim & Be Water Safe*

### STRATEGIC PLAN PILLAR 1: DEVELOPMENT

Goals 1, 3 & 6

*Sustain Free Learn-to-Swim Nationwide • Decentralise Instructor Training • Strengthen Community Engagement*

In 2025, VAF reached 530 participants through free learn-to-swim programs, community aquatics, and water safety education—a 33% increase from 2024. More importantly, we did this while strengthening our instructor workforce and building the systems needed to scale sustainably.

**530**

Total Participants

**10**

Partner Schools

**5**

Islands Reached

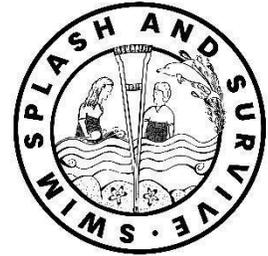
### Support Partners

Australian Government (DFAT) through [Team Up](#) • VASANOC through the Development Officers Program

## 4.1 Swim, Splash & Survive: School Learn-to-Swim Program

*Contributing to Goal 1: Sustain Free Learn-to-Swim & Water Safety Nationwide*

VAF's flagship Swim, Splash and Survive school swimming program delivered free water safety and swimming skills to over **350 primary school children** across **10 schools**. For the first time, we expanded beyond Efate mainland to reach **four offshore islands**: Nguna, Lelepa, Pele, and Moso.



### Partner Schools:

*Erakor, Eton, Epau, Ekipe, Takara, Mele (Efate mainland) • Nguna, Lelepa, Pele, Moso (offshore islands)*

### Measuring What Matters

*Contributing to Goal 6: Strengthen Community Engagement, Visibility & Public Confidence*

We surveyed 255 students at semester end to understand not just whether children learned to swim, but whether they felt safe and included in the process:

INDICATOR	RESULT
Understanding of water-safety rules	Increased by 53%
Willingness to seek help when unsafe	Increased by 61%

While gains in water-safety knowledge were strong, the most significant outcome was the marked increase in children's willingness to seek help when they feel unsafe. This reflects a critical shift in behaviour and confidence—not just knowing what to do, but feeling able to ask for support from adults, instructors, or peers.

In a coastal and island context where children spend large parts of daily life near water, this outcome is particularly important. The ability to recognise risk and actively seek help is a key protective factor against drowning and injury, especially for younger children and those learning in new or unfamiliar environments.

## 4.2 Community Programming Beyond Learn to Swim

*Contributing to Goal 6: Strengthen Community Engagement, Visibility & Public Confidence*



*Photo: Australian Olympian Water Polo player Keesja Gofers in North Efate with VAF staff teaching water polo to a girls' club*

### Mama Aqua Aerobics

Weekly low-impact water exercise sessions for women’s health and wellbeing. VAF utilised this program in villages where learn to swim and water safety programs were run to increase parent engagement and aquatic literacy in adult populations, ultimately creating a more aware and water safe population while also expanding our aquatic support community. Post-class surveys showed:

**100% reported feeling relaxed and calm**

### Swim Carnivals & Fun Days

While funding constraints limited VAF’s ability to deliver full domestic competition events in 2025, **Team Up support enabled the delivery of school-based swim carnivals and community fun days** as an accessible alternative.

A community event held at **Mele Beach in June 2025** promoted water safety awareness and introduced families to VAF programs, providing a low-cost, high-reach entry point to aquatic participation and community engagement.

### Spider Ball (Water Polo)

Building on a partnership with Water Polo Australia and Wan Smol Bag Theatre and the December 2024 visit from Water Polo Olympian Keesja Gofers and Kap7 Scott Nicholson, the Spider Ball program used water polo as a platform to develop youth leadership, integrating lessons on personal leadership, goal setting, and gender equity. The program created a structured pathway into aquatic sports beyond swimming for secondary students aged **15–23**.

Monitoring data shows strong outcomes in safety, inclusion, and confidence:

- **91% of girls** and **68% of boys** felt safe to express themselves during sessions
- **52% of girls** and **56% of boys** felt safe participating in mixed-gender activities
- **Overall confidence and self-esteem increased by 38%** from baseline

Higher confidence outcomes among girls point to the value of female instructors as visible role models, while mixed-gender participation results provide a clear baseline to strengthen inclusive practice over time.

## 4.3 Investing in Our People

*Contributing to Goal 3: Decentralise Instructor Training & Workforce Development*

Sustainable growth requires ni-Vanuatu instructors who can deliver programs independently. In 2025, **four VAF staff members** completed certification as Let’s Swim Instructors and are in progress of obtaining their Let’s Swim Presenters through Oceania Aquatics expert Nicole Dodds—a milestone that means VAF can now run local instructor training courses without relying on international trainers.



### WHY THIS MATTERS

Previously, certifying new instructors required flying in international trainers or sending staff abroad. Now VAF can train the next generation locally, reducing costs and building a decentralised workforce that can eventually deliver programs across multiple provinces.

*Photo: VAF Staff celebrate instructor certificates with Oceania Aquatics expert Nicole Dodds*





## 5. Pillar 2: Competition, Performance & Pathways (High Performance)

*From National Records to Pacific Games Finals*

### STRATEGIC PLAN PILLAR 2: HIGH PERFORMANCE

Goal 4

*Strengthen National Athlete Pathway & Domestic Competitions*

2025 was VAF's most successful competitive year ever. Our athletes set 38 national records and achieved 63 personal bests across three major international competitions (See Annex 1 for national records). The headline moment: our women's 4x100m medley relay qualified for and competed in VAF's first-ever Pacific Games final.

