

**VANUATU  
NATIONAL SPORTS POLICY  
2019 – 2024**



**VANUATU NATIONAL SPORTS COMMISSION**  
REPUBLIC OF VANUATU



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# Glossary

<b>ADR</b>	Annual Development Report
<b>AHC</b>	Australian High Commission
<b>CSO</b>	Civil Society Organisations
<b>COM</b>	Council of Ministers
<b>DFAT</b>	Department of Foreign Affairs and Trade (Australia)
<b>DSPPAC</b>	Department of Sectoral Policy Planning & Aid Coordination
<b>DoWA</b>	Department of Women's Affairs
<b>GoV</b>	Government of Vanuatu
<b>ICT</b>	Information, Communication and Technology
<b>IF</b>	International Federation
<b>IOC</b>	International Olympic Committee
<b>M&amp;E</b>	Monitoring & Evaluation
<b>MFAT</b>	Ministry of Foreign Affairs & Trade (NZ)
<b>MFEM</b>	Ministry of Finance and Economic Management
<b>MoFA</b>	Ministry of Foreign Affairs
<b>MoE</b>	Ministry of Education
<b>MoH</b>	Ministry of Health
<b>MoIA</b>	Ministry of Internal Affairs
<b>MINEPS</b>	International Conference of Ministers of Sport and Physical Education
<b>MJCS</b>	Ministry of Justice and Community Services
<b>MYD&amp;S</b>	Ministry of Youth Development & Sports
<b>NCDs</b>	Non Communicable Diseases

<b>NFs</b>	National Federations of Sport
<b>NGO</b>	Non Government Organisation
<b>NSO</b>	National Sporting Organisations
<b>NSDP</b>	National Sustainable Development Plan
<b>PAA</b>	Priorities and Action Agenda
<b>PSC</b>	Public Service Commission
<b>VAC</b>	Vanuatu Athletes Commission
<b>VASANOC</b>	Vanuatu Association of Sport And National Olympic Committee
<b>VBTC</b>	Vanuatu Broadcasting and Television Corporation
<b>VCC</b>	Vanuatu Cultural Centre
<b>VCCI</b>	Vanuatu Chamber of Commerce and Industry
<b>VFSC</b>	Vanuatu Financial Services Commission
<b>VQA</b>	Vanuatu Qualification Authority
<b>UNESCO</b>	United Nations Education Science and Cultural Organisation



# Definition of Terms

**High Performance, Elite Sport:** Institutionalised and competitive sport, typically involving talent identification athlete development sports science and national representation

**International Federation:** An IF is the International Governing Body of a sporting code recognised by the International Olympic Committee

**National Federation of Sport:** A Federation duly recognised by their respective IFs (as recognised by the IOC) representing a sport ie Vanuatu Volleyball Federation

**National Sports Organisation:** A National Sports Organisational may be an umbrella organization supporting sport in Vanuatu ie Vanuatu Paralympic Committee and VASANOC

**Physical Activity:** An umbrella term that encompasses a wide variety of activities. There are many ways to be physically active, for example, walking, running, doing housework, gardening playing with children, or dancing. There are also more structured ways to engage in physical activities such as playing organised games such as cricket, volleyball, soccer, hockey or athletics

**Physical Education:** Physical education means participating in physical activity and sport in order to learn skills and develop though movement which goes beyond activity and sport. It may be delivered in and experienced as a timetabled lesson in school settings. In addition, PE encompasses activities and experiences that allow the development of fundamental movement skills; develop and improve cognitive performance and enhance cooperation, mental and physical health and self-esteem.

**Physical Literacy:** Physical Literacy is mastering the fundamental movement and sports skills that allow children and young people to understand their environment and be able to think creatively. This allows them to be more confident and be in control of their sporting and activity levels. It allows **them** to be more confident in their movement and approach to sports participation.

**Recreation:** Recreation is a human activity requiring physical exertion and sometimes physical skill, which by its nature or setting is participative. Ni-

Vanuatu enjoy activities such as swimming, walking and dancing.

**School Sport:** School Sport refers to organised learning through sports specific experiences that is co-curricular or delivered outside of the P.E curriculum. School sport is an extension of the learning done in classrooms and is the link between in-class learning and the community through National Sporting Federations and other organized sporting organisations.

