



**NAMIBIA SWIMMING UNION**

**STRATEGIC PLAN  
2020 – 2024**

*Adopted by the NASU Executive Committee  
Approved on the 31<sup>st</sup> October 2019*

# TABLE OF CONTENTS

<b>1. FOREWORD</b> .....	<b>3</b>
<b>2. BACKGROUND</b> .....	<b>4</b>
<b>3. STRATEGIC PLAN AT A GLANCE</b> .....	<b>5</b>
<b>4. OBJECTIVES OF NASU</b> .....	<b>6</b>
<b>5. STRATEGIC OBJECTIVES</b> .....	<b>7</b>
1. Strengthen the capacity of NASU.....	7
1.1 To develop good governance.....	7
1.2 To develop the capacity of affiliated members .....	7
1.3 To develop technical officials and coaches in all aquatic disciplines .....	8
1.4 To increase the number of trained volunteers.....	8
1.5 To develop and implement anti-doping awareness programs/campaigns.....	8
2. Implement development programs .....	8
2.1 To implement LTS and Water-safety programs .....	8
2.2 To promote aquatics in underprivileged communities through non-competitive activities .....	9
2.3 To fully cooperate with school swim programs .....	9
2.4 To identify and address inequality and exclusion .....	9
3. Improve athletes' performance and participation .....	9
3.1 To design and implement talent identification, squad selection and management processes .....	9
3.2 To enable participation of athletes in specialized training .....	9
3.3 To develop national coaching structures .....	10
3.4 To increase the participation of athletes in regional, continental and intercontinental events .....	10
3.5 To establish performance based funding schemes .....	10
4. Strengthen relationship with stakeholders and sponsors .....	10
4.1 To improve relationships and communication with existing partners .....	10
4.2 To identify and engage new stakeholders.....	11
4.3 To develop efficient fundraising strategy.....	11
4.4 To secure sponsorship for long and short term projects .....	11
5. Build NASU brand.....	11
5.1 To create a lasting brand and brand awareness .....	11
5.2 To build a strong marketing plan.....	12
5.3 To establish vibrant social media presence and functional web based communication.....	12
5.4 To create Athlete Profile Directory .....	12
5.5 To establish close partnership with media companies .....	12
<b>6. CONCLUSION</b> .....	<b>12</b>
<b>7. IMPLEMENTATION PLAN</b> .....	<b>13</b>

## 1. FOREWORD

In the recent years, aquatics in Namibia recorded a number of significant achievements.


With the patronage of FINA, two swimmers advanced their sporting careers through scholarship programs and development was propagated via non-competitive water activities. Alongside consistently increasing numbers of registered swimmers and clubs, there was a marked improvement in open water and masters events participation. Participation in local, regional, continental and international meets also grew and produced some excellent results. Furthermore, the discipline of water polo was re-established this past year.

In February 2019, Namibia hosted CANA Zone IV Championships featuring Swimming, Masters Swimming, Open Water and Water Polo disciplines. Although not without its challenges, the event was generally well received. It helped to forge stronger relationships with the CANA members and it is hoped that future close cooperation between Southern African countries will continue to benefit aquatics in the whole region.

The present Namibia Swimming Union (NASU) Executive Committee was inaugurated in July 2019. Its competent and dedicated members are determined to work out and implement a long-term plan that will map out a clear path to the enhancement of aquatics in Namibia.

NASU 2020-2024 Strategic Plan prioritized five areas of work with well defined, attainable and measurable goals. Strengthening of the federation's capacity was identified as the core principle of the plan, thus this objective will receive our most urgent attention. While some economic, human resource and logistical constraints are to be expected, it is believed that, with sound administrative policies firmly in place, NASU will find partners willing to help in overcoming these obstacles.

I have great confidence in the current executive team and trust that, with the support of all the stakeholders, the goals set out in the 2020-2024 NASU Strategic Plan will be delivered.



