



## STRATEGIC PLAN 2015 - 2018



# Contents

---

<b>ORGANISATIONAL OVERVIEW</b> .....	<b>3</b>
<b>STRATEGIC PLAN FRAMEWORK</b> .....	<b>4</b>
<b>VALUES, VISION AND MISSION</b> .....	<b>5</b>
<b>PRIORITY AREAS</b> .....	<b>6</b>
1. GOVERNANCE AND ADMINISTRATION.....	7
2. PARTICIPATION AND DEVELOPMENT .....	8
3. HIGH PERFORMANCE AND TECHNICAL DEVELOPMENT .....	9
4. INCOME GENERATION .....	10
5. COMPETITIONS AND EVENTS .....	11
6. COMMUNICATION AND STAKEHOLDER MANAGEMENT .....	12

## Organisation Overview

---

Volleyball is popular in Vanuatu and is played socially and competitively within villages and schools across the country's populated islands. Vanuatu Volleyball Federation (VVF) was established in 1998 as the governing body for the sport in the country.

VVF is a membership-based, charitable organisation composed of individual members and Ni-Vanuatu volleyball associations. The Federation consists of an executive board, staff and volunteers who all support the growth of volleyball in the country. To this end, our personnel undertake a variety of activities – from conducting inclusive volleyball participation programs at the grass roots level to administering elite performance programs and running competitions and events.

Although volleyball is an inexpensive sport, requiring little in the way of infrastructure, it lacks financial support and basic equipment. Despite this, VVF has attracted numerous sponsorships and in-kind contributions from locally based business in order to run its programs on a not-for-profit basis.

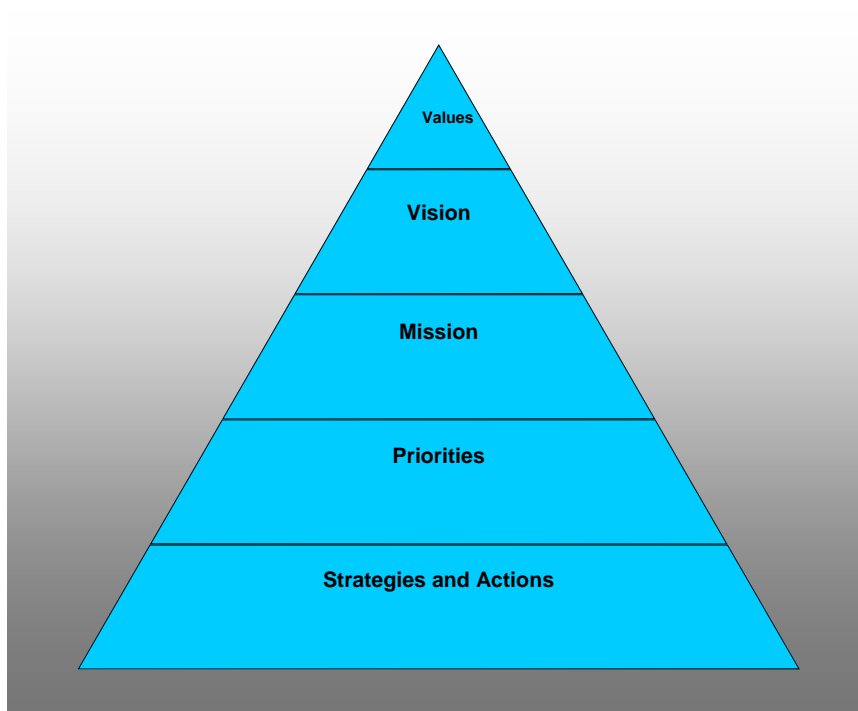
VVF recently was awarded funding to conduct a large scale participation program through the Australian Government's Australian Aid Pacific Sports Partnership Program. This funding has since been extended to 2017.

