



P.O. Box 5549

BOROKO

National Capital District

PNGSI STRATEGIC PLAN

2021-2024

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EXECUTIVE SUMMARY

<u>EXECUTIVE BOARD:</u>	President	Elizabeth Wells MBE
	Vice President	Natalie Pidik
	Secretary	Carly Pini
	Treasurer	Sarenah Pini BEM
	Registrar	Beatrice Geita
	Chief Technical Officer	Susan Babao
	Property Officer	
	Public Relations Officer	
	Athlete Representative	Judith Meauri
	Auditor	Sinton Spence

This Strategic Plan sets forth the Core Values, Key Results Areas, Vision, Outcomes and Broad Strategies of PAPUA NEW GUINEA SWIMMING INC for the period 2021-2024

Papua New Guinea Swimming Inc. has reviewed its current *Strategic Plan* and is happy with its progress in developing the organisation and is now looking forward to continuing this work improving the governance, management, sport development and operations of the organisation over the next 4 years 2021-2024, it is now time to do more to ensure that our athletes, coaches, officials, volunteers, sponsors and all other stakeholders receive the best possible opportunities through our service offerings.

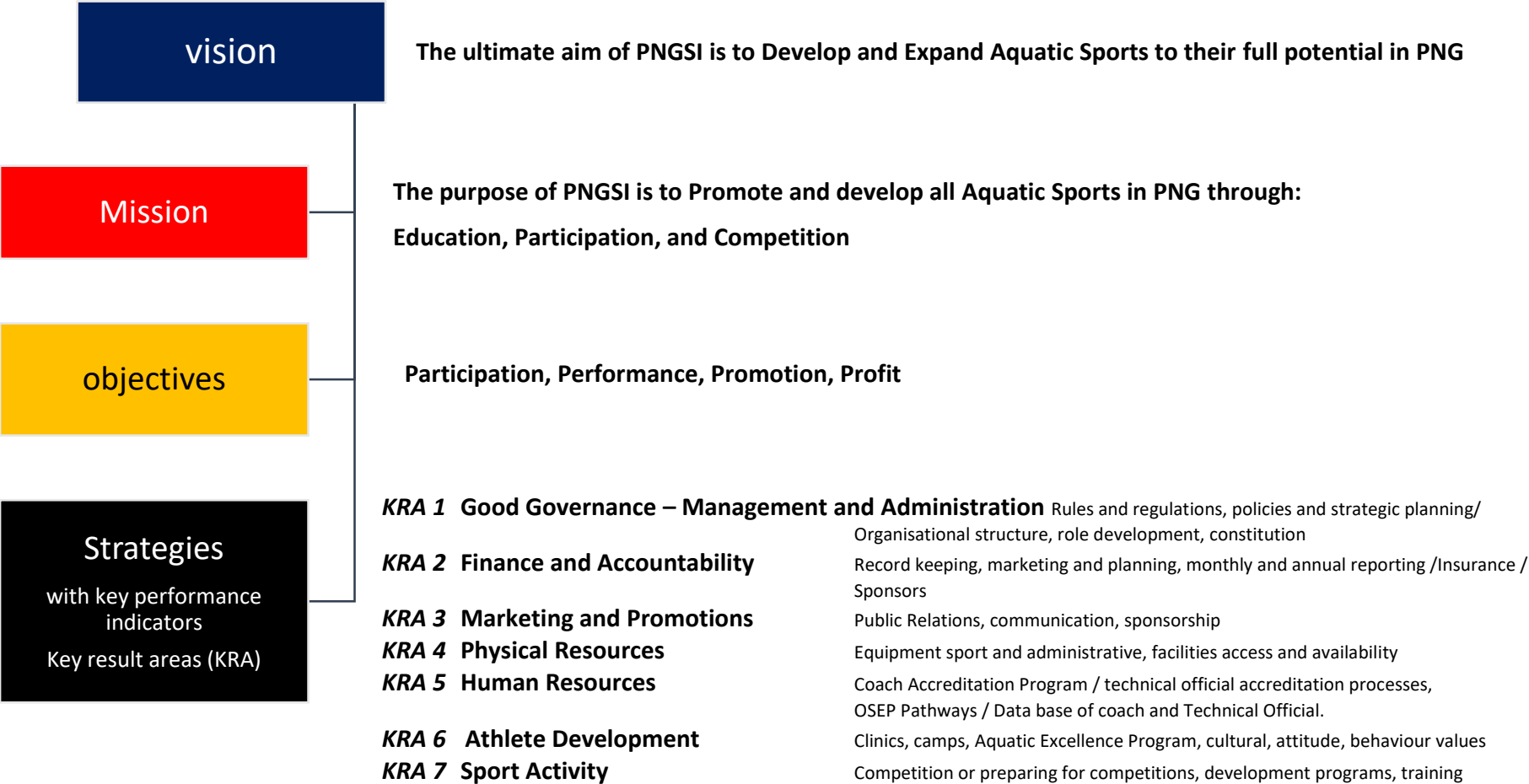
S.C.O.R.E. ANALYSIS

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Good support from IF for International competitions and Official Education (Coach and TO) and Administration • Good volunteer support • Good governance in the executive • Satisfied sponsors BSP, Theodist, TNT • Good public image through successful athletes (Ryan Pini) • National Aquatic Excellence Squads program • New Aquatic Facility TAC • High Performance Centre (gym/massage/physio) • Structured pathways for Coaches (ASCTA), and Officials OSEP pathways • Financial Support from FINA 	<p>CONSTRAINTS / WEAKNESSES</p> <ul style="list-style-type: none"> • Facilities in regional areas and in provinces • Geographical location of events– cost of flights inter- province and international • Cost of hiring facilities – non-profit organization • Not having swimming in the Community School Physical Education Curriculum • Conflicts within executive committee • Limitation of funding - Financial support from Government • Volunteer coaches • Cost of involvement (membership fees) for Papua New Guinea grass roots people • Cost of attending overseas competitions
