



Strategic Map 2025–2028

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



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.

Our Vision

Provide the opportunity for members to develop the life skill of swimming in an open and supportive environment. Inspire and enable our members to achieve their 'own excellence' in the sport of swimming and in life.

Our Values



Collaboration

Partnership for scale and sustainability



Inclusivity

Swimming for everyone, reducing barriers



Doing Our Best

Personal bests and quality delivery



Stewardship

Responsible management of resources



Consistency

Reliable planning, delivery, communication



Accountability

Strong processes, transparent decisions



Honourable

Duty to serve with respect and integrity



Timely Truth-Telling

Directness with kindness and empathy

Our Six Strategic Goals

1



Sustain Free Learn-to-Swim & Water Safety Nationwide

2



Climate-Resilient, Sustainable Aquatic Facilities

3



Decentralise Instructor Training & Workforce Development

4



Strengthen National Athlete Pathway & Domestic Competitions

5



Financial Sustainability & Strong Governance

6



Strengthen Community Engagement, Visibility & Public Confidence

Three Strategic Pillars

Education, Community Safety & Workforce

(Development)

Goals 1, 3, 6

- Free Learn-to-Swim access
- Instructor workforce development
- Water safety education
- Disability inclusion

Competition, Performance & Pathways

(High Performance)

Goal 4

- National athlete pathway
- Domestic competitions
- Coach development
- International representation

Sustainability, Systems & Governance

(Administration)

Goals 2, 5, 6

- Climate-resilient facilities
- Financial sustainability
- Strong governance & compliance
- Monitoring systems

Key Programs



Learn-to-Swim, Water Safety & Solwota Sef (Nippers)

Delivered as one integrated system—cost-efficient, operationally practical, community-coherent



Squad & High-Performance Swimming

National pathway from grassroots to international competition



Water Polo

School and community-based development with local facilitators



Competitions & Events

Annual calendar of domestic meets, school carnivals, and community events

By 2028: Free learn-to-swim to thousands of children annually • Climate-resilient, sustainably operated VAF Swimming Hub • Decentralised instructor workforce across at least two provinces • Strengthened national pathway with consistent domestic competitions

Road to LA 2028: Athlete Development

VAF's high-performance strategy focuses on maximising opportunities within our means, building sustainable local coaching capacity, and ensuring athletes who represent Vanuatu do so with appropriate preparation and support.

Athlete Support Tiers

Tier 1: Olympic Focus

International competition travel, coaching coordination, priority for camps & scholarships (anti doping, injury prevention, nutrition, personal leadership)

Tier 2: Development

Regional competition support, domestic meet entry, structured training, equipment access, athlete education (injury prevention, safeguarding, nutrition)

Tier 3: Emerging

Squad access, domestic competition, coaching guidance, athlete education (confidence, healthy living, team values)

Key Competitions 2025–2028

2025 Pacific Mini-Games (Palau), World Champs (Singapore)

2026 Oceania Champs (Fiji), Commonwealth Games (Scotland), Youth Olympic Games (Senegal), World Champs (Beijing)

2027 Pacific Games (Tahiti), World Champs (Hungary), Commonwealth Youth Games (Malta)

2028 Olympic Games (Los Angeles), Oceania Champs (TBA), World

Olympic Qualification Pathway

Qualifying Times (OQT) — Elite times at approved competitions • Consideration Times — Faster times if quota not filled • Universality Places — Allocated to nations without A/B qualifiers to ensure global representation

Investing in Our People

VAF is committed to long-term workforce development—not one-off trainings. We invest in continuous mentoring, coaching cycles, and applied learning that produces lasting change and real career pathways for ni-Vanuatu.

Free Courses & Certifications

- Accredited pathways in instruction, coaching, mentoring
- Let's Swim Presenter training
- First Aid & Bronze Medallion
- Safeguarding & child protection
- Pool operations & facility management

International Exposure

- Pacific Games, Commonwealth Games
- World Aquatics courses & clinics
- Pre-competition training camps
- Joint training with Pacific nations
- Visiting international coaches

Career Pathways

- Volunteer → Instructor → Assessor → Presenter
- Leadership roles in programme planning
- Coaching development pathways
- Links to education, tourism & community sectors
- Real employment & livelihood opportunities

Our instructor pathway provides structured progression from volunteer assistant through to accredited instructor and assessor—creating real employment and livelihood opportunities for young ni-Vanuatu.

Cross-Cutting Commitments



Decentralisation & Equity

Equal access regardless of geography



Sports Leadership, Long-Term Workforce Development & Capacity Building

Mentoring, coaching cycles, applied learning



Safeguarding, Disability & Gender Inclusion

Safe, child-friendly, culturally grounded environments



Community Voice & Partnership

Programs shaped with communities, not imposed on them



Climate Resilience

Facilities and programs that withstand Vanuatu's climate

Contributing to National Goals



Vanuatu 2030 - The People's Plan

- SOC 2: Quality Education
- SOC 3: Healthy Population
- SOC 4: Inclusive Society
- ENV 4: Climate & Disaster Resilience
- ECO 1: Stable, Equitable Growth
- ECO 4: Decentralisation

UN Sustainable Development Goals

- SDG 3: Good Health & Wellbeing
- SDG 4: Quality Education
- SDG 5: Gender Equality
- SDG 10: Reduced Inequalities
- SDG 11: Sustainable Communities
- SDG 13: Climate Action
- SDG 17: Partnerships

Partnership Approach

VAF is a Value for Money Partner

Reaching high numbers of children annually with life-saving swimming education at minimal cost, using a locally led workforce, community-based venues, and highly efficient programme models.

Government

MoET, Provincial
Education, Youth &
Sports

Education & Training

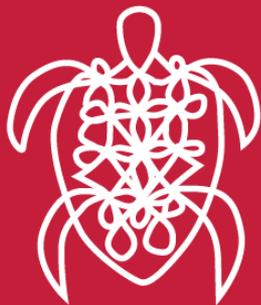
Vocational Training
Institutes, Schools,
Church Education
Programs

Sporting Bodies

VASANOC, World
Aquatics, Oceania
Aquatics

Community

Chiefs, Churches,
Women's Groups, NGOs



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Detailed operational and risk planning is shared directly with government and donor partners.