**Sports for Development:** Sports Development refers to the practice of using sport as a medium to promote and achieve social, health, educational and economic outcomes.

**Sporting Tourism:** Sporting Tourism is an economic growth area seeing travelling teams, their supporters and spectators stimulating the national tourism sector and economy through attendance at recognised/classified events held in country ie 2017 Pacific Mini Games.

**Sports Diplomacy:** Sport may be utilised to improve diplomatic ties and understanding between nations ie ping pong diplomacy.

**Sport:** The use of relatively complex physical skills by individuals whose participation is motivate by a combination of personal enjoyment and external rewards. Activities that involve teams such as rugby, netball, volleyball and soccer are sports, as are individual activities such as boxing, squash and weight lifting

**VASANOC:** The Vanuatu Association of Sports and National Olympic Committee represents the interests of registered National Federations and compliant sporting organisations in Vanuatu

**VNSC:** Vanuatu National Sports Commission is mandated under the Vanuatu National Sports Commission Act

**VNYA:** Vanuatu National Youth Authority is mandated by the Vanuatu National Youth Authority Act to represent and promote the interest of the youth sector in Vanuatu.

**VPC:** Vanuatu Paralympic Committee is an independent, not-for-profit organisation. The VPC works to promote paralympic sport in Vanuatu at all levels, from grassroots/community to international. VPC's main method of achieving these aims is through the ongoing support of stakeholder organisations (full members) to run programs and to emerging organisations (affiliates & disability support entities) supporting parathletes and people living with impairment wishing to be involved in healthier lifestyles.

# Foreword



Sport can act not only as the vehicle for personal health, social involvement and self-esteem, it can also be the unifying factor in the growth of a nation providing aspirational goals, mentors and community engagement. With this as a guiding principle, the Vanuatu National Sports Policy seeks to provide an over-arching framework to not only support and encourage high performance sport but sport at all levels - elite, school, community, recreational and grassroots.

Kofi Annan, formerly Secretary General of the United Nations, pointed out, "Sport is a universal language that can bring people together, no matter what their origin, background, religious belief or economic status."

We too seek to promote inclusion and equity of opportunity for all to participate in healthy sporting activities regardless of gender, age, geographical location, economic status or disability.

The National Sustainable Development Plan (2016 - 2030) - the People's Plan - recognises the pivotal role sport can play in building the health and well-being not just of the people of Vanuatu but of our young nation. Nelson Mandela concurred, by observing (and proving) that "Sport can unify a nation." We have already seen the national pride in our athletes' achievements in international events such as the 2017 Mini Games and the 2018 Commonwealth Games. This Policy seeks to build on this experience and to recognise the significant contributions and successes of the past while establishing strong foundations for growth into the future.

I would like to take this opportunity to recognise the tireless efforts of the legion of volunteers, coaches, officials and families who have supported our athletes and Sporting Federations right down to those small groups in villages playing sport for recreational and health purposes after Church and school. Everyone has a role in encouraging, participating and supporting sport at all levels in Vanuatu.

However, in today's modern world, sport is not just about recreation.



Sport plays a critical role in combatting the rise of Non Communicable diseases such as diabetes, obesity and hyper tension. Participation in sport can assist disenfranchised youth to achieve success and gain self-esteem instead of indulging in risky behaviour. As “Change Champions,” our athletes can inspire those living with disability and young people living in remote rural areas with poor facilities and career opportunities to engage, participate and dream. “Sports Diplomacy” is gaining a higher profile. Sports Diplomacy seeks to utilise the opportunity of Vanuatu teams travelling and representing our country to improve social, cultural and political relationships between partner nations. “Sporting Tourism” recognises the huge financial potential as yet largely untapped here in Vanuatu for visiting teams, supporters and spectators to travel in Vanuatu, utilising our internationally rated facilities at Korman for example, to drive economic growth. Sport is becoming an industry with career paths for professional athletes, coaches and officials. Exporting our sport talent overseas with promising football players being awarded contracts with overseas clubs is no longer a dream but already a reality.