---

**Aileen Botha**  
*President*  
*Namibia Swimming Union*

## 2. BACKGROUND

Namibia Swimming Union (NASU) is the national swimming federation of Namibia, an association tasked with the governance and administration of all aquatic disciplines in the country.

NASU is directly affiliated to the Federation Internationale de Natation (FINA), which it recognizes as the sole governing body of swimming, diving, water polo, open water swimming and synchronized swimming internationally. NASU is also affiliated to the Confédération Africaine de Natation (CANA) through the regional organization - CANA Zone IV.

Locally, NASU is registered with the Namibian Sport Commission (NSC), and the Namibia National Olympic Committee (NNOC).

The conduct of NASU affairs is prescribed by its constitution which mandates the Council and the elected Executive Committee to make decisions on behalf of the registered members. The accounts of NASU are audited by an appointed auditor and the financial statements are presented at the Annual General Meetings held annually.

Although operational since 1973, NASU was officially inaugurated in the 1990's, post independence. In close to three decades, the union has fostered development of various aquatic disciplines. Currently, NASU caters for close to 300 competitive swimmers registered with 8 swimming clubs whose water related activities comprise Learn to Swim programmes, competitive, master and open water swimming as well as, recently re-introduced, water polo.

NASU is a well regarded sports association that strives to uphold highest work standards, transparency and accountability at all times.

### Vision

To place Namibia on the world's aquatic map by becoming one of the most progressive, dynamic and diversified national sports federations in Southern Africa.

### Mission

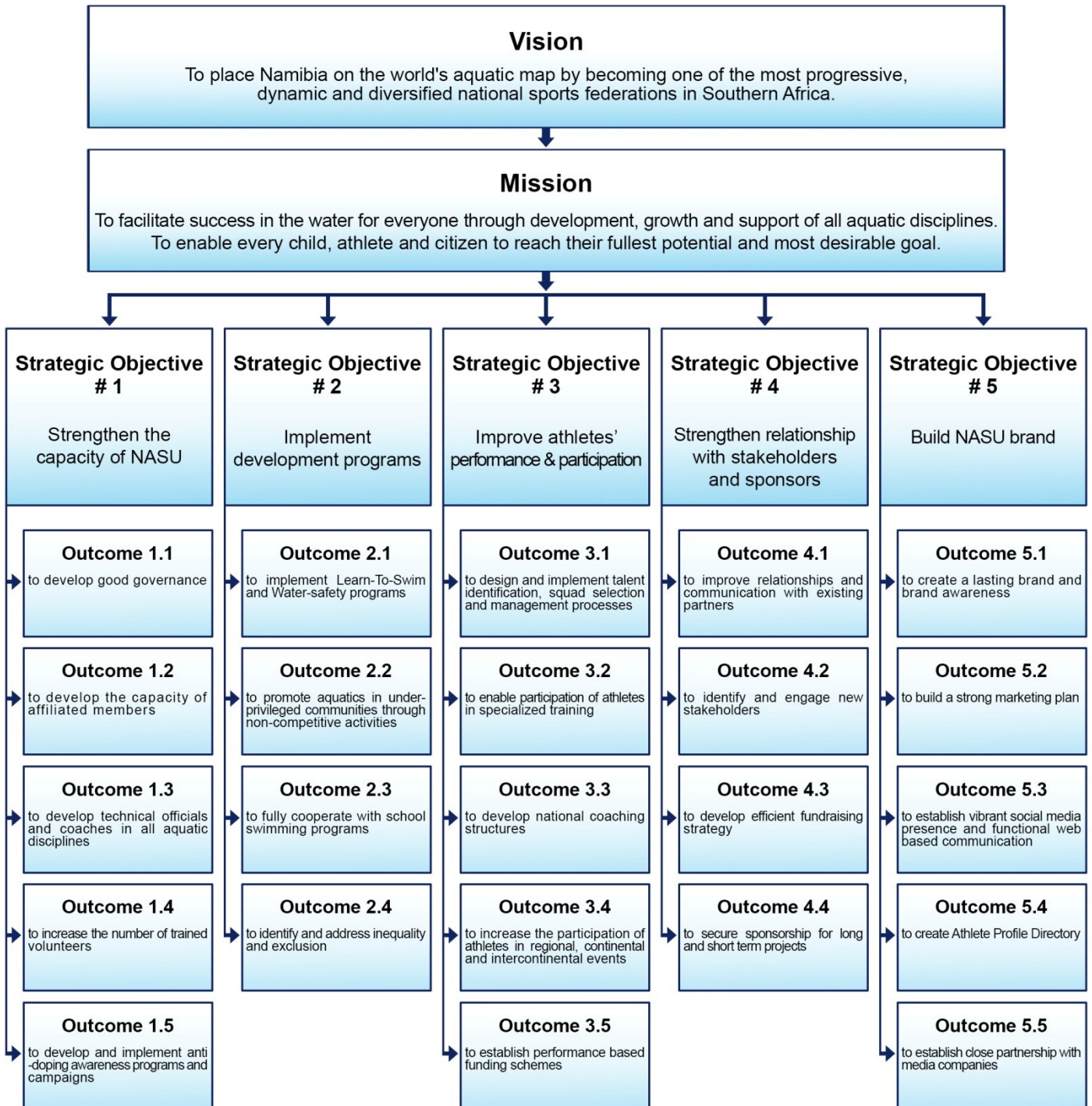
To facilitate success in the water for everyone through development, growth and support of all aquatic disciplines. To enable every child, athlete and citizen to reach their fullest potential and most desirable goal.