## Strategic Plan Framework

---

Volunteers of the Vanuatu Volleyball Federation (VVF) conducted a strategic planning workshop over two meetings at Chantilly's Hotel in August 2014. The aim of the workshop was to develop a Strategic Plan for the period 2015 to 2018. This document reflects the outcomes of these meetings.

We have undertaken this strategic planning process using the framework below:



The 2015-2018 Strategic Plan provides a framework for the core business priorities and initiatives of Vanuatu Volleyball Federation.

It outlines the directions VVF will adopt according to our:

- **Values**  
The shared beliefs of our organisation.
- **Vision**  
Our aim.
- **Mission**  
How we achieve the Vision.
- **Priorities**  
The key focus areas and results we must achieve to be successful in our Mission and to make progress towards our Vision.
- **Strategies and Actions**  
How we will achieve our Priorities.

## Our Values are:

- *Community-based*
- *Inclusive*
- *Empowering*
- *Progressive*

## Vision and Mission

### Our Vision is:

*To be a sustainable and growing sport in Vanuatu.*

### Our Mission is:

*To grow volleyball through committed people, quality management and inclusive programs.*

## Priority Areas

---

The priority areas which will assist us in achieving our mission are:

**Priority 1 > Governance and Administration**

**Priority 2 > Participation and Development**

**Priority 3 > High Performance and Technical Development**

**Priority 4 > Income Generation**

**Priority 5 > Competitions and Events**

**Priority 6 > Communication and Stakeholder Engagement**

These six areas of priority are detailed in strategic actions, which are outlined in the following pages.

## Priority 1 > Governance and Administration

*We are organised and keep our affairs in order*

<b>Objective</b>	<b>Strategy</b>	<b>Outcome</b>
<b>1.1</b>  <b>We are constitutionally sound and have a viable membership base.</b>	<ul style="list-style-type: none"> <li>Review membership structure and implement a replacement constitution</li> </ul>	<ul style="list-style-type: none"> <li>Membership structure reviewed</li> <li>New constitution in place</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain governance standards in accordance with constitutional and legislative requirements</li> </ul>	<ul style="list-style-type: none"> <li>AGM conducted professionally each year</li> <li>Financial report prepared and presented annually</li> <li>All Federation and Board meetings conducted professionally and minutes recorded</li> </ul>
	<ul style="list-style-type: none"> <li>Undertake a membership drive</li> </ul>	<ul style="list-style-type: none"> <li>'Member Benefits Package' established</li> <li>At least 6 Member Associations registered</li> </ul>
<b>1.2</b>  <b>We have a skilled and enthusiastic Board</b>	<ul style="list-style-type: none"> <li>Identify and document Board portfolios.</li> </ul>	<ul style="list-style-type: none"> <li>Portfolios established.</li> <li>Position descriptions created for each role.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure a full complement of Board Members</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment drive for enthusiastic Board members conducted</li> <li>All Board positions filled on an ongoing basis</li> <li>Succession plan for outgoing board members implemented</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure Board Members are actively participating in the affairs of the Federation</li> </ul>	<ul style="list-style-type: none"> <li>At least 6 Board meetings held annually</li> <li>Minimum 75% attendance rate at all Board Meetings</li> </ul>
<b>1.3</b>  <b>Our staff are well resourced to undertake their duties</b>	<ul style="list-style-type: none"> <li>Maintain a cohesive organisational structure which competently handles the administrative requirements of the Federation</li> </ul>	<ul style="list-style-type: none"> <li>Organisational structure reviewed and implemented annually</li> <li>Operations Manager employed</li> <li>OSEP training attended by budding administrators.</li> </ul>
	<ul style="list-style-type: none"> <li>Provide appropriate resources for our staff</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing designated office space with appropriate facilities</li> <li>All staff have valid contracts and position descriptions</li> <li>Direction provided from Board members to staff</li> <li>Operational manual completed and maintained</li> </ul>
	<ul style="list-style-type: none"> <li>Suitable risk management procedures are in place</li> </ul>	<ul style="list-style-type: none"> <li>Relevant suite of policies and procedures are implemented</li> <li>Banking and finance controls are documented and implemented</li> <li>Suite of insurance cover obtained</li> <li>Child Protection Policy implemented and enforced.</li> </ul>