Therefore, the Vanuatu National Sports Policy seeks to set out some basic player’s guidelines and goals. What is our vision for multi-faceted delivery of sport in Vanuatu? What are our goals? How do we intend to achieve our objectives? What resources - human, physical and financial - will we need to achieve this vision? Vanuatu is a relatively young nation with limited resources but many priorities. However, investment in sport should not be regarded as a cost but an investment in our nation’s future.

We recognise that the Vanuatu National Sports Policy 2019 - 2024 will not answer all of these questions. It will need to be reviewed regularly to meet emerging priorities. It is a long road we are travelling. As Marie de Vichy Chamrond said in 1763, “The distance to travel is nothing. It’s the first step that is difficult.” It is intended that the Vanuatu National Sports Policy will be a good “first step.”



**Honourable Hon Simeon Seoule (MP)**  
Minister for Youth Development and Sports

# Background

The Vanuatu National Sports Policy 2019 – 2024 provides an overarching framework for a more systematic and integrated pathway for the development of sport at all levels in Vanuatu. The Policy recognises the guiding principles of the Sustainable Development Goals (SDGs), the Kazan Action Plan and of course, Vanuatu’s National Sustainable Development Plan (NSDP) 2016 – 2030. This Policy seeks to operationalise the targets set out by these guiding plans.

In addition, the time frame for the Vanuatu National Sports Policy 2019 – 2024 seeks to align the policy and its subsequent Implementation Strategy and Monitoring & Evaluation Framework to the Olympic cycle, encompassing the Tokyo 2020 Olympic and Paralympic Games, forward to Paris 2024. However, because this is the first time Vanuatu has sought to provide a policy and planning strategy, it is recognised that emerging priorities and changing operational contexts will need to be captured regularly within the time span of the policy. Therefore it is intended that the National Sports Policy becomes a living document, with regular three yearly review - or earlier if needed.

Several critical policy documents also need to be developed to support the Vanuatu National Sports Policy. The Vanuatu National Sports Policy Implementation Plan (to be developed separately) will detail projected target dates for further supporting policy development including:

1. Sports Grants Policy;
2. Ethic in Sport Policy;
3. Anti-Doping Policy;
4. Inclusion and Equity Policy (Gender & Disability);
5. Child Protection Policy;
6. Sexual Harassment Policy.

Extensive consultation with sector stakeholders has taken place during the development of the Vanuatu National Sports Policy. Consultations were undertaken by the Vanuatu National Sports Commission and VASANOC across Government, private sector, donor agencies, Non-Government Organisations, Civil Society Organisations, Olympic and Paralympic Committee representatives, Sports Federations and the community. These consultations

were part of the engagement process to ensure the development of a collaborative yet practical framework for sports development in Vanuatu.

The extensive consultation process recognised the current limited resources and financial support of the sports sector but also identified general community and political goodwill to secure stronger, recurrent financial support for the sports sector, once a stronger and transparent governance, planning and reporting framework is in place.

The Policy recognises the key role of the Ministry of Youth Development and Sport, working with the Vanuatu Association of Sport and National Olympic Committee (VASANOC) as the representative of its member National Sporting Federations and the Vanuatu Paralympic Committee (VPC) as well as the Ministry of Education and Ministry of Health and development partners. It must be noted that the Vanuatu National Youth Authority will be a key delivery partner for the Sports Policy strategies. The Vanuatu National Youth Authority has recently seen the enactment of legislation mandating its function in developing initiatives to improve outcomes – economic social and sporting – for the youth of Vanuatu.

In a cash strapped and human resource meagre operational environment, it is critical that the Policy provides a basis for on-going integration of resources – not the previous practice of often competing and duplicated activities. Development of prioritised policies and action or implementation plans must be undertaken in this spirit of cooperation and integration.