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Structure pathways for officials (FINA) and athletes • Learn to swim programs in all provinces to eliminate the drowning statistic • Form more Clubs in all regions of PNG • To have the sport in the PE Curriculum in all Government Schools • To produce elite athletes to compete in the Commonwealth Games, Pacific Games ND Olympic Games, FINA Competitions and Oceania Swimming Championship • New facility TAC • Strengthen relationships with Island Mentoring Clubs • Employ a Swim Development Officer 	<p>RISKS</p> <ul style="list-style-type: none"> • Security - law and order • public transport to and from the pool • Cost of venue hire and management of facilities • Pool water hygiene, cleanliness • Athletes returning to home provinces with parents where pools do not exist or clubs available • School education (taking time out to compete in international competitions only to lose place in school if over the 30 days allowed) • Personality clashes causing low moral • Inadequate Management of TAC
<p>EXPECTATIONS</p> <ul style="list-style-type: none"> • To form Clubs in major cities in all Provinces, building capacity, and to roll out the Learn to Swim Program in all Provinces • Establish a data base of Coaches and have them accredited with ASCTA / Establish a Pathway for coach development through OSEP • Establish a data base of Technical Officials with their Role and achievement / Establish a Pathway for Technical Officials development through OSEP • To have the Aquatic Sport of Open Water, Masters Swimming and Water Polo established with constitutions, committees and members. • Establish pathways for athletes in Coaching, Administration, officiating 	

OUR VALUES

Respect-Excellence-Motivation-Inclusiveness-Friendship-Transparency

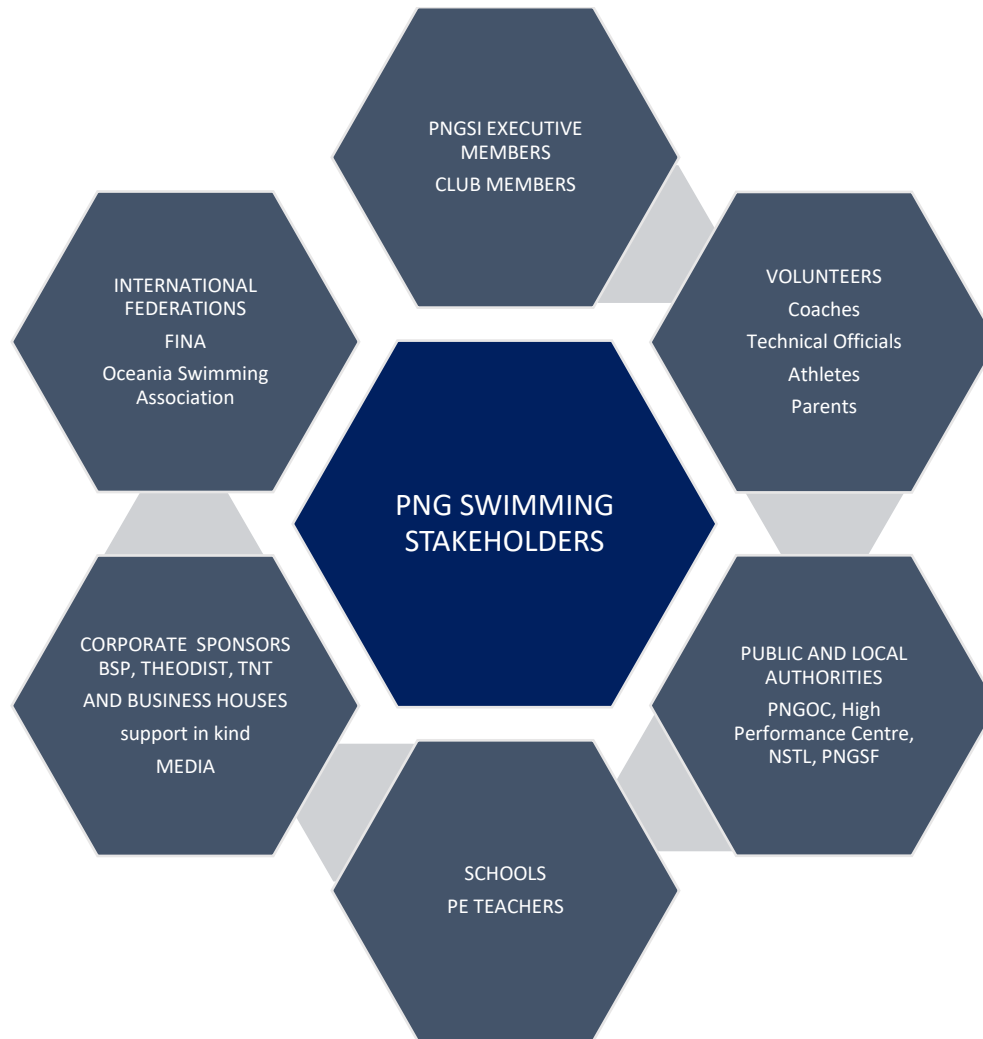
This Strategic Plan has been structured to reflect the responsibilities and accountability of each major area of the organisation. In the next 5 years the PNGSI STRATEGIC PLAN will focus on the following Key Result Areas –