### HISTORIC FIRST

Women's 4x100m Medley Relay — 6th Place, Pacific Mini Games Final

*Chloe Ameara • Lou-Anne Delrieu • Loane Russet OLY • Pamela Mesa*

### Support Partners

Australian Government (DFAT) through [Pacific Aus Sports](#) • VASANOC • World Aquatics • Olympic Solidarity • Commonwealth Games Federation • Oceania Aquatics • Vanuatu Athletes Commission

## 5.1 Pacific Mini Games — Palau

30 June – 4 July 2025



VAF sent its largest-ever Pacific Games delegation: 8 swimmers (4 women, 4 men) and 4 officials. The team delivered breakthrough performances across the board:

*Photo: Pacific Mini Games team consisting of Elven Todman, Lou-Anne Delrieu, Lachlan Milner – National Coach, Dani Teilemb, Pamela Mesa, Allan Kalfabun – Team Manager for Men’s Team, Loane Russet, Léo Lebot, Ben Howard – Head of High-Performance and Assistant Coach, Chloe Ameara, Robsen Dick, Louisa Pedro – Team Manager for Women’s Team*

### Results

- 19 National Records
- 43 Personal Bests
- 1 Pacific Games Final (6th place)

### Firsts

- First VAF relay teams at Pacific Games
- First women’s relay team in VAF history
- 6 Pacific Games debutants

## 5.2 World Championships — Singapore

27 July – 3 August 2025

Two VAF athletes competed at the World Championships, setting 3 national records and achieving 4 personal bests. Beyond competition, the trip provided critical exposure: athletes and officials attended the World Aquatics Congress, Continental Meeting, Anti-Doping Conference, and Oceania AGM.

*Photo: World Championships Athletes Loane Russet & Leo Lebot with National Coach Lachlan Milner and Team Manager Ben Howard*



### 5.3 Investing in the Pathway

Sustainable high performance requires more than sending athletes to competitions—it requires building coaching capacity, securing long-term athlete support, and creating training opportunities that develop skills progressively. Three ni-Vanuatu staff accompanied our athletes to high profile games and camps as team managers and assistant coaches in 2025, demonstrating our commitment to growing our local coaching and sports administration talent.



*Photo: Oceania Camp and NSW State Championships Athlete Loane Russet with National Coach Lachlan Miller and Team Manager Reliana Alick*

#### **GAPS Camp — Gold Coast (14-20 September)**

2 athletes and 1 staff member trained at Griffith University through the Commonwealth Games pathway program. This camp provides structured preparation for Glasgow 2026 and connects Vanuatu athletes with Pacific counterparts facing similar challenges.

#### **Oceania Camp — Sydney (11-20 December)**

Olympian Loane Russet competed at NSW State Championships while VAF’s National Coach and Assistant Coach received mentorship from Australian high-performance coaches. This model—developing ni-Vanuatu coaches through international exposure rather than importing expatriate expertise—is central to VAF’s long-term strategy.

*Photo: National athletes Loanne Russet and Leo Lebot at the GAPS camp, accompanied by Glenda George (not pictured)*





### 5.3 Athlete Education

In preparation for the Palau 2025 Pacific Mini Games, VAF athletes participated in an Athlete Education Support program delivered by the Vanuatu Athletes Commission, focused on building confident, informed, and well-prepared representatives of Team Vanuatu.

The program included Athlete365 sessions covering:

- Mental readiness and performance preparation
- Drug-free sport awareness and anti-doping preparedness
- Team values, leadership, and athlete responsibilities

Education sessions were delivered alongside a team bonding event and official team kit handover, reinforcing unity, shared purpose, and pride in representing Vanuatu. The announcement of flag bearers further strengthened team identity and leadership as athletes entered the final phase of preparation.

This education support ensures athletes are not only physically prepared to compete, but also equipped with the knowledge, confidence, and integrity required to represent Vanuatu on the international stage.

### 5.5 Athlete Scholarship Support

ATHLETE	SCHOLARSHIP	TRAINING BASE
Loane Russet OLY	Olympic Solidarity	University of Queensland, Australia
Léo Lebot	Olympic Solidarity	University of Queensland, Australia

**Loane Russet OLY** made history as Vanuatu’s first female swimmer at the Paris 2024 Olympic Games. Now training full-time in Brisbane while completing university studies, Loane

set nine national records and **won five medals across four Australian competitions** in the lead-up to the Pacific Mini Games and set 2 national records including making a final at the 2025 NSW Senior State Age Championships. She holds 18 national records (12 individual and 6 team) and is firmly focused on LA 2028. “Being able to train day in and day out in Australia is a blessing,” Loane says. “I am committed to making Vanuatu proud with every race.” Loane has previously trained with Joanna Austin in Santo, Waterlife Swim School and Paradise Swim Academy in Port Vila.

**Léo Lebot** moved to Australia in 2025 after completing high school, joining Loane at the University of Queensland under National Head Coach Lachlan Milner. A 2024 World Championships competitor and 2023 Pacific Games and Commonwealth Youth Games representative, Léo set five national records in Australian competitions this year—including breaking a seven-year-old breaststroke record. Léo now holds 15 national records, 10 individual and 5 team. “Every session and every competition brings me closer to my goal of representing Vanuatu on the international stage.” Leo has previously trained with Joanne Austin in Santo and Paradise Swim Academy in Port Vila.

*Both athletes were coached by Lachlan Milner in 2025, VAF’s newly appointed National Head Coach.*





Photo: President of VAF, Nancy Miyake, and President of VTF Cyrille Mainguy, sign an agreement opening VAF's first aquatic hub - witnessed by VAF Program Coordinator Louisa Pedro and VTF Coordinator Kaycee Nimoho

## 6. Pillar 3: Sustainability, Systems & Governance (Administration)

### *Building a Sustainable Federation*

#### **STRATEGIC PLAN PILLAR 3: ADMINISTRATION**

Goals 2, 5 & 6

Climate-Resilient Facilities • Financial Sustainability & Strong Governance • Community Engagement & Public Confidence

Strong programs require strong systems. In 2025, VAF made significant investments in governance, facilities, and organisational capacity—work that's less visible than competitions and classes but essential to long-term sustainability.

### **OFFICIAL VAF HUB**

First Climate Resilient Hub for Aquatics through a partnership with Vanuatu Tennis Federation

#### **Support Partners**

Australian Government (DFAT) through Team Up • VASANOC • World Aquatics • Nambawan Café

## 6.1 VAF Aquatic Hub: Our First Permanent Home

*Contributing to Goal 2: Climate-Resilient, Sustainable Aquatic Facilities*

Until 2025, **Vanuatu Aquatics Federation (VAF)** operated without a permanent home, delivering programmes through borrowed pools, beaches, and community venues. While this flexible approach enabled wide reach, it also limited continuity, safeguarding consistency, and long-term resilience.

This changed in 2025 with the establishment of the **VAF Aquatic Hub** at Stade. Through a lease agreement with the **Vanuatu Tennis Federation**, Nambawan Café's donation of an above-ground 17-metre training pool, VAF secured its first permanent base for aquatic programmes. The donated pool was selected deliberately: it can be installed quickly, requires minimal upfront investment, and allows safe, structured delivery while longer-term facility planning continues.