Youth is defined by UNESCO as between the ages of 15-24 but the Vanuatu Government regards “youth” as being between 12-30 years of age. Vanuatu does not have a pyramid shaped population but rather a “coat hanger,” because of the total population of 272,459, those 18 and under is 126,893 or 46.6%. Data supplied by the Vanuatu National Statistics Office (VNSO) demonstrates that in the 2016 Mini Census there were 95,684 youths between those target ages of whom 47,207 were male and 48,477 female. This is a 10% increase since the 2009 Census. Of this group 3,321 were in school, 602 in Rural Training Centres, 1,078 at University and 487 at other tertiary training organisations such as VIT, VITE, Police & Nurses College and CNS. This is 5,578. Where are the others? 43,571 were in some paid work, others (46,296) in part time unpaid work. Where are the others? What are they doing?

Disaffected, disenfranchised youth with few opportunities for employment can produce social dislocation and unrest. This has been seen repeatedly around the Pacific. Lack of meaningful occupation can lead to risk taking behaviour, poor diet and lifestyle, breakdown of culture and lack of respect for tradition

and custom. Involvement in sport may not be the answer to all of these concerns, but it can counter many of these issues.

**At the community level**, sport can build understanding and cohesion, especially here in the archipelago of Vanuatu with 83 islands and small communities separated by rugged landscapes and the cost of inter-island travel by land and sea. Disenfranchised groups of youth, the elderly, women and those living with an impairment can be given meaningful roles and healthy pursuits through sport in the community.

**At national level**, sport also has the power to unify and inspire as well as address several important cross cutting issues. National level programs of awareness and advocacy, in cooperation with the Ministry of Health, Ministry of Education, International NGOs and national CSOs, are leading the fight against NCDs such as obesity, hypertension and diabetes by utilising sport to encourage healthier lifestyles. Advocacy for inclusive sport for women, youth the aged and those living with an impairment is a National Sports Policy imperative. The Vanuatu Paralympic Committee is working towards an integrated approach to sport with mainstream NFs nationally.

Sport at a national level serves in the development of positive individual and group behaviour such as fair play, team work, resilience, ethical behavior, leadership honesty and respect for authority and rules. According to the Vanuatu National Youth Council, sport is ranked second out of ten needs for our Youth.

**At an international level**, opportunities for sport at the international level can not only grow the pride of Ni-Vanuatu in their teams' endeavours but foster understanding of disparate cultures and belief systems. This potential power and reach for Sports Diplomacy is being increasingly recognised and is the reason for the consultations with the Ministry of Foreign Affairs in the development of this Policy. Sport is becoming increasingly an industry capable of generating significant financial return at an individual, club and national level. Sports Tourism is recognised as having considerable potential. Facilities such as Korman Stadium, Beach Volleyball courts, tennis facilities, cricket grounds and an international standard golf club can attract visiting teams, supporters and spectators with positive ripple effects through the national economy in add-on goods and services. Sports Adventure Tourism ie mountain biking would see adventure tourism activities being developed in the provinces with positive impact on rural economies.

Recently, some athletes have been contracted to international clubs, demonstrating the potential for professional careers in the international arena.

# Prior Policy Development & Consultation

The inaugural National Sports Forum in 2006 produced the National Sport & Physical Activity Policy (2006 – 2011). In this policy, “sport” is defined as:

“All forms of physical activity that contribute to physical fitness, mental well-being and social interaction such as play, recreation, organised or competitive sport and indigenous sport and games.”

Between 2014 and 2017, the momentum was maintained through the National Sports Summit, a Sport for Development Forum and the National Sport Consultation. Vanuatu participated in the Pacific Sports Ministers Meetings in 2015, 2017 and 2018 and Commonwealth Sports Ministers Meetings in 2014 and 2018.

In 2017, Vanuatu participated in the 6th International Conference of Ministers of Sport and Physical Education (MINEPS), to the outcome of which is the Kazan Action Plan. In 2017 Vanuatu participated in the “Capacity Building Exercise on National Sports Policy Development.” This was held to strengthen regional coordination and advocacy and to build the capacity of civil society to inform policy processes and create spaces for dialogue between Government and Non-Government actors across portfolios on sports policy development, especially in regards to national planning priorities.

The Constitution of VASANOC was rewritten in 2018 and Objective 12 states that VASANOC and its NFs will seek “to respect the interests of sport to Government with respect to funding for the development of facilities, sporting activities, physical education programmes and the formulation of a national sports policy.”