### Values

NASU is committed to:

- **I**ntegrity
- **N**on-discrimination
- **W**ork-ethics
- **A**ccountability
- **T**eamwork
- **E**xcellence
- **R**espect

### 3. STRATEGIC PLAN AT A GLANCE



## 4. OBJECTIVES OF NASU

The constitution of NASU defines the objectives of the national federation. In order to set out and prioritize goals and to develop strategies to attain them, these objectives are incorporated into the current NASU Strategic Plan for 2020 - 2024.

The objectives entrenched in the NASU constitution (in its current version) are in line with the CANA ZONE IV Strategic Plan directives and read as follows:

- To promote and encourage the arts of swimming, synchronized swimming, diving and water polo at all levels  
*(CANA SP - Objective #1)*
- To stimulate public opinion in favour of providing facilities for acquiring and practicing these arts
- To promote and control swimming, synchronized swimming, diving, masters swimming and water polo championships and competitions  
*(CANA SP - Objectives #3 & 4)*
- To make and promote the uniformity of rules for the control and regulation of these arts, and particularly to make regulations as to the conduct and holding of swimming galas and appointment of gala officials
- To enforce the observance of the laws and rules of NASU and to deal with any infringement thereof
- To ensure that NASU and its affiliated members do not practice discrimination on the grounds of race, religion or political associations  
*(CANA SP - Objective #7)*

The NASU constitution also stipulates that the NASU Executive has the power and duty:

- To deal with complaints against affiliated clubs, or members thereof, for misconduct and, if considered advisable, to impose penalties by way of suspension  
*(CANA SP - Objectives #5 & 8)*
- To deal with an appeal by any individual or club penalized by an affiliated member  
*(CANA SP - Objectives #5 & 8)*
- To consider ratification of all Swimming Records under the jurisdiction of the Namibia Swimming Union  
*(CANA SP - Objectives #3 & 4)*

The By-laws section of the NASU constitution is clear on the conduct of competitions:

- The conduct of swimming competitions as well as the officiating of such, i.e. duties of officials, rules on strokes, drawing of heats and the race itself, shall be according to the laws and byelaws of FINA (and, by extension, CANA)  
*(CANA SP - Objectives #4 & 7)*

NASU strongly advocates the affable sporting relations between all members. The union endeavours to create an environment conducive to co-operation and unity amongst its members.

## 5. STRATEGIC OBJECTIVES

NASU prioritised five strategic objectives that will serve as a guide in planning and execution of the union's constitutional obligation towards the aquatic community of Namibia.