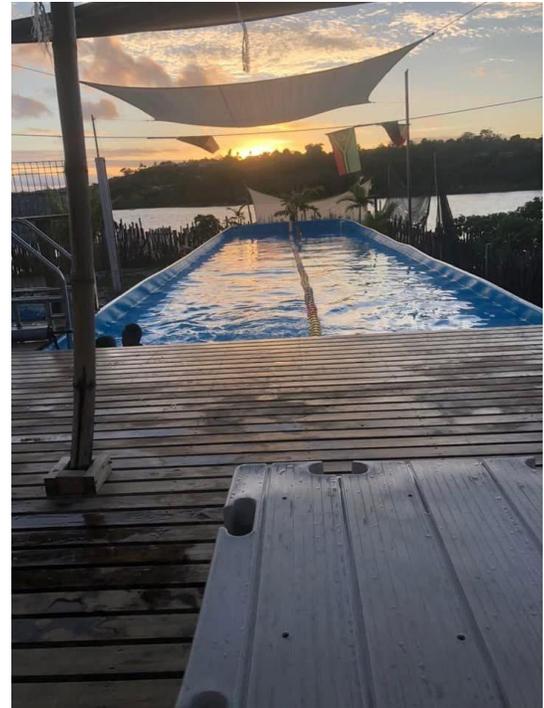
This cross-federation partnership demonstrates a **practical infrastructure model for small island developing states**. Rather than each sport developing standalone facilities, federations share venues, systems, and operational capacity. This approach reduces duplication, strengthens safeguarding and risk management, and improves resilience in a climate-exposed environment.

Installation of the pool is currently underway. Applications for an **accessibility ramp** have been submitted to ensure the facility can safely serve all users, including para swimmers and children with additional access needs, when the hub opens in 2026. The hub will support free school learn-to-swim programmes, community access, squad training, and cross-sport conditioning, strengthening both safety outcomes and national pathways.

Looking ahead, VAF continues to advocate for investment in a **competition-standard aquatic facility** through a co-partnership approach with government. In 2025, VAF shared the **World Aquatics Pools for All guidelines** with the **Ministry of Justice and Community Services**, which outline international financial support available to federations that secure government endorsement and land allocation for pool development.

Drawing on regional evidence, VAF maintains that **sea pool infrastructure**, similar to facilities being developed elsewhere in the Pacific, represents the most sustainable long-term option for Vanuatu. Sea pools offer lower maintenance costs, reduced energy and chemical dependence, increased public access, and potential co-benefits for coastal resilience and sport tourism, while remaining well suited to small-population contexts.

The VAF Aquatic Hub marks a critical step forward, providing stability, resilience, and a shared platform for growth, while laying the groundwork for climate-appropriate, sustainable aquatic infrastructure into the future.



*Photo: Nambawan Cafe above ground pool set up at previous location.*

## 6.2 Governance & Systems Strengthening

*Contributing to Goal 5: Financial Sustainability & Strong Governance*

With World Aquatics funding and the Australian Volunteers International program, Eve Diamond supported VAF to implement a year-long operational strengthening initiative to improve finance, continue to build strong operational and compliance measures and strengthen the federation’s financial position for the future. Despite disruption from the December earthquake, we met 100% of project objectives:

<p><b>HR &amp; Recruitment</b> Monthly coaching sessions with Program Coordinator. New process maps and in-house onboarding materials developed.</p>	<p><b>Fraud &amp; Integrity</b> Controls reviewed and updated. Fraud awareness training delivered to all staff.</p>	
<p><b>Financial Systems</b> Coding guide developed and aligned to donor requirements. Improved reporting templates created.</p>	<p><b>Board Development</b> New Treasurer recruited with expanded operational oversight. Board transitioning from management to governance role.</p>	
<p><b>12+</b> Training Sessions and weekly on the job training</p>	<p><b>5</b> Staff Trained <i>(all women)</i></p>	<p><b>100%</b> Objectives Met <i>(post-earthquake)</i></p>

### 6.3 Safeguarding

*Contributing to Goal 5: Financial Sustainability & Strong Governance*

Child safety is non-negotiable. With Team Up support and through their annual trainings, VAF conducted a comprehensive policy review and delivered safeguarding training to all staff. We now have:

- 100% staff completion of safeguarding training
- Updated safeguarding policies aligned with international standards
- Clear reporting pathways and incident management procedures
- Supervision ratios maintained across all programs

### 6.4 New Strategic Plan

*Contributing to Goal 5: Financial Sustainability & Strong Governance*

In 2025, VAF finalised and launched its Strategic Plan 2025-2028, the federation's first comprehensive strategic framework aligned to an Olympic cycle. The Plan was developed through extensive consultation with the Board, staff, athletes, and key partners, and provides a clear roadmap for VAF's growth through to the LA 2028 Olympic Games. Progress against the Plan is reported in the Annex 2.

Key Features of the Strategic Plan 2025-2028:

- Six Goals organised into Three Pillars — Creates a logical structure connecting grassroots development, high performance pathways, and organisational sustainability
- Integrated Aquatics Model — Formalises VAF's unique approach of governing swimming, water polo, learn to swim and water safety education under a single federation appropriate to Vanuatu's small-island context
- LA 2028 Olympic Pathway — Aligns athlete development milestones with the Olympic qualification timeline
- Cost Recovery Approach — Introduces sustainable funding principles ensuring programs contribute to core organisational capacity

## 6.5 Building for Scale

These administrative investments position VAF to grow responsibly. Vanuatu is too small for multiple aquatic governance structures—we can’t replicate systems in other countries that separate swimming, water polo, and lifesaving federations.

Instead, VAF uses a **subcommittee model** to oversee different functions (competitions, education, high performance, integrity) within a single, efficient structure.

In 2025, we established three subcommittees with formal Terms of Reference This approach brings focused expertise to governance while maintaining clear decision-making authority with the Board.

Subcommittee	Purpose
<b>Domestic Events &amp; Competitions</b>	Coordinate and implement quality, safety, affordability, and integrity of domestic competitions; recommend annual calendar; coordinate officiating education; support provincial and school events
<b>Schools Swimming, Learn-to-Swim &amp; Nippers</b>	Protect free access as a national education priority; ensure alignment with school timetables and MoET requirements; coordinate quality instructor training pathways, coordinate carnivals and surf life saving activity through volunteer networks
<b>High Performance &amp; Pathways</b>	Oversee selection policy integrity and set selection criteria; support coach development; ensure alignment with World Aquatics standards. To manage conflicts of interest, only neutral national head coach, technical director and one other board member or staff sit on this subcommittee.