The Vanuatu Paralympic Committee also undertook of constitutional review in 2018 to better capture the complex relationships of those active in supporting inclusive sport in Vanuatu. The VPC sought to sign Memorandum of Understanding with key Sporting Federations to ensure stronger relationships, harmonisation of resources and stronger governance frameworks.

The Legacy Plan (draft) prepared after the Pacific Mini-Games were held in Vanuatu in December 2017 outlined a vision “Everyone Counts” for inclusive sports programs at school, local, regional and national levels:

“An inclusive program, so young and old people of all abilities, disability and gender can join in.” Draft Legacy Plan, Page 5

Accordingly, VASANOC facilitated meetings to inform stakeholders on the development of initiatives in the Sport for Development arena, the integration of sport into the International and National Development agenda and to align with national policy directives.

# National Commitment

The 100 Day Plan (June 2016) targeted the development of a National Sport Strategy for Vanuatu as a long term objective. The 2006 - 2015 Priorities and Action Agenda (PAA) as the over-arching long term plan for Vanuatu emphasised the importance of sport in nation building. The PAA's successor, the National Sustainable Development Plan 2016 - 2030 was released in late 2016 and validated in 2017 setting as its Vision:

“A stable, sustainable, prosperous Vanuatu.”

The National Sustainable Development Plan (2016-2030) is linked to the Sustainable Development Goal (SDG) targets. The NSDP provides the planning and deliverables framework for Government of Vanuatu Corporate Plans for all 13 Ministries and their associated agencies and requires annual reporting against the set targets in the Annual Development Report (ADR). The ADR tracks achievements of SDGs as well as the NSDP objectives. Sport and healthier lifestyles are specifically targeted in objectives in the Social Pillar 1, Environment Pillar 2 and the Economy Pillar 3 with elements in ten targets related to the potential impact of sporting activities.

## Society Pillar



A healthy population that enjoys a high quality of physical, mental spiritual and social well-being

- 3.3 Reduce the incidence of communicable and non communicable diseases



An inclusive society that upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions

- 4.3 Empower and support people with disabilities
- 4.5 Ensure all people, including people with disabilities, have access to government services, buildings and public places
- 4.7 Encourage participation in physical activities and develop a safe and inclusive sports system that serves as a vehicle for community cohesion, education, health, leadership and fair play



A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu

- 6.4 Strengthen national institutions to ensure they are cost-effective and well-resourced to deliver quality public services
- 6.6 Strengthen local authorities & municipal institutions to enable decentralised service delivery

## Environmental Pillar



A nation that meets our food and nutrition security needs are adequately met for all people through increasing sustainable food production systems and improving household production

- 1.2 Promote aelen kaikae as a key part of a sustainable and nutritionally balanced diet



## Economy Pillar



Sustainable and well-managed infrastructure and services for all through inclusive and effective partnerships

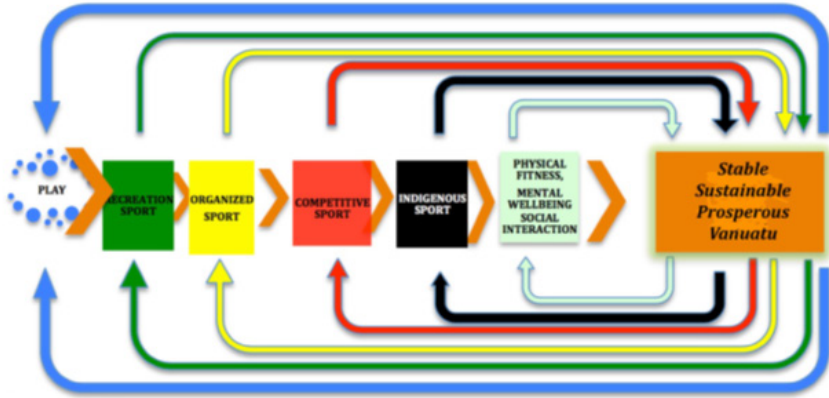
- 2.3 Ensure that all public infrastructure, including health, education and sports facilities are safe, accessible, secure and maintained in compliance with building codes and standards



The objectives of the NSDP have been incorporated into the Ministry of Youth Development and Sport Corporate Plan 2019 – 2021 and annual MYD&S Business Plans will design specific activities to meet the integrated targets of the SDGs, the NSDP, the ADR and the Ministry Corporate Plan. In early 2018, Hon Prime Minister Charlot Salwai Tabimasmas spoke of the need to harness the potential of sport for national and regional development in line with Vanuatu's SDG priorities and pointed out: "Sport is the heartbeat of Vanuatu."