1. Strengthen the capacity of NASU
2. Implement development programmes (predominantly at grassroots level)
3. Improve athletes' performance and participation
4. Develop strong communication with stakeholders and sponsors
5. Build NASU Brand

The above listed strategic objectives are the foundation of a detailed four-year action plan from which a set of attainable and measurable goals can be derived. To assure efficient delivery on our goals, a number of outcomes were identified for each of the objectives:

### 1. Strengthen the capacity of NASU

Pursuant to NASU vision, the union must increase its service delivery without compromising on quality and performance standards.

#### OUTCOMES:

##### 1.1 To develop good governance

In order to produce results that meet the needs of the aquatic community whilst maximizing the use of available resources, NASU must review its existing organizational structures and practices. For this reason, the union will:

- revise its constitution with particular emphasis on assuring the continuity of the executive and alignment with the FINA, CANA and NSC legislation
- develop sound policies that incorporate integrity, equality, work-ethics, accountability, teamwork, excellence and respect

##### 1.2 To develop the capacity of affiliated members

The governance of affiliated members is an essential element of NASU credibility with the aquatic community, stakeholders and sponsors. To expand the capacity of the affiliated members and to unite them in the common purpose, NASU will:

- satisfy itself that all the members fulfil its constitutional requirements for affiliation (i.e. demonstrate interest in aquatics, possess their own constitution which is in line with that of NASU, pay their annual subscription fees)
- develop a governance model for the affiliated members based on the FINA, CANA, NNOC and NSC directives
- enforce the implementation of NASU objectives by the members
- improve communication between the members

### **1.3 To develop technical officials and coaches in all aquatic disciplines**

In addition to scheduled FINA officials/coaches schools and clinics, NASU will endeavour to:

- initiate locally facilitated, regular refresher courses for all the officials
- strongly encourage and support the development of coaches in all affiliated clubs

### **1.4 To increase the number of trained volunteers**

Participation of volunteers is vital to the development and management of aquatics. It is also a well known challenge. NASU will:

- put in place strategies that afford better planning and recruitment of officials
- source out accredited training opportunities for administrators, both at federation and club levels
- source out accredited training opportunities for Team Managers

### **1.5 To develop and implement anti-doping awareness programs/campaigns**

The increasing number of doping incidents reported in swimming worldwide is worrisome. NASU pledges to address this very serious concern by:

- raising anti-doping awareness through implementation of specially designed programs (targeting very young and seasoned athletes)
- sharing all relevant information on banned substances (WADA) as soon as such becomes available
- engaging the NNOC/FINA/CANA in combating doping (testing)

## **2. Implement development programs**

The development programs are an incredibly important factor in the popularization of aquatics. Their aim is not only to grow the future athlete base and increase clubs' membership but also to make water related activities more accessible to the wider public. From health to safety, the many benefits of participation in aquatic sports are well documented but, quite often, are deemed to be unaffordable. It is therefore imperative that NASU development programs are targeted at and encompass communities at a grassroots level.

### **OUTCOMES:**

#### **2.1 To implement LTS and Water-safety programs**

According to the World Health Organization, drowning is a leading cause of unintentional injury or death worldwide. Even in an arid country such as Namibia, a disproportionate number of people, especially children, fall victim to accidents and fatalities attributed to drowning every year. The Learn to Swim (LTS) and Water-safety programs propagated via NASU affiliated aquatic clubs and schools could be seen as a great tool in bringing down these statistics.

In line with the FINA Aquatics Day, NASU has already initiated various forms of nationwide water-safety campaigns and it is hoped that these activities will be repeated regularly. The union is also



committed to supporting all manners of LTS or Water-safety programs brought forward by its members and stakeholders.

## **2.2 To promote aquatics in underprivileged communities through implementation of non-competitive activities**

The LTS/Water-safety programs and other, specifically designed non-competitive aquatic activities, shall be extended to impoverished rural communities.

It is hoped that, besides reducing the risk of drowning, such an initiative might considerably change public opinion, which currently perceives swimming as being an elitist sport.