## Volunteer with Us

### JOIN OUR AQUATIC COMMUNITY & MAKE A LASTING CHANGE

Every child who learns to swim in Vanuatu is a life protected. Every competition we run builds confidence and community. None of this happens without people like you. VAF is building a national aquatics movement across 83 islands and we need volunteers who believe that swimming should be for everyone, not just those who can afford it.

## Volunteer Opportunities

- **Become a competition official** — No experience needed. We'll train you to help run safe, fair events that give our athletes a stage to shine.
- **Join Nippers or beach safety programs** — Help kids and families stay safe in our oceans, rivers, and lagoons. You can join our subcommittee or volunteer as a program volunteer.
- **Support fundraising and events** — Your time and ideas help keep Learn to Swim free for every child. Help us restart our annual Island Splash Fundraiser, run a sausage sizzle, etc to send our teams overseas and increase the number of students who access our school swimming program.

**Ready to dive in?** Contact us at [swimming@vanuataquatics.com](mailto:swimming@vanuataquatics.com)

## 7. Up and Coming Talent Spotlights

### Pamela Mesa

*Commonwealth Youth Games Representative • Pacific Mini Games Athlete • Eton Village Learn-to-Swim Graduate*

Pamela Mesa's swimming journey began in VAF's Learn-to-Swim program in Eton Village. Today, she represents Vanuatu on the international stage—proof that the pathway VAF is building works.

In 2023, Pamela made her international debut at the Commonwealth Youth Games in Trinidad and Tobago. After taking 2024 off to complete her Year 12 studies, she returned to competition in 2025, earning selection to the Pacific Mini Games in Palau while managing a shortened preparation and recovery from injury.

Now a first-year Business Administration and Finance student at the Vanuatu Institute of Technology, Pamela balances training with her studies. When her classmates learned she had been selected for the Pacific Mini Games, they voluntarily raised VT8,000 to support her travel—a gesture that reflects the community pride surrounding ni-Vanuatu athletes.

*"Growing up with a single mum is not easy, but being a national athlete and representing your country is an achievement," Pamela says. Her message to young girls across Vanuatu is clear: "Don't look down on yourselves. Hold your heads high, focus on your education and the sport you love, and manage your time wisely."*

Pamela carries the spirit of her VIT classmates and the hopes of young ni-Vanuatu women every time she steps onto the blocks.



## Robsen Dick

*National Team Member at Palau South Pacific Mini Games • VAF Instructor Assistant*

Robsen Dick's journey embodies everything VAF is trying to build. He learned to swim through the Wan Smol Bag learn-to-swim program—the same grassroots pathway VAF now delivers across Vanuatu's schools. In 2025, he earned selection to represent Vanuatu at the Pacific Mini Games in Palau.

Without access to a competition pool, Robsen trained in the open water at Blacksand and Mele Beach while balancing the responsibilities of new fatherhood. His determination to represent his country—and his family, including his newborn son—captured the spirit of ni-Vanuatu swimming. Robsen Dick said *'Being a new father, I am so proud to not only represent Vanuatu but also my family, including my son. It hasn't been easy training by myself and juggling family commitments but the sacrifice has been worth it. I'd especially like to thank my partner, who has supported me in this journey.'*

Since returning from Palau, Robsen has joined VAF as an Instructor Assistant, supporting the delivery of community programs. He brings a unique perspective to his role: he can show young swimmers exactly where the pathway leads because he has walked it himself. For children in his Blacksand community, Robsen is living proof that learn-to-swim is not just about water safety—it's a doorway to representing your country.

Robsen has also founded the Blacksand Swimming Club, aiming to create opportunities for the next generation in his community.



## 8. Staff Spotlights

### Reliana Alick

*National Assistant Coach • Assistant Development Facilitator • Oceania Competition Development Camp Representative*

Reliana Alick's journey from volunteer to National Assistant Coach embodies VAF's commitment to building ni-Vanuatu leadership in aquatics.

A former hockey player from Malampa Province, Reliana joined VAF as a volunteer in 2019 after completing Year 12 at Lycée de Rensarie. By 2023, she had progressed to permanent staff as Assistant Development Facilitator on the Swim, Splash, Survive program writing lesson plans, organising children in the field, and teaching water safety skills across Efate and the offshore islands.

In December 2025, Reliana represented Vanuatu at the inaugural Oceania Competition Development Camp in Sydney alongside Olympian Loane Russet OLY and National Head Coach Lachlan Milner. The camp, supported by World Aquatics, Olympic Solidarity, and PacificAus Sports, was her third international professional development opportunity in 12 months, following pathways created for assistant coaches including Manul Hotel (World Short Course, Hungary) and Clenta George (GAPS Camp, Gold Coast).

*"I am very blessed for the opportunity to attend the camp in Australia," Reliana says. "I'm passionate about developing my skills as a swimming coach and learning as much as I can from both the Australian coaches and my counterparts across the Pacific. My goal is to come back a better coach and share what I learn with my colleagues in Vanuatu."*

When asked to describe VAF's programs in one word, Reliana chose **cooperation**: *"We need to work together to keep the program running. Cooperation has helped the program expand to schools in both urban and rural areas. It brings people together—boys, girls, women, and people with disabilities."*

Reliana is a trailblazer. As VAF Technical Development Director Ben Howard noted: *"We know Reliana will lead a Vanuatu team to a major competition in the future. This camp will be key to making that a reality."* VAF's goal is to have a ni-Vanuatu National Head Coach by 2028.

*Photo: Reliana, Assistant National Coach, alongside our Olympian and national coach in Australia at New South Wales State Championships*



## Louisa Pedro

*Program Coordination • Pacific Mini Games Team Manager*

Louisa Pedro's rapid rise in sports administration reflects VAF's commitment to developing ni-Vanuatu leadership across all areas of the organisation—not just coaching, but management, partnerships, and program delivery.

As Program Coordinator, Louisa leads VAF's development programs, manages and builds partnerships with schools and communities, and ensures programs are meaningful, reaching children and families who wouldn't normally have access to aquatic activities. Under her coordination, VAF's Learn to Swim program expanded to 10 schools across Efate and the offshore islands, with a focus on inclusion and equity.