PNGSI MODEL - GOOD GOVERNANCE AND DEVELOPMENT



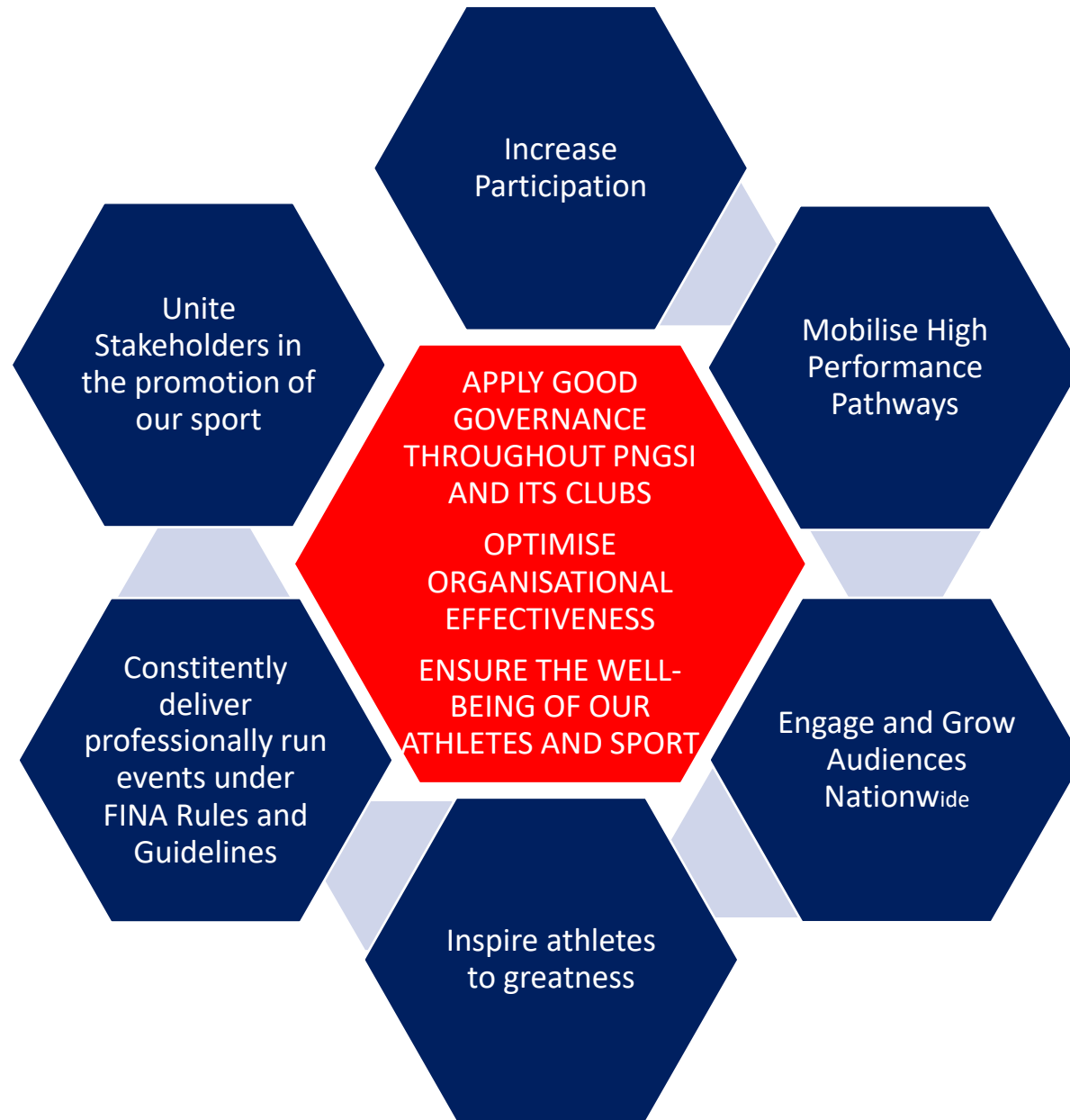
OUR STAKEHOLDERS



STRATEGIC OBJECTIVES Connect Potential Fuel Passion Sustain Growth Raise Standards

OPERATIONAL PLAN

<i>Key Result Area 1</i>	Good Governance	Rules and regulations / Policies / Strategic planning
<i>Key Result Area 2</i>	Management – Administration	Organisational structure / Role development / Constitution
<i>Key Result Area 3</i>	Finance and Accountability	Record keeping / Marketing and planning / Monthly and Annual Reporting
<i>Key Result Area 4</i>	Physical Resources	Equipment sport / Administrative / Facilities access and availability
<i>Key Result Area 5</i>	Coach/Technical Officials	Coach Accreditation Program / Technical official accreditation processes OSEP Pathways / Data base of coach and Technical Official
<i>Key Result Area 6</i>	Athlete Development	Clinics, camps / Aquatic Excellence Program / Cultural, attitude and behaviour values
<i>Key Result Area 7</i>	Sport Activity	Competition or preparing for competitions / Development programs, Training programs
<i>Key Result Area 8</i>	Marketing and Promotion	Public Relations / Communication / Sponsorship