## **2.3 To fully cooperate with school swimming programs**

NASU, through its affiliates, will strengthen the relationship with local educational institutions. The affiliates are encouraged to support and/or facilitate schools' swim programs, competitions and other aquatic activities.

## **2.4. To identify and address inequality and exclusion**

To alleviate social inequality and exclusion, NASU will examine ways in which the union can embrace all disadvantaged groups. The aim is to create more inclusive environment for people living with disabilities and underprivileged children/youth, in particular. The union would also like to promote master and senior swimmers.

# **3. Improve athletes' performance and participation**

NASU is determined to improve the quality of aquatic performance and participation in national, regional, continental and intercontinental events.

## **OUTCOMES:**

### **3.1 To design and implement talent identification, squad selection and management processes**

In order to improve athletes' performance, NASU must develop and implement talent identification tools which will assess the potential and training needs of the individuals within a pre-agreed talent pool, and also determine the squad selection criteria. Such tools could provide the basis for talent management programs that can help swimmers to achieve their full potential and optimal results. The key elements of this exercise would be:

- thorough forward planning (early selection)
- input from the coaches (via the Swim Selection Committee)
- introduction of performance based, multi tiered squads
- support from FINA, CANA and NNOC (funding of high potential athletes)

### **3.2 To enable participation of athletes in specialized training**

Following on from the talent identification and management programs, NASU will engage those training facilities abroad who are able to offer short-term training opportunities (camps) for selected athletes. At the same time, NASU will encourage and support the development of the junior teams through implementation of national training camps with the assistance of coaches who specialize in such activities.

The aim is to best prepare selected swimmers for continental and intercontinental events and thus increase their chances for achieving podium finishes.

Partial funding to finance such activities will be sourced.

### **3.3 To develop national coaching structures**

NASU does not make provision for the appointment of a national coach, national team coaches are selected on rotational bases. In order to maximize benefit to the athletes, the union will establish a system which will allow easy and efficient information exchange between team coaches and club coaches, especially with regard to preparation of national teams.

### **3.4 To increase the participation of athletes in regional, continental and intercontinental events**

A continued steady increase in the number of athletes participating in national events and their, vastly improved, results have been noted in recent years. The regional events, in particular SA Levels, have also seen an influx of young, well-performing swimmers. Both junior and senior SA National Championships are equally well attended. However, at the continental competition level, Namibia suffers a shortage of representation. The problem seems to be multifaceted.

Namibian Junior teams participating in the continental events are generally small (represented by fewer swimmers than originally qualified or were selected). Undoubtedly, this has a negative impact on the team podium performance. Financial constraints are commonly cited as the reason for such a low participation. Securing funding for foreign tours might alleviate this situation.

Senior teams are almost entirely missing in Namibian swimming. Senior swimmers' drop-out is a widespread phenomenon affecting many national federations across the world. It is particularly troubling in countries with the population as small as that of Namibia.

Whilst not much can be done about the lack of representation amongst the senior swimmers, those who remain in swimming should be fully supported by NASU. It is believed that Namibian senior swimmers, presently studying and training abroad, are the ideal candidates to promote the sport and to highlight the long-term opportunities it can afford. A possibility of involving these swimmers in mentorship programs will be further explored.

### **3.5 To establish performance based funding schemes**

As already mentioned elsewhere, funding of aquatic activities is fundamental to the development of the sport at all levels. Introduction of performance based funding schemes could help to increase the performance and participation of athletes in various competitions. It could also motivate older swimmers to continue their swimming career.

## **4. Strengthen relationship with stakeholders and sponsors**

NASU maintains amicable relationship with its stakeholders and sponsors. These relationships can be improved further to assure the long term cooperation. With a new sport code freshly re-introduced to the Namibian aquatics, there is scope for engagement of new associates.

## **OUTCOMES:**

### **4.1 To improve relationships and communication with existing partners**

NASU recognises that its current success greatly depends on upholding good relationships with all the stakeholders. We are determined to broaden the communication with the affiliated members, sport governing bodies, sponsors, learning institutions and the aquatic community at large. NASU will employ a series of consultative processes to determine the needs and expectations of our partners.