In 2025, Louisa took on her first international leadership role as Team Manager for the Women's Team at the Pacific Mini Games in Palau, VAF's largest-ever delegation of 8 swimmers, 6 of whom were making their Pacific Games debut.

*"It was a team selected with one eye on the future, with several of the younger athletes aiming for the Brisbane 2032 Olympic Games and others more focused on Los Angeles 2028," Louisa said ahead of the Games. "We're really proud of each and every one of our swimmers that have qualified, and we know they'll do their best and make Vanuatu proud."*

The experience in Palau marked a turning point. Upon returning to Vanuatu, Louisa has supported two of her staff—Reliana Alick and Glenda George—to attend international professional development opportunities, continuing VAF's commitment to growing the next generation of ni-Vanuatu sports leaders.

Louisa exemplifies the pathway VAF is building: from program delivery to partnership management to international team leadership—ni-Vanuatu leadership at every level of sport.

*Photo: Louisa, Program Coordinator, forging partnerships and agreements with Schools to establish regular free school swimming programs across Vanuatu*



## 9. Looking Ahead: Para Swimming in 2026

VAF has long recognised the importance of inclusive aquatics. With support from Team Up, VAF has been growing its organisational capacity to strengthen disability inclusion in programming, while working with disability service provider **Vanuatu Society for People with Disabilities** by giving free learn to swim and water safety lessons to its clients on a regular basis.

In 2022, we signed a Memorandum of Understanding with the Vanuatu Paralympic Committee (VPC) to develop para swimming in Vanuatu. However, implementation was delayed by a critical barrier: the absence of accessible aquatic facilities.

The establishment of the VAF Aquatic Hub changes everything. With the pool now under construction and applications submitted for accessibility ramp installation, VAF will finally have a facility capable of serving para swimmers.

### 2026 PARA SWIMMING LAUNCH PRIORITIES

- Establish baseline para swimming programs at VAF Aquatic Hub
- Train instructors in para-specific teaching methodologies
- Identify and support para athletes with competitive potential
- Strengthen partnerships with disability service providers

VAF's integrated approach—delivering learn-to-swim, water safety, and competitive pathways through a single organisation—means para swimmers will benefit from the same professional systems, safeguarding standards, and coaching development as all VAF athletes.

*We look forward to working with VPC to make 2026 the year para swimming officially begins in Vanuatu.*



## 10. Contributing to Vanuatu 2030: The People’s Plan

The National Sustainable Development Plan (NSDP) 2016-2030, known as “The People’s Plan,” sets out Vanuatu’s vision for a stable, sustainable, and prosperous nation. The Plan is built on three pillars—Society, Environment, and Economy, with culture as the foundation.

VAF’s work directly contributes to multiple NSDP goals, demonstrating how sport and aquatic education support national development priorities. VAF’s work directly contributes to multiple NSDP goals, demonstrating how sport and aquatic education support national development priorities.

### NSDP SOCIETY PILLAR

#### SOC 2: Quality Education

VAF contributes to education outcomes by embedding water safety within school physical education programs, supporting curriculum development, and building teacher capacity. Our Learn to Swim program delivers measurable learning gains in physical literacy, confidence, and life skills—reaching 530 participants across 10 schools in 2025.

#### SOC 3: Healthy Population

By promoting physical activity, water safety knowledge, and healthy lifestyle choices, VAF directly supports the NSDP’s vision of a healthy population enjoying physical, mental, and social wellbeing. Drowning prevention reduces preventable deaths and disability.

#### SOC 4: Inclusive Society

VAF’s commitment to gender equality, disability inclusion (through our VSPD partnership), and youth development aligns with the NSDP’s goal that the rights of women, youth, and vulnerable groups are protected and promoted. Programs reach offshore islands and the 2026 para swimming launch will extend inclusion to people with disabilities.

### NSDP ECONOMY PILLAR

#### ECO 1: Stable, Equitable Growth

VAF creates employment and livelihood pathways for young ni-Vanuatu through instructor training, contributing to the NSDP’s vision of economic opportunities accessible to all people in rural and urban areas.

#### ECO 4: Decentralisation

VAF’s commitment to decentralised instructor training and community-led delivery directly supports the NSDP’s Decentralisation Policy 2017-2027, which aims to bring services closer to people and enable their direct participation in service delivery.

### NSDP ENVIRONMENT PILLAR

#### ENV 4: Climate & Disaster Resilience

VAF’s Strategic Plan explicitly targets climate-resilient facilities. Water competency also builds community resilience to climate-related hazards including flooding and extreme weather events that affect coastal communities.

### PARTNERSHIP FOR NATIONAL DEVELOPMENT

In 2025, VAF signed an MoU with the Ministry of Justice and Community Services (Department of Youth and Sport), formalising our commitment to working within national frameworks and contributing to Government priorities for youth development and sport.

## 11. Financials

Annual audits occur every March, thus audited financial statements will be provided separately due to differing due dates of the annual report and the annual audit.

INCOME	AMOUNT (VUV)
Grant Income	25,708,241
Sponsorship & Donations	94,913
Program Revenue	-
Other Income	-
<b>TOTAL INCOME</b>	<b>25,803,154</b>

EXPENDITURE	AMOUNT (VUV)
High Performance Programs	3,561,160
Development Programs	3,758,614
Administration & Operations	13,271,823
Capital Investment - Pool constructions	4,294,371
<b>TOTAL EXPENDITURE</b>	<b>24,885,968</b>

### 11.2 Funding Sources

SOURCE	PURPOSE
<b>Team Up (DFAT)</b>	Swim, Splash and Survive delivery, safeguarding, operations
<b>PacificAus Sports</b>	High performance program support
<b>World Aquatics</b>	High performance program support and governance
<b>Olympic Solidarity</b>	Competition (World Championships) and athlete scholarships (Loane Russet, Léo Lebot)
<b>VASANOC</b>	Competition support through NOC funding
<b>Oceania Aquatics</b>	Technical development, instructor training
<b>CGF / Griffith University</b>	GAPS program (Commonwealth Games pathway)

## 12. Challenges & Responses

### High Performance Staffing & Competition Access

**Challenge:** Limited funding for high performance staffing and international travel restricts athlete preparation and the number of swimmers able to access competitions.