PNGSI 4 YEAR OPERATIONAL STRATEGIC PLAN 2021-2024

KRA 1 GOOD GOVERNANCE in MANAGEMENT AND ADMINISTRATION					
Strategic Objective	Strategies	Responsibility	Timeline	Resource	Performance indicator
<p>JOB DESCRIPTIONS for each executive position to provide a more effective management based on objective information obtained through job analysis, understanding of the competencies and skills required to accomplish needed tasks. Effectively developed, employee job descriptions are communication tools that are significant in our success.</p>	<ul style="list-style-type: none"> • <i>Provide a more effective team</i> • <i>Describe the duties, responsibilities, required qualifications, and reporting relationships of a particular job.</i> • <i>Clearly identify and spell out the responsibilities of a specific job.</i> • <i>Review annually</i> • <i>To be placed onto the PNGSI Website</i> 	Executive	Annual review first meeting after AGM	Human Material	Effective team
<p>Review POLICIES AND PROCEDURES Codes of Conduct</p> <ol style="list-style-type: none"> 1. Competitor 2. Coach 3. Team Official 4. Team Manager 5. Parent/Guardian 6. Technical Official 7. Administrator 8. Spectator 9. Training Program Deliverer 	<p><i>Review, and promote Codes of ethical Conduct and its benefits in</i></p> <ul style="list-style-type: none"> • <i>Place on PNGSI Website</i> • <i>Announce in newsletter</i> • <i>Send to Clubs to adopt</i> 	Executive President Secretary	Reviewed annually	Human Financial Material	Completed and on web page for viewing
<p>Establish 2021-2024 PNGSI STRATEGIC PLAN and OPERATIONAL PLAN with stakeholders and the Executive to set priorities, focus energy and resources, strengthen operations, ensure that we are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment</p>	<ul style="list-style-type: none"> • <i>Produce an effective strategic plan that articulates not only where we are going and the actions needed to make progress, but also how we will know if it is successful.</i> • <i>Make available strategic plan to all stakeholders communicating PNGSI's goals, the actions needed to achieve these goals and all of the other critical elements developed during the planning exercise.</i> 	Executive and stakeholders	Immediate	Human Financial Material	Strong growth in all areas Education Volunteers members

Strategic Objective	Strategies	Responsibility	Timeline	Resource	Performance indicator
Promote and endorse PNGOC/OSEP - MOSO PNG Training (Advanced Managing Olympic Sports Organisation) See PNGOC requirements	<ul style="list-style-type: none"> • <i>On the website</i> • <i>In the PNGSI Quarterly newsletter</i> • <i>Send Flyers when advised of pending courses to Clubs to endorse participants</i> • <i>Keep an updated data base of participants</i> 	Public Relations officer / president CTO	Ongoing	Human Material	5 volunteers accredited annually
Comply with FINA Constitutional requirements by submitting to FINA Office: PNGSI AGM Minutes PNGSI Annual Report PNGSI Audited Financial Statements	<ul style="list-style-type: none"> • <i>Send documents to FINA Office</i> 	Secretary	Annually After AGM	Human Material	Completed annually
Engage with FINA for program support SWIMMING FOR ALL / SWIMMING FOR LIFE programme Promote Learn to Swim Promote physical activity Prevention of drowning	<ul style="list-style-type: none"> • <i>Database register of all athletes</i> • <i>Help to attract children to join Clubs through Facebook page, flyers, news articles</i> • <i>Take part in school visits</i> • <i>Promote the benefits and advantages of being able to swim</i> • <i>Place program on PNGSI website</i> 	Public Relations officer President Secretary	Ongoing	Human Material	50% or double the growth in Learn to swim programs annually
Have in place COMPETITION SELECTION CRITERIA for <ul style="list-style-type: none"> • Athletes • Coaches • Managers to FINA competitions including FINA World Championships FINA Junior World Championships FINA Short Course Championships And <ul style="list-style-type: none"> • PNGOC Competitions Olympic Games Youth Olympic Games Commonwealth Games Youth Commonwealth Games Pacific Games 	<ul style="list-style-type: none"> • <i>Review criteria and promote Athlete Selection Criteria on website / newsletter / to Clubs</i> • <i>Produce an Athlete Selection Criteria that is non-discriminatory, fair to Athletes, and provides pathways for all Athletes</i> • <i>Will reflect the fundamental principles (training, training reports, preparation competitions etc.) for advancing to a higher level of competition</i> 	Executive members	Reviewed 6 months out of the competition date	Human Material	50% Growth of athletes attending elite competitions from the previous year

Strategic Objective	Strategies	Responsibility	Timeline	Resource	Performance indicator
<p>Establish and promote a new position within PNGSI – Swimming Development Officer</p>	<ul style="list-style-type: none"> • <i>Developing Coaching Pathways; ensuing levels and skills required to progress are clear</i> • <i>Identifying and supporting “next generation coaches” with the potential to produce podium performances at Pinnacle events sanctioned by PNGSI</i> • <i>Provide professional development mentoring support and opportunities for Coaches who are working with swimmers selected in PNGSI BSP Aquatic Excellence National Development Squads</i> • <i>Lead the daily performance environment, technical direction and operational standards within BASC and LASC for the High-Performance athletes</i> • <i>Promote the overall strategic coaching direction of the High-Performance program including mentoring coaches</i> • <i>To help build the capacity of Clubs in order to increase the number and quality of high-performance athletes</i> <p><i>Provide a single point of accountability in the preparation of the Team PNG for pinnacle events: Oceania Championships, Pacific Games, Commonwealth and Olympic Games, FINA LC and SC Championships.</i></p>	<p>PNGSI executive</p>	<p>Start January 2021</p>	<p>Human</p>	<p>Building capacity</p> <p>Forming a new Club outside of NCD and Lae</p>
<p>Establish procedure to nurture and develop new Clubs in PNG</p> <p>Have in place an Introductory start up pack for the development of new clubs forming.</p>	<ul style="list-style-type: none"> • <i>Outline requirements including affiliation to PNGSI</i> • <i>List constitution requirements</i> • <i>Outline a procedure which details a pathway to help develop new Clubs</i> • <i>List the benefits of learning how to swim - health / less drowning / positive wellbeing and growth / being involved in a physical activity</i> • <i>Send information to all Regional Sports Departments</i> • <i>Promote and market the procedure to develop new clubs in PNG</i> • <i>Have available a list of important contact details</i> 	<p>Swimming Development officer</p> <p>PNGSI Executive to play an active part</p>	<p>January</p>	<p>Human Material</p>	<p>1 club annually</p>