### **4.2 To identify and engage new stakeholders**

NASU will identify and engage new stakeholders, both in the private and public sector, through the use of advertisements, face-to-face and open platform presentations and other tailored activities.

### **4.3 To develop efficient fundraising strategy**

To assure funding for the federation's current and future projects, comprehensive predicted expenditure budgets must be compiled. A detailed funding plan will be developed based on such budgets.

Direct and active participation of all the stakeholders will be most beneficial. In this regard NASU will seek:

- assistance from sponsors in designing of suitable investment packages
- assistance from affiliated members in creation of fundraising and community support activities
- assistance from public sector in the development of the facilities

### **4.4 To secure sponsorship for long and short term projects**

Over the past years, a generous sponsorship was received in respect of administration of the long course season events as well as both national championships and the annual prize-giving. Sponsorship was also sourced for infrastructure upgrade, interschool galas and other short term projects. Various Foundations have commenced a consultative process with NASU, the aim of which is to identify and fund development projects in all regions throughout the country.

In order to secure funds for future endeavours, it is important to maintain the current sponsorship arrangements while seeking new patrons. Therefore forward planning is essential in this regard.

## **5. Build NASU brand**

Successful brand image is crucial to achieving commercial viability. To boost the image of aquatics in Namibia and promote development opportunities, considerable efforts will be put into building of a human-centred and purpose-led NASU brand. The objective of this project is to create a sense of pride and belonging to association, increase overall participation in the sport and to attract sponsorship. The implementation of branding initiative will consist of several steps and, most probably, require a considerable amount of time to accomplish.

## **OUTCOMES:**

### **5.1 To create a lasting brand and brand awareness**

To build and promote a lasting brand, NASU will:

- change the federation's name from NASU to Swimming Namibia
- redesign its logo to better represent our aquatic interests and to appeal to the intended audience
- develop a compelling motto that reflects the federation's core values: Integrity, Non-discrimination, Work-ethics, Accountability, Teamwork, Excellence, Respect)

Once approved and formally recognized, the brand will become a fundamental part of the federation - incorporated into dress code, publications and all forms of advertisement, official communication, social media and website presence, and any activity that merits branding. It is hoped that, with time, Swimming Namibia will become a leading sports brand at home and in the region.

## **5.2 To build a strong marketing plan**

In order to build and maintain strong brand, a marketing strategy will be developed and implemented. The strategy will focus on best ways in which to promote branding on different levels; via the organization, the sport itself and the product.

## **5.3 To establish vibrant social media presence and functional web based communication**

The social media presence is a popular and cost effective way of interacting with the public. Our Face Book profile has been very active and engaging over the past year but this platform is limited to a specific and narrow audience - mostly adults. Market research indicates that the younger generation are more likely to make use of Instagram, hence it is wise to include this medium in our internet presence.

The currently non-operational website will be developed and updated regularly. A bi-monthly newsletter is also planned.

## **5.4 To create Athlete Profile Directory**

An Athlete Profile Directory is a useful tool in promoting sport and developing brand. The envisaged Athlete Profile catalogue will include the essential information about an individual sportsperson, complete with their recent photo, biographic data, career highlights and results. If easily accessible, such information can be equally helpful to the media, potential sponsors and the athletes themselves. It can also favourably stimulate public opinion, build greater connection between the federation and community, and serve as a motivation for younger swimmers.

## **5.5. To establish close partnership with media companies**

NASU will endeavour to assure adequate coverage of its main activities in each season. To this end, the federation will:

- research best ways of communicating with the media (what to say, how to say it)
- engage press, radio and television broadcasters
- timeously inform all concerned parties about planned events

## **6. CONCLUSION**

The effectiveness of a strategic plan depends on it being followed by a consistent implementation.