**Response:** Strategic investment in coaching/technical support; pursuing partnerships for larger team participation at cost-effective regional competitions (e.g., Fiji Grand Prix Series).

### Facility Access

**Challenge:** Absence of a regulation pool limits athlete preparation and domestic competition opportunities.

**Response:** New Stade Aquatics Hub under construction provides interim training solution. Long-term need remains: competition-standard aquatic facility.

### Workforce Capacity

**Challenge:** Limited core funding for coordination and compliance constrains ability to scale community programs despite growing demand.

**Response:** Introducing full-cost recovery approach, ensuring each funded program contributes to essential organisational support.

### Constitutional Membership Requirements

**Challenge:** In a small-island context, constitutional requirements for club-based membership are difficult to meet; even established clubs struggle.

**Response:** Developed alternative membership pathways maintaining governance integrity while reflecting local realities—national rollout in 2026.





## 13. Our Team

### Board of Directors

<b>Nancy Miyake</b> <i>President</i>	<b>Ben Howard</b> <i>High Performance Technical Director</i>
<b>Eslyn Kaltongga</b> <i>Secretary</i>	<b>Allan Kalfabun</b> <i>Marketing and Communications Director</i>
<b>Elaine Shem</b> <i>Treasurer</i>	<b>Kali Ameara</b> <i>Patron</i>

### Staff & Support Team

Administrative Team	Technical Delivery Team
<b>Evelyne Akua</b> <i>Finance Manager</i>	<b>Nicole Dodds</b> <i>Technical Advisor – Education and Training</i>
<b>Louisa Pedro</b> <i>Program Coordinator</i>	<b>Lachlan Milner</b> <i>National Head Coach</i>
<b>Eve Diamond</b> <i>Financial Advisor, Australian Volunteer Program (Jun-present)</i>	<b>Nataza Titus</b> <i>Senior Development Officer</i>
<b>Lee Frew</b> <i>Financial Advisor, (Jan-Jun)</i>	<b>Glenda George</b> <i>Senior Development Officer</i>
<b>Amy Fraser</b> <i>Monitoring and Evaluation Support Consultant</i>	<b>Reliana Alick</b> <i>Development Officer</i>
<b>Nerolyne Kapapa</b> <i>Evidence and Impact Coordinator (2023- May 2025)</i>	<b>Dorian Willy</b> <i>Development Officer</i>
<b>Mathilde Assouad</b> <i>Operations Support Consultant (Jan-Jun)</i>	<b>Natalie Kapalu</b> <i>Assistant Development Officer</i>
<b>Anna John</b> <i>Finance Officer (2023-April 2025)</i>	<b>Robsen Dick</b> <i>Assistant Development Officer</i>
	<b>Elcie Kilima</b> <i>Assistant Development Officer</i>

## 14. Acknowledgements

VAF gratefully acknowledges the support of our partners:

### Principal Partners



Australian Government  
Department of Foreign Affairs and Trade



### Government Partners

Ministry of Justice and Community Services (Department of Youth and Sport)

Ministry of Education and Training

### Supporting Partners

VASANOC • Commonwealth Games Federation • Griffith University • Vanuatu Paralympic Committee • Vanuatu Athletes Commission • Vanuatu Tennis Federation • Australian Volunteers International • Vanuatu Tennis Federation • Nambawan Cafe

*Special thanks to our partner schools and communities across Efate and neighbouring islands who welcome VAF programs into their communities.*

## Partner with Us

### VALUE FOR MONEY

VAF reaches hundreds of children annually with life-saving swimming education at minimal cost, using a locally led workforce and highly efficient program models. Every dollar supports access for children, strengthens national workforce capability, and builds sustainable systems—not overhead.

### Investment Opportunities

- **International event sponsorship:** Support the national team as they travel to Fiji, Glasgow and Beijing in 2026 - great opportunities for high visage marketing opportunities.
- **Domestic sprint series:** The sprint series is returning to the seafront, including the national championships
- **Learn to Swim Expansion:** Support free water safety education for more schools. 2028 target: 20+ schools, 2,000+ participants annually. Nippers program is under development with Australian surf life saving partners and we are looking for parent volunteers for a variety of support roles
- **Athlete Pathway:** Invest in athletes preparing for Glasgow 2026, Tahiti 2027, and LA 2028.
- **Para Swimming:** Be a founding partner of Vanuatu's first structured para aquatics pathway.
- **Workforce Development:** Support decentralised instructor training and Let's Swim Presenter certification.
- **Aquatic Hub Operations:** Support climate-resilient facility operations and water safety infrastructure.

## 15. 2026 Outlook

2025 demonstrated that swimming in Vanuatu is for everyone – from first-time learners to Olympians breaking national records. VAF achieved historic competition firsts while maintaining its commitment to free, inclusive learn-to-swim programs.

The establishment of the VAF Aquatic Hub represents a transformational step toward operational sustainability. Combined with decentralised instructor training and emerging Ni-Vanuatu coaching leadership, VAF is building the foundations for a self-sustaining national aquatics system. VAF has also reflected that Vanuatu is too small for multiple aquatic governance structures in other countries such as Australia, and will utilise the subcommittee model to leverage existing systems to create efficiencies in implementation and operations so funding can be managed effectively and responsibly.

### 2026 Priorities

HIGH PERFORMANCE (Pillar 2)	DEVELOPMENT & ADMIN (Pillars 1 & 3)
<ul style="list-style-type: none"> <li>• Oceania Championships (Fiji) <b>08-13/05/2026</b></li> <li>• Commonwealth Games (Scotland); <b>24-29/07/2026</b></li> <li>• World Short Course Championships (China) <b>01-06/12/2026</b></li> <li>• LA 2028 Olympic pathway</li> </ul>	<ul style="list-style-type: none"> <li>• Open VAF BRED Aquatic Hub</li> <li>• Launch of Urban School Swimming program</li> <li>• Launch of Public Access learn to swim programs</li> <li>• Launch of Junior, Middle and Senior squad training</li> <li>• Launch para swimming with VPC</li> <li>• Launch ocean safety Nippers model for rural communities, church groups and schools</li> </ul>