KRA 1 GOOD GOVERNANCE – REQUIREMENT OF PNGOC					
Strategic Objective	Strategies	Responsibility	Timeline	Resource	Performance indicator
Comply with PNGOC Constitutional requirements	<i>by submitting:</i> <ul style="list-style-type: none"> • AGM Minutes and Annual Report • Audited Financial Statements 	Secretary	Annually	Human Material Financial	Completed task within one month after AGM
Use Readiness Assessment Tool (RAT) to create HP Development Plans	<ul style="list-style-type: none"> • Complete annually online • Define Key Result Areas in plan using the RAT 	Executive / President	December - February	Human	Complete task annually
2021-2024 PNGSI Strategic Plan	<ul style="list-style-type: none"> • Present completed plan to PNGOC 	President	Jan 2021	Human Material	Completed useable document
Games Preparation Support athletes' preparations through funding	<ul style="list-style-type: none"> • Develop a PNG Swimming High Performance Strategy document • Work with PNGOC on Selection criteria and eligibility to sanctioned Games • Complete NF HP Support Request • Complete NF Performance Planning Template 	Executive working with the Registrar	Ongoing	Human Material	More athletes meet the criteria
Carry out Post Games Evaluation of performance and Team PNG support	<ul style="list-style-type: none"> • Develop criteria for evaluation • Format form for evaluation 	Executive	One month after Games	Human Material	Completed in 4 weeks
Continue the education pathways through PNGOC MOSO/OSEP programmes aimed at upskilling of our volunteers <ol style="list-style-type: none"> 1. Sport in Communities Administrator (SiC) 2. Community Coach and Official (CC&O) 3. Management in Sporting Organisations (MISO) 4. Competition Coach 5. Advanced Sport Management Course (ASMC aka MOSO) 6. Educator 7. Master educator 	<ul style="list-style-type: none"> • Provide opportunities to our volunteers in Clubs and the PNGSI Executive in MOSO and OSEP Courses • Provide a calendar of these courses to all affiliated members • Advertise on PNGSI Web site and PNGSI Facebook page • Publicise in the PNGSI Quarterly newsletter • Send out flyers to Clubs to nominate competent participants with deadline dates to be adhered to • Compile and approve applicants and send names with the relevant forms filled out to Alu Ravusiro for endorsement by PNGOC 	Executive	On advice from PNGOC	Human Material	10 people become accredited annually

Strategic Objective	Strategies	Responsibility	Timeline	Resource	Performance indicator
Attend Annual NF Anti-Doping Seminar (PNGOC)	<ul style="list-style-type: none"> • <i>Send out flyer</i> • <i>Nominate persons to attend</i> 	2 Executive members	On notification from PNGOC	Human	2 to attend
Provide support to PNGOC activities – 10 volunteers <ul style="list-style-type: none"> • PM’s Corporate Golf event • Trukai Fun Run 	<ul style="list-style-type: none"> • <i>Advertise the event on website</i> • <i>Advertise the event through the Clubs</i> • <i>Nominate a team leader and 10 volunteers to take part</i> 	PNGSI Executive and Clubs	On notification from PNGOC	Human	10 volunteers attend

KRA 2 – GOOD GOVERNANCE in FINANCE AND ACCOUNTABILITY

Strategic Objective	Strategies	Responsibility	Timeline	Resource	Performance indicator
Produce audited financial reports and present to PNGSI Executive and affiliated members and stakeholders at the Annual General Meeting	<ul style="list-style-type: none"> Collate <i>Financial Reconciliation statements and monthly meeting minutes</i> 	Treasurer	last Saturday of March in calendar year	Human Material	Document compiled and presented at AGM
Prepare budgets for national and international competitions targeted in 2021/2022/2023/2024	<ul style="list-style-type: none"> Source and secure <i>airfares, accommodation, travel insurance, uniforms, meal costs, transport on the ground</i> 	Treasurer	December of preceding year	Human Material	Presented December
Prepare budgets for Training Swim Camp for athletes in POM and Lae	<ul style="list-style-type: none"> Source <i>airfares, accommodation, travel insurance, uniforms, meal costs, transport on the Ground</i> 	Treasurer	December of preceding year	Human Material	Presented December
Prepare Budget for TO Travel Policy in and out of country	<ul style="list-style-type: none"> Source <i>airfares, accommodation, travel insurance, uniforms, meal costs, transport on the ground</i> 	Treasurer CTO	As needed	Human Material	Budget approved
Retain Sponsorship and obtain Sponsorships	<ul style="list-style-type: none"> Prepare <i>sponsorship</i> proposal for targeted corporations and secure sponsorship in cash or kind to fund competitions: <i>BSP/ Theodist / TNT</i> 	Treasurer President Secretary	January of each year	Human Material Finance	Presented January
FINA OASP Funding US\$25,000	<ul style="list-style-type: none"> Allocate and prepare FINA OASP Funding doc / support to NF Provide support documentation and receipts to FINA and provide report 	Treasurer	December	Finance	
Retain Membership of International and National organisations Oceania Swimming Association (OSA) US\$100 Papua New Guinea Olympic Committee (PNGOC) PGK100 FINA (US\$200.00) (CHF200) International Federation Swimming Teachers' Association (IFSTA) 23/11/15 (GBP 100)	<ul style="list-style-type: none"> Pay <i>affiliation fee to OSA/PNGOC/FINA/IFSTA</i> Send out <i>notices to Secretaries of Clubs BASC/LASC/Masters with affiliation fee invoice</i> 	Treasurer	Annually Dec/Jan	Human Material	Completed annually and on time