NASU Strategic Plan 2020 - 2024 includes a brief outline of the Implementation Plan that defines means and timing of goal delivery. More detailed schemes will be developed for each of the desired outcomes. It is important, however, to remember that a certain amount of flexibility must be allowed in actioning NASU objectives. Where economic or other major constraints might threaten to hamper progress, alternative solutions and initiatives must be found.

Advancement of aquatics in Namibia is a complex and extensive task. It is also about the future. It will demand that NASU continuously evaluate, measure and revise its strategy.

## 7. IMPLEMENTATION PLAN

Strategic Objective # 1: Strengthen the capacity of NASU			
Outcome	Activity	Measurable	Target
1.1 To develop good governance	Align current NASU Constitution with the NSC requirements Expand the Executive tenure to coincide with FINA /CANA terms Develop NASU policies/by-laws	Document finalized and approved	Amendments approved by: • NASU Exco in April 2020 • NASU Council in July 2020 • FINA by 2021
	Develop NASU Handbook	Document finalized and approved Document circulated to members	January 2020 February 2020
		Document finalized and approved Distributed	April 2020 May 2020 (with new registration)
1.2 To develop the capacity of affiliated members	Inspect compliance of affiliated members (constitution, AGM minutes, affiliation fees)	Request reports from clubs Review and feedback	April 2020 June 2020 prior to NASU AGM
	Develop governance model for clubs in compliance with FINA, CANA and NSC directives	Document finalized Distributed to clubs Approved by NASU Council	April 2020 May 2020 July 2020
	Develop check system for above	Document finalized and approved Implemented	January 2021 Annually
	Develop efficient communication strategy with affiliated members	Initial consultation with members Follow-up consultations	March 2020 Bi-annually
1.3 To develop technical officials and coaches in all aquatic disciplines	Participate in officials' courses	Increased number of officials	2020-2024 annually (FINA)
	Participate in coaches' courses	Increased number of coaches Improved qualifications of coaches	2020-2024 annually (FINA/others)
	Run in-house refresher courses	Ongoing concerns addressed	2020-2024 bi-monthly
1.4 To increase the number of trained volunteers	Develop strategies for recruitment	Document finalized	December 2020
	Implement training opportunities for administrative personnel	Trained club recorders/administrators	2020-2023 annually, facilitated both internally and externally
	Implement training opportunities for Team Managers	Trained Team Managers	2020-2023 annually, facilitated both internally and externally
1.5 To develop and implement anti-doping awareness programs/campaigns	Share updated WADA information	Distributed through clubs	2020-2024 when available
	Organize awareness programs	Presented to clubs	February 2020, thereafter annually
	Organize anti-doping campaigns, produce pamphlets/posters	Distributed through clubs and schools	2020-2024
	Investigate availability and mechanisms for doping control	Conduct testing	2020-2024 with the assistance of NNOC/FINA/CANA

Strategic Objective # 2: Implement development programs			
Outcome	Activity	Measurable	Target
2.1 To implement LTS and Water-safety programs	Support club-run LTS programs	Increased number of development galas	2020-2024 in liaison with clubs
	Run Water-safety programs	Programs presented to schools and general public	2020-2024 annually, in conjunction with FINA Aquatics Day
	Organize training camps for rural groups with aquatic interests	Support offered to upcoming clubs and informal aquatic groups	2020-2024 in liaison with clubs
2.2 To promote aquatics in underprivileged communities through implementation of non-competitive activities	Organize aquatic event for underprivileged children	Aquatics promoted to wider population	2020-2024 annually, in liaison with local charitable organizations
	Organize fundraising event to benefit marginalized groups	Support offered to elderly/vulnerable citizens	2020-2024 annually, in liaison with local charitable organizations
2.3 To fully cooperate with school swimming programs	Organize interschool gala	Interschool competition facilitated	2020-2024 annually (Pupkewitz)
	Support aquatics in schools	Internal competitions facilitated	2020-2024 in liaison with clubs
2.4 To identify and address inequality and exclusion	Facilitate access to para-swimming classification processes	Disable swimmers assessed	2020-2024 annually
	Implement training opportunities for multi-class swimming officials	Fair competition in disability swimming assured	2021 with assistance of FINA/CANA
	Implement training opportunities for multi-class swimming coaches	Adequate support offered to disable participants	2021 with assistance of FINA/CANA
	Develop financial aid program for underprivileged athletes	Program finalized 20 beneficiaries enrolled	January 2021 in liaison with clubs October 2024
	Promote Masters swimming Develop Senior swimming	Increased participation in events Senior participation enabled	2020-2024 2021-2023 in liaison with clubs