## Annex 1: National Records as of 31 Dec 2025

### Long Course (50m Pool)

Male	Event	Female
<b>Freestyle</b>		
27.62 (Jonathan Silas, Gold Coast, Australia, 2024 Oceania Championships, 21 Apr 2024)	<b>50m Freestyle</b>	27.94 (Loane Russet, Sydney, Australia, 2025 NSW Senior State Age Championship, 13 Dec 2025)
59.38 (Jonathan Silas, Paris, France, 2024 Olympic Games, 30 Jul 2024)	<b>100m Freestyle</b>	1:03.13 (Loane Russet, Singapore, Singapore, 2025 World Championships, 31 Jul 2025)
2:46.58 (Jessy Misak, Apia, Samoa, 2019 Pacific Games, 11 Jul 2019)	<b>200m Freestyle</b>	
6:13.03 (Noel Pakoa, Suva, Fiji, Grand Prix 3, 14 Apr 2018)	<b>400m Freestyle</b>	
<b>Backstroke</b>		
34.24 (Léo Lebot, Gold Coast, Australia, 2024 Oceania Championships, 22 Apr 2024)	<b>50m Backstroke</b>	35.81 (Loane Russet, Gold Coast, Australia, 2024 Oceania Championships, 22 Apr 2023)
1:27.85 (Vasir Edmond, Port Moresby, Papua New Guinea, 2018 Oceania Championships, 26 Jun 2018)	<b>100m Backstroke</b>	1:34.58 (Chloe Ameara, Gold Coast, Australia, 2024 Oceania Championships, 21 Apr 2024)
<b>Breaststroke</b>		
34.45 (Jonathan Silas, Gold Coast, Australia, 2024 Oceania Championships, 23 Apr 2024)	<b>50m Breaststroke</b>	39.16 (Loane Russet, Gold Coast, Australia, 2024 Oceania Championships, 23 Apr 2024)
1:22.90 (Jonathan Silas, Gold Coast, Australia, 2024 Oceania Championships, 22 Apr 2024)	<b>100m Breaststroke</b>	1:52.66 (Joeline Tasso, Suva, Fiji, Grand Prix 3, 14 Apr 2018)
<b>Butterfly</b>		
29.28 (Léo Lebot, Singapore, Singapore, 2025 World Championships, 27 Jul 2025)	<b>50m Butterfly</b>	30.63 (Loanne Russet, Sydney, Australia, 2025 NSW Senior State Age Championship, 18 Dec 2025)
1:14.05 (Noel Pakoa, Apia, Samoa, 2019 Pacific Games, 09 Jul 2019)	<b>100m Butterfly</b>	
<b>Individual Medley</b>		
2:37.04 (Hollingswood Wolul, Apia, Samoa, 2019 Pacific Games, 12 Jul 2019)	<b>200m Individual Medley</b>	3:24.90 (Chloe Ameara, Gold Coast, Australia, 2024 Oceania Championships, 24 Apr 2024)
<b>Relays</b>		
<b>Mixed Relays</b>		
<b>4 x 50m Freestyle Relay</b>	2:00.62 (Jonathan Silas (27.62), Leo Lebot (28.73), Chloe Ameara (35.31), Loane Russet (28.96), Gold Coast, Australia, 2024 Oceania Championships, 21 Apr 2024)	
<b>4 x 50m Medley Relay</b>	2:19.06 (Chloe Ameara (44.07), Jonathan Silas (34.43), Leo Lebot (30.81), Loane Russet (29.75), Gold Coast, Australia, 2024 Oceania Championships, 22 Apr 2024)	

## Short Course (25m Pool)

Male	Event	Female
<b>Freestyle</b>		
27.38 (Léo Lebot, Budapest, Hungary, 2024 World Championships, 14 Dec 2024)	<b>50m Freestyle</b>	28.41 (Loane Russet, Moreton Bay, Australia, 2025 Moreton Bay Transition Meet, 24 May 2025)
59.1 (Léo Lebot, Koror, Palau, 2025 Pacific Mini-Games, 03 Jul 2025)	<b>100m Freestyle</b>	1:01.83 (Loane Russet, Koror, Palau, 2025 Pacific Mini-Games, 03 Jul 2025)
2:15.84 (Léo Lebot, Koror, Palau, 2025 Pacific Mini-Games, 04 Jul 2025)	<b>200m Freestyle</b>	2:22.94 (Loane Russet, Koror, Palau, 2025 Pacific Mini-Games, 04 Jul 2025)
	<b>400m Freestyle</b>	5:06.85 (Loane Russet, Koror, Palau, 2025 Pacific Mini-Games, 30 Jun 2025)
<b>Backstroke</b>		
32.46 (Léo Lebot, Koror, Palau, 2025 Pacific Mini-Games, 30 Jun 2025)	<b>50m Backstroke</b>	36.33 (Lou-Anne Delrieu, Koror, Palau, 2025 Pacific Mini-Games, 30 Jun 2025)
	<b>100m Backstroke</b>	1:25.21 (Chloe Ameara, Budapest, Hungary, 2024 World Championships, 10 Dec 2024)
<b>Breaststroke</b>		
35.14 (Léo Lebot, Koror, Palau, 2025 Pacific Mini-Games, 01 Jul 2025)	<b>50m Breaststroke</b>	37.86 (Loane Russet, Koror, Palau, 2025 Pacific Mini-Games, 01 Jul 2025)
1:18.56 (Léo Lebot, Koror, Palau, 2025 Pacific Mini-Games, 02 Jul 2025)	<b>100m Breaststroke</b>	1:32.08 (Lou-Anne Delrieu, Koror, Palau, 2025 Pacific Mini-Games, 02 Jul 2025)
<b>Butterfly</b>		
29.07 (Léo Lebot, Brisbane, Australia, 2025 Chandler Swimming Transition Meet, 14 Jun 2025)	<b>50m Butterfly</b>	31.13 (Loane Russet, Brisbane, Australia, 2025 Chandler Swimming Transition Meet, 14 Jun 2025)
<b>Individual Medley</b>		
1:09.85 (Léo Lebot, Koror, Palau, 2025 Pacific Mini-Games, 30 Jun 2025)	<b>100m Individual Medley</b>	1:13.84 (Loane Russet, Moreton Bay, Australia, 2025 Moreton Bay Transition Meet, 24 May 2025)
	<b>200m Individual Medley</b>	3:19.05 (Chloe Ameara, Koror, Palau, 2025 Pacific Mini-Games, 04 Jul 2025)
<b>Relays</b>		
4:30.29 (Dani Teilemb, Elven Todman, Robsen Dick, Léo Lebot, Koror, Palau, 2025 Pacific Mini-Games, 30 Jun 2025)	<b>4 x 100m Freestyle Relay</b>	4:58.16 (Pamela Mesa, Chloe Ameara, Lou-Anne Delrieu, Loane Russet, Koror, Palau, 2025 Pacific Mini-Games, 30 Jun 2025)
	<b>4 x 100m Medley Relay</b>	5:29.80 (Chloe Ameara, Lou-Anne Delrieu, Loane Russet, Pamela Mesa, Koror, Palau, 2025 Pacific Mini-Games, 04 Jul 2025)
<b>Mixed Relays</b>		
<b>4 x 50m Freestyle Relay</b>	1:56.25 (Léo Lebot, Lou-Anne Delrieu, Elven Todman, Loane Russet, Koror, Palau, 2025 Pacific Mini-Games, 03 Jul 2025)	
<b>4 x 50m Medley Relay</b>	2:10.18 (Lou-Anne Delrieu, Elven Todman, Léo Lebot, Loane Russet, Koror, Palau, 2025 Pacific Mini-Games, 01 Jul 2025)	