Accordingly, in June 2018, a two day sectoral meeting was held in Port Vila to gather the views of all stakeholders in the sports and physical education sector in Vanuatu and to analyse the cross-sectoral context of sport in Vanuatu's sectoral policies and programmes. Participants were drawn from Non-Government Organisations, the private sector, sporting bodies Government and community representatives to develop a situation analysis for the development of sport in Vanuatu. The meeting was facilitated by the Vanuatu National Sports Commission (VNSC) and by VASANOC the Vanuatu Association of Sporting Organisations and National Olympic Committee (VASANOC). The VNSC is mandated by legislation to prepare, review and approve sports sector policy.

In February 2019, the Vanuatu National Sports Commission (VNSC) approved the Technical Progress Report of the meeting and mandated the development of a draft Vanuatu National Sports Policy incorporating the findings and views of the sector.



Source: TVGP

# Objectives

The objective of the Vanuatu National Sports Policy (2019 - 2024) is to operationalise the targets for the sports sector set out by the National Sustainable Development Plan which in turn seeks to deliver the Sustainable Development Goals (SDGs).

The Vanuatu National Sports Policy provides guidance to promote full participation nationally for people to be involved in physical activity to improve the quality of life, participation from “grassroots” to elite levels, community cohesion, economic stimulation as well as supporting sporting excellence at national, regional and international levels.

“All forms of physical activity that contribute to physical fitness, mental well-being and social interaction such as play, recreation, organised or competitive sport and indigenous sport and games.” National Sport & Physical Activity Policy (2006 - 2011).

# Global Commitment

Vanuatu is a signatory to the Sustainable Development Goals (SDGs) and the Kazan Action Plan. As part of this undertaking, Vanuatu's National Sustainable Development Plan (NSDP) 2016 to 2030 sets related targets that the Vanuatu National Sports Policy seeks to operationalise.

The Vanuatu National Sports Policy will inform the development of specific policies supported by an Implementation Plan detailing the resourcing (both budgetary and human resources) of initiatives, review, reporting, governance with a related Monitoring & Evaluation (M&E) Framework.

The Implementation Plan and a Monitoring & Evaluation Framework for the Policy will be developed and up-dated regularly in close cooperation with the M&E Unit in the Department of Sectoral Planning, Policy and Aid Coordination (DSPPAC).

The Vanuatu National Sports Policy will support initiatives to realise 9 of the 17 SDGs using a cross-sectoral and multi-agency approach. The analysis of the National Sustainable Development Plan "flags" the SDGs being targeted through each objective and activity.



# Guiding Principles

The Vanuatu National Sports Policy is guided by the National Sustainable Development Plan, Sustainable Development Goals and the Corporate Plan MYD&S 2019 - 2021.

It is also underpinned by the following guiding principles:

## 1. Participation

All Ni-Vanuatu are provided opportunities to participate in physical recreation, sports and participation in physical activities in both informal and formal settings regardless of gender, age, geographical location and disability.

## 2. Rule of Law

Stakeholders active in the sports and recreation sectors are accountable to uphold and adhere to lawful practices and policies including relevant legislation and the Common Law, particularly the Public Finance and Economic Management Act (Cap 244), Central Tenders Board Act (Cap 245), Vanuatu National Sports Commission Act (VNSC) Act and the Vanuatu National Financial Services Commission Act Cap 150.

## 3. Good Governance and Transparency

The National Vanuatu Sports Policy is guided by the principles of good governance to ensure transparency in use of resources and reporting, merit based decision making and public access to information as per the Right to Information Act.