## Priority 2 > Participation and Development

*Volleyball participation in Vanuatu is growing*

<b>Objective</b>	<b>Strategy</b>	<b>Outcome</b>
<b>2.1</b>  <b>Our participation programs maximise participation given the resources available</b>	<ul style="list-style-type: none"> <li>Complete a Development Plan to streamline participation programs</li> </ul>	<ul style="list-style-type: none"> <li>Up-to-date survey and mapping exercise of participation base completed – where is the game played?</li> <li>Agreed philosophy on how to focus our resources – do we focus narrowly or broadly?</li> <li>All participation programs (e.g. outreach, schools, Cool Volley etc) reviewed</li> <li>Development Plan drafted and implemented</li> </ul>
	<ul style="list-style-type: none"> <li>Provide a range of participation programs for ni-Vanuatu of all ages, gender and ability, including pikininis, schools, adults and disability</li> </ul>	<ul style="list-style-type: none"> <li>Programs for all target groups implemented.</li> <li>Number of individual program participants grows year-on-year.</li> <li>Overall number of participants grows year-on-year.</li> </ul>
	<ul style="list-style-type: none"> <li>Keep good records of our participants and related information</li> </ul>	<ul style="list-style-type: none"> <li>Database for participants, coaches and referees implemented and maintained</li> </ul>
<b>2.2</b>  <b>We capitalise on the Pacific Sports Partnership Program</b>	<ul style="list-style-type: none"> <li>Meet all objectives of PSP program at all stages through to completion of project in 2017</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all program objectives within our control are met.</li> <li>All reporting and milestone deadlines met</li> <li>Full accountability and transparency is granted to program partners</li> </ul>
<b>2.3</b>  <b>We provide good facilities to our participants where possible</b>	<ul style="list-style-type: none"> <li>Establish a 'Home of Volleyball' facility in Port Vila</li> </ul>	<ul style="list-style-type: none"> <li>Suitable high performance facility realised.</li> </ul>
	<ul style="list-style-type: none"> <li>Convert two current facility development opportunities:</li> </ul>	<ul style="list-style-type: none"> <li>2017 Pacific Mini games facility is suitability developed and transferred to VVF control following the Games.</li> <li>6-a-side facility delivered within new indoor facility</li> </ul>
	<ul style="list-style-type: none"> <li>Establish partnerships with organisations which lead specifically to facility development outcomes</li> </ul>	<ul style="list-style-type: none"> <li>At least two partnerships established e.g. Freswota, Wan Smol Bag, Malapoa College</li> </ul>



## Priority 3 > High Performance and Technical Development

*Our elite athletes and officials are able to compete to the best of their ability at the highest level attainable*