## Annex 2: Indicator Tracking Table

### VAF Strategic Plan 2025-2028: MEL Framework

This annex tracks progress against the VAF Strategic Plan 2025-2028. Results highlighted in pink indicate 2025 achievements.

#### OUR SIX GOALS

<b>Goal 1:</b> Sustain Free Learn-to-Swim & Water Safety Nationwide	<b>Goal 4:</b> Strengthen National Athlete Pathway & Domestic Competitions
<b>Goal 2:</b> Climate-Resilient, Sustainable Aquatic Facilities	<b>Goal 5:</b> Financial Sustainability & Strong Governance
<b>Goal 3:</b> Decentralise Instructor Training & Workforce Development	<b>Goal 6:</b> Strengthen Community Engagement, Visibility & Public Confidence

#### END OF STRATEGIC PLAN OUTCOMES (2028)

END OF PLAN OUTCOME	GOAL	BASE	2025	2026 TARGET	2027 TARGET	2028 TARGET
Free LTS reaching thousands of children annually	1	~400	530	1,000	1,500	2,000+
Climate-resilient VAF Aquatic Hub operational	2	None	Lease signed & container installed	Open	Sustained	Climate-resilient
Decentralised instructor workforce across 2+ provinces	3	1 prov	1	2	2	2+ provinces
Strengthened national pathway with consistent competitions	4	Ad hoc	Partial	Annual	Consistent	Predictable
Financial sustainability with audit compliance	5	Basic	Compliant	Stable	Growth	Growth
Strong community engagement and public confidence	6	Emerging	Established	Strengthened	Strong	Sustained

#### PILLAR 1: Education, Development & Community Safety (Goals 1, 3, 6)

##### Intermediate Outcomes

INTERMEDIATE OUTCOME	GOAL	BASE	2025	2026 TARGET	2027 TARGET	2028 TARGET
# schools with active LTS PE partnerships	1	6	10	14	17	20+
# certified Let's Swim Presenters	3	0	4 in progress	3	4	4+
# local instructors trained and active	3	4	6	10	14	18+
# community programs delivered (Mama Aqua, Spider Ball, Learn to Swim, Nippers, Junior Squad)	6	2	3	4	5	5
# islands reached with water safety programs	1, 6	2	5 (Efate, Nguna, Pele, Moso, Lelapa)	6 (adding Santo)	6	8+

##### Outputs

OUTPUT	GOAL	BASE	2025	2026 TARGET	2027 TARGET	2028 TARGET
School PE partnerships delivering free LTS	1	Partial	10 schools	14 schools	17 schools	20+ schools
Mentoring-based workforce development active	3	Ad hoc	Started	Embedded	Sustained	Decentralised
MEL systems measuring confidence, safety, inclusion	1, 6	None	Baseline	Collecting	Analysing	Reporting

#### PILLAR 2: Competition, Performance & Pathways (Goal 4)

##### Intermediate Outcomes

INTERMEDIATE OUTCOME	GOAL	BASE	2025	2026 TARGET	2027 TARGET	2028 TARGET
# National Records set annually	4	12	38	20	25	30+
# Personal Bests at major competitions	4	~30	63	50	60	70+
# athletes in development pipeline (Tier 2/3)	4	4	6	8	10	12+

# domestic competitions held annually	4	2	4	6	8	10+
Olympic representation (1M + 1F at LA 2028)	4	1 (Paris)	On track	On track	On track	1M + 1F
Ni-Vanuatu coach with WA certification	4	0	0	In dev	1	1+
Athletes in pipeline for Brisbane 2032 cycle	4	4	6	8	10	6+ ready

**Outputs**

OUTPUT	GOAL	BASE	2025	2026 TARGET	2027 TARGET	2028 TARGET
Structured squad programs using Hub facilities	4	0	0	2	3	3
Ni-Vanuatu coaches progressing toward WA certification	4	0	0	2 in dev	4 in dev	1+ certified
Technical officials trained for competition delivery	4	2	0	2	8	10+

**PILLAR 3: Sustainability, Systems & Governance (Goals 2, 5, 6)**

**Intermediate Outcomes**

INTERMEDIATE OUTCOME	GOAL	BASE	2025	2026 TARGET	2027 TARGET	2028 TARGET
# strategic partnerships formalised (MOUs)	5, 6	0	3	4	5	5+
# multi-year donor partnerships active	5	1	2	3	3	4+
Staff safeguarding training completion rate	5, 6	50%	100%	100%	100%	100%
# accreditation pathways established (VIT, VSP, PAS)	3, 5	0	Discussions	1	2	3

**Outputs**

OUTPUT	GOAL	BASE	2025	2026 TARGET	2027 TARGET	2028 TARGET
Board governance with subcommittee structure	5	6 mtgs	10	12	12	12/year
Process maps documented (HR, finance, fraud)	5	0	2	3	3	3+
Climate-resilient operations for Hub and floating pool	2	N/A	Planning	SOPs	Tested	Embedded
# subcommittees established with ToRs	5	0	2	4	4	4
# subcommittee meetings held per year	5	0	4	16	16	16+
Conflict of interest declarations completed	5	N/A	100%	100%	100%	100%

Data Sources: Program records, competition results, MEL surveys, financial



## VANUATU AQUATICS FEDERATION

*Building a safer, stronger, more confident generation  
in and around the water*



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