## 4. Inclusion and Equity

As directed by the National Sustainable Development Plan, social inclusion and equity for all is a core principle guiding the Vanuatu National Sports Policy, facilitating access for all parts of Vanuatu society, particularly vulnerable groups - women, the aged, disenfranchised youth, remote communities and those living with an impairment either physical or mental.

## 5. Access to Quality Infrastructure

Access to good quality, accessible, well maintained and well managed sports infrastructure is a target of the NSDP and of the Vanuatu National Sports Policy.

## 6. Consultation

Vanuatu is a consultative society. Initiatives to deliver outcomes in the sports and physical education sector must be developed through broad consultation. Consultation, cooperation and consensus will remain as guiding pillars of the development of policy, legislation, projects and planning in the sports sector in Vanuatu.

## 7. Value

Value will be achieved by avoidance of duplicated efforts through proper consultation, cooperation and partnerships to ensure the best possible use of limited resources – human, infrastructure, equipment and funding – in the Vanuatu sports, physical education and physical activities participation sector. Financially, “value for money” will be optimised by compliance with the Public Finance and Economic Management Act (Cap 244) and the Central Tenders Board Act (Cap 245).

## 8. Accountability and Compliance

National and international policies and guidelines will be adopted by organisations delivering sports, physical education and participation in physical activities through planning, financial accountability, human resource management, service delivery and capacity building at both individual and organisational levels. Due diligence processes will be complied with.

## 9. Ethical Behaviour

Sportsmen and sportswomen, coaches and officials become ambassadors for sport. When travelling overseas as “Team Vanuatu,” they represent our nation. There will be zero tolerance for behavior that brings Vanuatu into disrepute.

## 10. Evidence & Merit Based Decision Making

Collection and sharing of data to guide evidence based decision making is an NSDP objective. The use of this data will facilitate transparent, merit based decisions such as teams’ selections, financial resource usage and accessible,

compliant reporting.

## 11. Climate Change

The impact of Climate Change is a cross cutting issue of national importance and wherever possible should be integrated into Ministry of Youth & Sports activities. Sports infrastructure and venues should be Climate Change resilient.

## 12. Decentralisation

Decentralisation is a high priority target for the Vanuatu Government referenced in the National Sustainable Development Plan and the Decentralisation Act 2013 (Cap 230). Development of sport venues, competitions and initiatives such as Sports Tourism and Sports Adventure Tourism in the provinces ie mountain biking would target adventure tourism activities being developed in the provinces with positive impact on rural economies.

# Targets and Activity Areas

The Vanuatu National Sports Policy seeks to support the goals and aspirations defined by the Sustainable Development Goals as well as the vision of the National Sustainable Development Plan (NSDP) through progression of the following targets, and the 14 Target Areas provide a framework for high priority initiatives in the sports sector:

## Target 1: Sports in Education

Support the Ministry of Education and stakeholder organisations to achieve improved participation and involvement in sports, physical education and physical activity in schools.

Activity areas for sports in education may include:

- Participation: improve participation levels in sport and physical activity programs in schools;
- Equal Access: encourage equal opportunity for access for students in sport and physical activity regardless of gender, ability age or impairment
- Curriculum: Support the Ministry of Education to develop curriculum linkages for sport and physical activity in schools;
- Career Pathways: Support life-long career pathways and opportunities in schools, academic institutions, TVET and the Sports Industry.

## Target 2: Sports and Health

Support the Ministry of Health to increase participation at all levels of society in sport, physical education and physical activity to improve health, lifestyles and well-being of individuals, teams and communities.



Activity areas may include:

- Facilitation of a cross-sectoral approach to support the Ministry of Health to promote participation in sports and physical activities in an integrated approach to achieve key Ministry of Health policy and planning priorities;
- Support research and data collection on participation in sports and physical activity.
- Liaise with other sector stakeholders i.e. NGOs, CSOs active in initiatives to improve healthier lifestyles to combat NCDs;
- Use successful athletes as role models or “Change Champions” to encourage sports participation for healthier lifestyle outcomes;
- Promotion of parasports to encourage those living with an impairment to participate in sport for a healthier lifestyle from grassroots involvement to elite levels ie Paralympic Games, Special Olympics.