<b>Objective</b>	<b>Strategy</b>	<b>Outcome</b>
<b>3.1</b>  <b>We aim to administer professional National Training Squads</b>	<ul style="list-style-type: none"> <li>▪ Establish a clear and transparent selection process for high performance squads and National Teams.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Selection criteria and process documented and aligned with VASANOC standards.</li> <li>▪ Selection panel appointed by the Board for a set term.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Conduct National High Performance Programs at senior, U19, U17 and U15 level.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Squads selected on an annual basis.</li> <li>▪ All mens and womens senior squad players on contracts.</li> <li>▪ U19 squad established.</li> <li>▪ All national players have completed WADA anti-doping training.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Professional support staff be engaged to administer and deliver key aspects of the program</li> </ul>	<ul style="list-style-type: none"> <li>▪ As a minimum, the HPP will be supported by the appointments of:                             <ul style="list-style-type: none"> <li>○ Designated program administrator</li> <li>○ National Coach</li> <li>○ Team Physiotherapist and Doctor</li> <li>○ Strength and Conditioning Coach.</li> </ul> </li> </ul>
<b>3.2</b>  <b>We commit to National Teams attending high calibre tournaments</b>	<ul style="list-style-type: none"> <li>▪ National Teams travel to all available and significant events.</li> <li>▪ Establish key performance benchmarks for tournament attendance and outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Individual tournament KPIs met.</li> <li>▪ Attendance at 2015 World Championships.</li> <li>▪ Attendance at 2016 Olympics and USD \$1m generated in support of goal.</li> <li>▪ Attendance at 2016 'Age' World Championships</li> </ul>
<b>3.3</b>  <b>We provide education and pathways for elite officials and coaches</b>	<ul style="list-style-type: none"> <li>▪ Support the elite development of indigenous coaches.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Indigenous understudy to National Coach appointed by 2017.</li> <li>▪ Indigenous coaches appointed at U15, U17 and U19 levels.</li> <li>▪ Australian Fellowships coach and official placement secured.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Support the elite development of indigenous referees</li> </ul>	<ul style="list-style-type: none"> <li>▪ 40 'National Level' referees qualified and active by 2017</li> <li>▪ Attendance of one official at a FIVB tournament</li> </ul>

## Priority 4 > Income Generation

*We are financially viable*

<b>Objective</b>	<b>Strategy</b>	<b>Outcome</b>
<b>4.1</b> <b>We know what commercial value we can extract from our programs and properties</b>	<ul style="list-style-type: none"> <li>▪ Conduct a 'commercial audit' of all our programs, national teams and commercial properties to ascertain what properties we can leverage as sponsorship.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Commercial audit conducted.</li> </ul>
<b>4.2</b> <b>We leverage our excellent reputation in the community to sell 'traditional' sponsorship packages</b>	<ul style="list-style-type: none"> <li>▪ Develop tiered sponsorship structure package that details the different sponsor levels, properties and benefits.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sponsorship package developed and marketed.</li> <li>▪ Year-on-year growth in total annual sponsorship levels.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Prepare detailed budgets for particular areas of support that we are seeking from sponsors on an individual and program-wide basis.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Budgets submitted with each sponsorship proposal.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Prioritize communication and accountability with sponsors and benefactors.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Formal reports and acquittals provided to sponsors upon completion of each sponsored program.</li> </ul>
<b>4.3</b> <b>We continue to identify grant opportunities in the Government and NGO sectors</b>	<ul style="list-style-type: none"> <li>▪ Continue to be a key partner with DFAT Australian Aid in the Pacific Sports Partnership Program.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funding requirements are met throughout the program.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Identify and target key organisations with whom we can drive financially sustainable projects which align with our values, vision and mission.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Year-on-year growth achieved in program grant income.</li> <li>▪ Lobby for at least V1m in government grants.</li> </ul>
<b>4.4</b> <b>We innovate to open up 'alternative' revenue streams</b>	<ul style="list-style-type: none"> <li>▪ Pilot a number of different fundraising activities which are operated specifically with a profit making intention.</li> </ul>	<ul style="list-style-type: none"> <li>▪ As a minimum, these commercially-minded opportunities explored:               <ul style="list-style-type: none"> <li>○ corporate (business house) league</li> <li>○ annual awards event/dinner</li> <li>○ online / crowd funding</li> <li>○ hosting international volleyball event.</li> </ul> </li> </ul>