Strategic Objective	Strategies	Responsibility	Timeline	Resource	Performance indicator
Prepare Annual Financial Report	<ul style="list-style-type: none"> Audit reports and financial reports to be completed by independent and qualified firm appointed at AGM and published in annual report 	Secretary Treasurer	Prior to AGM	Human Material	Completed annually and on time
To be transparent and accountable	<ul style="list-style-type: none"> Submit reconciliation statements to executive board at monthly PNGSI meetings Publish Annual Report and place on website 	Treasurer	Monthly	Human Material	Tabled monthly

KRA 2 – GOOD GOVERNANCE - INSURANCE					
Strategic Objective	Strategies	Responsibility	Timeline	Resource	Performance indicator
<p>To have in place a portfolio of insurance cover. Ensure appropriate cover for both members and the physical assets of Clubs and PNGSI.</p> <ol style="list-style-type: none"> Public Liability Insurance Player accident insurance 	<p><i>Public Liability Insurance</i></p> <ul style="list-style-type: none"> Maintain a registrar of membership from Clubs Continue the cover held with the broker <p><i>Player Accident Insurance</i></p> <ul style="list-style-type: none"> Maintain travel and health insurance when athletes are competing internationally <p>FINA cover medical and Professional insurance to participants when travelling to FINA events PNGOC cover travel and medical insurance to Olympic Commonwealth and Pacific Games</p>	Treasurer Secretary Executive	Annually	Human Material Financial	On time payment of insurance premiums

KRA 2 – GOOD GOVERNANCE – SPONSORS

Strategic Objective	Strategies	Responsibility	Timeline	Resource	Performance indicator
Managing sponsorship	<ul style="list-style-type: none"> • <i>communicate company values both externally and internally through sport activities</i> • <i>Update marketing plan and sponsorship plan and strategy</i> • <i>Provide Annual Report - to include audited accounts / AGM Minutes</i> • <i>Send out to sponsors Annual PNGSI calendar / quarterly newsletter</i> • <i>Invite sponsors to all PNGSI activities and education programs</i> 	Executive	Annually	Human Material Financial	Complete task within one-month AGM
Increase the sponsors brand awareness	<ul style="list-style-type: none"> • <i>Building and reinforce the relationships</i> • <i>Increase awareness of sponsors in quarterly newsletter</i> 	Executive / President	December	Human	Complete task annually
Prepare sponsorship proposals	<ul style="list-style-type: none"> • <i>List main competitions and prepare Sponsorship proposals as per the Calendar. To include budgets, productivity, history, organisation, importance of the event,</i> • <i>Prepare budgets for education purposes - Swim Camp annually</i> 	President Secretary Treasurer	December	Human Material	Completion and presentation to Executive and sponsors

KRA 3 – MARKETING AND PROMOTIONS

Strategic Objective	Strategies	Responsibility	Timeline	Resource	Performance indicator
Prepare quarterly activity newsletter 31 March/30 June/ 30 Sept/ 31 Dec	<ul style="list-style-type: none"> • <i>Collate news items</i> • <i>Publish and distribute to all stakeholders</i> 	Public Relations Officer (PR)	Quarterly	Human Material	Completion of newsletter and placed on PNGSI website
Communications	<ul style="list-style-type: none"> • <i>Provide calendar to all stakeholders</i> • <i>media relations: keeping the journalists aware of sport projects, collate news items and send to media on a monthly basis</i> • <i>know the community and what they want, participate in community activities</i> • <i>foster two-way communication – image building</i> • <i>speech making: addressing schools, Clubs and civic groups on activities of PNGSI</i> • <i>Revise communications plan and marketing strategy</i> 	PR Officer President Secretary	Annually	Human Material	Articles published in newspapers Attendance at community projects Placed on website
Public and stakeholders kept abreast of PNGSI activities	<ul style="list-style-type: none"> • <i>Quarterly newsletter</i> • <i>Regular update of PNGSI online and social media Web page / Facebook page</i> 	Public Relations Officer Secretary	Annually	Human Material	Increased social media followers