Strategic Objective # 3: Improve athletes' performance and participation			
Outcome	Activity	Measurable	Target
3.1 To design and implement talent identification, squad selection and management processes	Improve selection process through forward planning and cooperation	Pre-selection meetings Regular SSC meetings Early release of the event calendar	At the earliest opportunity Quarterly December
	Develop talent identification tools	Document finalized	In time for OASP grant submission
	Access funding for high-potential athletes	OASP grant request submitted FINA Scholarship application NNOC grant application	November 2019 Annually (September) 2020-2023 when applicable
3.2 To enable participation of athletes in specialized training	Identify affordable and accessible short-term training camps/facilities	Increased podium performance	April/May 2020 annually, when Financial support permits
	Facilitate joint national training camps with external professional assistance	Increased participation and performance	August 2020
	Access funding to assist with the above	Grants and sponsorship assured	2020-2023 annually
3.3 To develop national coaching structures	Develop effective information sharing system for coaches	Consultation with all the coaches Process drafted Process implemented	November 2019 February 2020 February 2020
3.4 To increase the participation of athletes in regional, continental and intercontinental events	Access partial funding for foreign tours	Increased participation Relay teams participation	2020 - 5% 2021 - 10% 2022 - 15% 2023 - 20%
3.5 To establish performance based funding schemes	Develop performance based award system	Proposal finalized Funds raised Schemes implemented	June 2020 June 2021 thereafter

Strategic Objective # 4: Strengthen relationship with stakeholders and sponsors			
Outcome	Activity	Measurable	Target
4.1 To improve relationships and communication with existing partners	Arrange consultation with affiliated members	Consultations concluded Report finalized	June 2020
	Arrange consultation with private sector stakeholders	Consultations concluded Report finalized	June 2020
	Arrange consultation with public sector stakeholders	Consultations concluded Report finalized	June 2020
4.2 To identify and engage new stakeholders	Arrange presentations for private sector stakeholders	Presentation completed Report finalized	June 2020 ongoing
	Arrange presentations for public sector stakeholders	Presentation completed Report finalized	June 2020 ongoing
4.3 To develop efficient fundraising strategy	Develop strategy	Strategy approved	2020
4.4 To secure sponsorship for long and short term projects	Promote aquatics to existing and potential sponsors	Presentation completed Report finalized	June 2020 ongoing

Strategic Objective # 5: Build NASU brand			
Outcome	Activity	Measurable	Target
5.1 To create a lasting brand and brand awareness	Create a consistent image (name, logo, colours, motto)	Project finalized	Approved by: • NASU Exco in April 2020 • NASU Council in July 2020 • FINA by 2021
	Implement branding	Branding incorporated into uniform wear and advertising	2021 following FINA approval
	Implement brand awareness	Use branding whenever possible	2021-2024
5.2 To build a strong marketing plan	Develop marketing plan	Approved and implemented	March 2020 bi-annually
5.3 To establish vibrant social media presence and functional web based communication	Include Instagram in social media package Develop website Develop email based newsletter	Increased social media presence Website operational and updated Newsletter distributed	December 2019 March 2020 Bi-monthly
5.4 To create Athlete Profile Directory	Collate relevant information Design platform for sharing athlete content	Database finalized Athlete Profile directory launched Ranking launched	March 2020 to coincide with website activation
5.5 To establish close partnership with media companies	Engage local media - print, radio, TV	Secure event coverage	February 2021, to coincide with the LC National Championships