## Priority 5 > Competitions and Events

*We provide a competition pathway for our participants.*

<b>Objective</b>	<b>Strategy</b>	<b>Outcome</b>
<b>5.1</b> <b>Our tournaments are held according to appropriate standards</b>	<ul style="list-style-type: none"> <li>Develop competition rules across all standards</li> </ul>	<ul style="list-style-type: none"> <li>VVF approved rules documented and formalised</li> <li>Competition Operations Manual developed.</li> </ul>
	<ul style="list-style-type: none"> <li>Tournament participants, coaches and officials are bound by a Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct developed and implemented</li> </ul>
<b>5.2</b> <b>We provide a pathway for youth participants</b>	<ul style="list-style-type: none"> <li>Implement a youth level National Championships to guide selection for national underage squads</li> <li>Support School Sports Associations in their competition management requirements</li> </ul>	<ul style="list-style-type: none"> <li>National Youth Championship established and conducted annually</li> <li>Staff sent to each Provincial School Games Championship</li> </ul>
<b>5.3</b> <b>We conduct quality events within Vanuatu</b>	<ul style="list-style-type: none"> <li>Ensure that the 2017 Pacific Mini Games competition is professionally conducted</li> </ul>	<ul style="list-style-type: none"> <li>Test event successfully conducted</li> <li>Mini Games competition successfully conducted</li> </ul>
	<ul style="list-style-type: none"> <li>Establish a commercially minded invitational event for participants from neighbouring countries (eg. NZ, New Cal)</li> </ul>	<ul style="list-style-type: none"> <li>Invitational event conducted at a profit</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure event management staff are trained appropriately</li> </ul>	<ul style="list-style-type: none"> <li>MOSO Advanced Sports Management Course conducted.</li> </ul>

## Priority 6 > Communication and Stakeholder Engagement

*We communicate effectively with our stakeholders.*

<b>Objective</b>	<b>Strategy</b>	<b>Outcome</b>
<b>6.1</b>  <b>Our organisation is resourced to communicate effectively</b>	<ul style="list-style-type: none"> <li>Ensure Board and staff have useful communication tools at their disposal</li> </ul>	<ul style="list-style-type: none"> <li>Board and management external communication protocols and policy established.</li> <li>Key communication document templates established.</li> <li>Media kit and media contact list updated annually.</li> </ul>
	<ul style="list-style-type: none"> <li>Establish a designated media contact for the Federation.</li> </ul>	<ul style="list-style-type: none"> <li>Designated Media Officer secured through partnership with USP or VIT journalism schools.</li> </ul>
<b>6.2</b>  <b>We engage meaningfully with our stakeholders</b>	<ul style="list-style-type: none"> <li>Keep our Members and key stakeholders informed.</li> </ul>	<ul style="list-style-type: none"> <li>Member contact register kept up-to-date.</li> <li>Monthly newsletter/information email introduced.</li> <li>Annual Report produced each year.</li> <li>Sponsorship Reports produced as required.</li> </ul>
	<ul style="list-style-type: none"> <li>Make our website a well presented, up to date 'one-stop-shop' for all things volleyball in Vanuatu</li> </ul>	<ul style="list-style-type: none"> <li>New website launched.</li> <li>Website updated on a daily basis.</li> </ul>
	<ul style="list-style-type: none"> <li>Establish a consistent and reliable presence in social media.</li> </ul>	<ul style="list-style-type: none"> <li>Facebook and Twitter accounts updated daily.</li> </ul>
<b>6.3</b>  <b>We ensure that we have a significant and positive media presence in the community</b>	<ul style="list-style-type: none"> <li>Be proactive with how we are portrayed in the media</li> </ul>	<ul style="list-style-type: none"> <li>Press release written for every major event.</li> <li>An article appears fortnightly in the Daily Post.</li> <li>Fortnightly educational/awareness radio spot maintained.</li> </ul>
	<ul style="list-style-type: none"> <li>Review/establish logos and brands of the Federation and national teams.</li> </ul>	<ul style="list-style-type: none"> <li>Brand and logo of the Federation reviewed.</li> <li>Establish nickname and logo for key national teams.</li> </ul>
	<ul style="list-style-type: none"> <li>Garner support from well-known people / communities</li> </ul>	<ul style="list-style-type: none"> <li>Federation Patron engaged and active</li> </ul>