KRA 4 – PHYSICAL RESOURCES					
Strategic Objective	Strategies	Responsibility	Timeline	Resources	Performance indicator
Ongoing - update the Data base of Equipment, both sport and administrative and what funding is available	<ul style="list-style-type: none"> Do a stock take of all equipment owned by PNGSI Secure PNGOC Equipment grant funding to purchase equipment 	Property Officer	Annually – ongoing	Human Material	Up to date Data Base
Ongoing - update the data base of available training and teaching pool facilities and access availability in PNG	<ul style="list-style-type: none"> Establish a meeting with PNG Sports Foundation Research what pools are available in all provinces Collate and produce a data base on ownership, cost to use, equipment available Once established Promote learn to swim schools in the region 	Property Officer President Vice President Secretary	Annually	Human Material	Established Data Base
Ongoing - Secure a permanent office space for PNGSI Executive purposes at Taurama Aquatic and Indoor Centre (TAIC)	<ul style="list-style-type: none"> Meet with the management of TAIC Sign a rental agreement with TAIC Provide a lockup office space 	President V. President Secretary	12months	Human Material	Signed Lease
Ongoing - Assist with permanent homes for Clubs	<ul style="list-style-type: none"> Meet with the management of pool Sign a rental agreement with PNGSF Provide a lockup office space 	Executive	When needed	Human	Signed Lease with Club
Establish clear guidelines and rules for the Omega Electronic Score board at TAIC	<ul style="list-style-type: none"> Educate 5 IT specialists in its operation through the Club Have the guidelines on laminated pages Provide ongoing training for IT specialists in TM/MM PROGRAM and Scoreboard Establish insurance policy for public liability on equipment not owned by us 	President V. President Secretary Registrar	Progressive	Human Material	5 IT specialists
PNGSI Notice Board at TAIC	<ul style="list-style-type: none"> Arrange with TAC management to install the PNGSI Noticeboard Have placed in prominent place 	executive	March 2021	Human	Installation of the Notice Board

KRA 5 – HUMAN RESOURCE – COACH, TECHNICAL OFFICIAL, ADMINISTRATOR					
Strategic Objective	Strategies	Responsibility	Timeline	Resources	Performance indicator
Establish and promote educational pathways for volunteers through 1. OSEP Courses (See KRA 1-Good Governance PNGOC) 2. FINA/BSP Clinics	<ul style="list-style-type: none"> • Collate information received from FINA and PNGOC into a document establishing pathways for Volunteers • Place on website and in newsletter and email to Clubs 	CTO Treasurer	annually	Human Material Financial	4 courses conducted in the 12 months
Have in place Technical officials Data base	<ul style="list-style-type: none"> • Set up a data base of all accredited technical officials • Collect and collate all registered Technical officials who have officiated at a National and International Championships on a data base • List accredited FINA Technical officials on the latest FINA list 	Chief Technical officer (CTO) Secretary	On going	Human Material Financial	Have an updated data base that is a working document
Coach Data base	<ul style="list-style-type: none"> • Set up a data base of all FINA accredited coaches • Collect and collate all active coaches coaching swimmers in Clubs in PNG and Coaches involved with PNG swimmers overseas 	CTO Secretary Clubs President	On going	Human Material Financial	On an annual basis
To provide opportunities for active pool deck coaches to attend the ASCTA convention held in May on the Gold Coast, Qld	<ul style="list-style-type: none"> • Seek invitation from ASCTA • Provide the opportunity for 4 active pool deck coaches to attend the ASCTA convention • Seek funding or scholarships to enable them to attend 	CTO Treasurer Secretary	Annually Held in May	Human Material Financial	accredit 4 Coaches under the ASCTA program
Organise Technical Official FINA Clinic prior to a competition	<ul style="list-style-type: none"> • Send out invitations to Clubs and schools • Post in newsletter / web page • Organise Hotel / meals / transport for expert • Organise venue / catering / materials • Organise banners and promotional material • Invite media 	CTO PNGSI Exec	April 2021	Human Material Financial	40 participants certified as TOs

Strategic Objective	Strategies	Responsibility	Time Line	Resources	Performance indicator
Organise 2 OSEP Courses	<p><i>Conduct 2 Community Coach & Official (CC&O) and Sport in Community (SiC) OSEP courses</i></p> <ul style="list-style-type: none"> • <i>Send out invitations to Clubs</i> • <i>Post in Newsletter</i> 	Educator Liz High Performance	2 a year	Human Material Financial	-20 participants certified on completion
Organise FINA Clinic for water polo instruction education	<ul style="list-style-type: none"> • <i>Send out invitations to Clubs and schools</i> • <i>Post in newsletter / web page</i> • <i>Organise Hotel / meals / transport for expert</i> • <i>Organise venue / catering / materials</i> • <i>Organise banners and promotional material</i> <p><i>Invite media</i></p>	CTO PNGSI Exec	March 2022	Human Material Financial	- 3 instructors
Compile a TO handbook - the introduction and art of officiating	<ul style="list-style-type: none"> • <i>Adopt relevant information available from FINA or SAL</i> • <i>Organise a bond or return service clause for TOs and Coaches to conduct training courses at the local level</i> 	CTO Secretary	September 2021	Human Material financial	Completed document
Promote and address FINA Technical List for 2 starters and 3 Referees	<ul style="list-style-type: none"> • <i>Fill out FINA forms and send into FINA names of appropriate TOs before the closing date</i> 	CTO Secretary	2022	Human Material	3 Referees 2 starters
Upskill administrators	<ul style="list-style-type: none"> • <i>Provide opportunities to upskill and update education through PNGOC programs</i> • <i>Seek guidance from PNGOC</i> 	CTO	Annually	Human Material	6
Provide an incentive program to engage volunteers	<ul style="list-style-type: none"> • <i>Quarterly appraisal lunches</i> • <i>Annual dinner and awards night</i> • <i>Provide 'Recognition incentives' for services to the sport</i> • <i>Promote administrators / coaches / athletes in the SP Sports Awards program</i> 	PNGSI Executive	On a 12 month basis	Human Material Financial	A team of enthusiastic people working together
Mentoring Volunteers	<ul style="list-style-type: none"> • <i>Senior Officials (FINA Officials) to mentor volunteer officials during carnivals and national competitions</i> • <i>Senior coaches (accredited) to mentor junior coaches during training sessions or</i> • <i>When necessary hold a coach meeting for educational purposes and discussion</i> 	FINA Officials and Level 2 TOs Head Coach	quarterly	Human	Increased volunteers and accredited officials

KRA 6 – ATHLETE DEVELOPMENT /SPORT ACTIVITY

Strategic Objective	Strategies	Responsibility	Timeline	Resource	Performance indicator
Update BSP Kundu National Aquatic Excellence Program for the Target Squad in line with FINA Ranking	<ul style="list-style-type: none"> • <i>Email FINA for latest Point Score Ranking</i> • <i>Update Aquatic Excellence Squads</i> • <i>Send to Clubs</i> • <i>Place on registration/nomination forms for National Championships</i> • <i>post on PNGSI Web site www.pngsi.org</i> • <i>update regularly the squads in the PNGSI Quarterly newsletter</i> 	Registrar Secretary Coach PR	6 months to 12 months	Human Material	Publication of updated squads
Establish a sanctioned calendar of events for National and International competitions for 2021-2024	<ul style="list-style-type: none"> • <i>Establish a calendar of events annually</i> • <i>Enquire with Queensland Swimming and Brisbane Swimming of upcoming events open to PNG swimmers</i> • <i>Information to be made available to Clubs</i> • <i>place on PNGSI Web site www.pngsi.org</i> • <i>place in PNGSI Quarterly newsletter</i> • <i>send to affiliated Clubs</i> 	Registrar secretary Coach	December Of each year	Human Material	
TARGETED COMPETITIONS	THEODIST NATIONAL Championships OCEANIA Swimming Championships OLYMPIC Games TNT NATIONAL SC Championships FINA WORLD Championships (25m) FINA WORLD Championships COMMONWEALTH Games ASIAN Games FINA WORLD Championships PACIFIC Games	March 26-28 2021 May 15-23 2021 July 23 – Aug 8 2021 September TBA December 13-18 2021 May 13-29 2022 July 27 – August 7 2022 September 10-25 2022 December 2022 Date TBA 2023	Port Moresby Fiji Tokyo Japan Venue TBA Abu Dhabi, UAE Fukuoka, Japan Birmingham, England Hangzhou China Kazan Russia		

	COMMONWEALTH YOUTH Games OLYMPIC Games	Date TBA 2023	Honiara, Solomon Islands Trinidad and Tobago Paris, France
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OPEN WATER					
Strategic Objective	Strategies	Responsibility	Timeline	Resource	Performance indicator
Revise and update Open Water Swimming Risk Management policy	<ul style="list-style-type: none"> • <i>Update and revise the Open Water check list and safety procedure under FINA Rules and Regulations</i> • <i>Put in place procedures to follow in case of an emergency</i> 	Executive	March 2022	Human Material Financial	An Open Water risk policy is publicised
Establish PNGSI Open Water Swimming Rule booklet	<ul style="list-style-type: none"> • <i>Have in place an Open Water check list and safety procedure</i> • <i>Provide the FINA Rules and Regulations</i> • <i>Provide a list of safe Training venues</i> • <i>Training equipment</i> • <i>Open Water safety rules</i> • <i>Open Water competitions</i> • <i>Open Water Competition rules</i> 	Executive	March 2022	Human Material Financial	Open Water Club has a membership of 10 people and grows annually in numbers

<ul style="list-style-type: none"> Establish and promote an annual Open Water competition 	<ul style="list-style-type: none"> Establish Open Water site with safety Seek approval from Ports PNG Harbour board Have water temperature recorded Have water tested for impurities and contaminants Establish distance Establish equipment list for the venue and the swimmer Advertise and promote the event in the media and on the PNGSI website and Facebook page Provide necessary Open Water education for TO's to officiate chart weather patterns and tides 	Executive	March 2021	Human Material Financial	A competition is conducted twice yearly
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THE SPORT OF SWIMMING IS BENEFICIAL IN OUR LIFESTYLE AND FOR OUR WELL BEING

Problems Caused by not being able to swim

- Death by drowning
- Accidents in the water
- Not being able to go into the water when the situation demands
- A restriction of up to 50% on the culture of movement compared to the place where people live
- Little preparation for life because of not knowing how to look after oneself in the water when required
- Not being able to make full use of the potential of human beings to develop their physical abilities
- Not being able to fully enjoy the benefits afforded by beaches and swimming pools
- Not being capable of protecting oneself from natural disasters
- Not being able to use the therapeutic opportunities made possible by knowing how to swim

Benefits of being able to swim

- Be prepared to protect oneself against natural disasters and accidents
- Be in a position to enjoy swimming pools, beaches, rivers and other places for water sports

3. Use as a more complete means of physical preparation and exercise
4. Be able to use it as an appealing form of therapy, relaxation and recreation
5. Be able to help to save others in the event of accidents
6. Protect people who work at sea
7. Be able to stay in the water for longer when the situation requires
8. Improve respiration, vital capacity, speed, coordination and fluidity if movement

Learning to swim helps you learn to live, an insurance for a healthier life

Being able to swim is not a luxury but a necessity

Being able to swim is loving life

Being able to swim helps you to live more and better

Being able to swim prepares you for a better quality of life

If you swim you will be able to solve your respiratory problems, have better physical and mental relaxation and enjoy your free time more