### **Target 3: Sports and Women**

The target for women in sports is to improve access at all levels - grassroots participation to elite - for women in sport, physical education and physical activity as well as athletes, coaches, officials and in women in sports leadership, management roles and careers after sport.

Activity areas may include:

- Encourage participation to promote the benefits of participation in sport and physical activity, especially working with the Department of Women’s Affairs in the Ministry of Justice and Community Services;
- Support for the Women in Sport Committee to promote broad based involvement and capacity building in organisations promoting women in sport
- Utilisation of the “Change Champions” approach to highlight the stories of successful women in sport - athletes, parathletes, coaches and officials - to act as role models for increased participation;
- Advocacy for women to assume roles of leadership and management in the sports sector;
- Tracking of data on participation by women across all sports.

### **Target 4: Sports and Disability**

The target is to increase formal and informal participation and inclusive, equitable involvement for people living with an impairment - physical or mental - to improve well-being, community awareness, self-esteem and healthier lifestyles.

Activity areas may include:

- Support for resourcing to promote integrated sports and physical participation for those living with an impairment;
- Increase in financial and technical support for the development of an integrated sports approach to include those living with an impairment, coaches and officials;
- Tracking data on involvement in sports, physical education and physical activity by those living with an impairment to use for evidence based decision making and reporting on participation trends;
- Liaison with Government Ministries and Non State Actors i.e. Disability Desk, Ministry of Justice and Community Services, NGOs and CSOs and private sector supporters to develop cross sectoral strategies and support mechanisms;
- Promotion of stories of individual high achieving para athletes as “Change Champions” to raise advocacy and awareness on integrated sport for those living with an impairment (mental and physical).

### Target 5: Sports and Tourism

The target for sports tourism is to promote Vanuatu as a destination for sports events and activities to grow the economy, utilising existing infrastructure and encouraging development of new facilities and sports venues in all six provinces. Sporting Tourism is an economic growth area seeing travelling teams, their supporters and spectators stimulating the national tourism sector and economy through attendance at recognised/classified events held in country. Sports Adventure Tourism ie mountain biking would see adventure tourism activities being developed in the provinces with positive impact on rural economies.

Activity areas may include:

- Establishment of strong relationships with the Depart of Tourism, the Ministry of Trade and Ministry of Foreign Affairs, and Air Vanuatu as well as private sector engagement through the Vanuatu Chamber of Commerce and Industry (VCCI) to promote the potential of Sports Tourism;
- Development of an agreed and well promoted forward Events Calendar in close cooperation with the Vanuatu National Sports Commission, VASANOC and related Government agencies active in the tourism sector;
- Liaison with National Sporting Federations to support planning for international events potentially bringing teams, supports and spectators to

Vanuatu;

- Seeking technical support i.e. volunteer in Sports Tourism/Sports Business, to liaise across sector stakeholders active in sporting tourism to promote an integrated approach;
- Assistance with data collection on sports tourism.

### **Target 6: Sports Diplomacy**

The target for sports diplomacy is to improve diplomatic ties and understanding between nations through the vehicle of sport.

Activity areas for sports may include:

- Liaison with the Ministry of Foreign Affairs to investigate and support the potential use of sport as a mechanism to promote greater understanding of cultures between partner nations;
- Support for the fielding of teams travelling overseas, representing Vanuatu, to act as Sports Ambassadors with appropriate pre-departure briefings;
- Collection of data on teams travelling overseas or touring Vanuatu.

### **Target 7: Sports and Culture**

The target for Sports and Culture is to identify, support and encourage participation in traditional, indigenous sports and games.

Activity areas may include:

- Working with the Vanuatu Cultural Centre and the Malvatumauri Council of Chiefs to identify indigenous sports and games;
- Support for the Vanuatu Cultural Centre and its Cultural Field Workers Program to publicise indigenous sports and games and grow participation;
- Identification, reviving and promotion traditional sports that may be waning in popularity and participation levels to ensure these do not die out but are retained as part of Vanuatu's rich cultural heritage;
- Supporting events that show-case indigenous sports and games to encourage participation, retention and preservation of traditional sports and games.

### **Target 8: High Performance**

The target in High Performance (Elite Sports Programs) is to increase participation, improve planning, resourcing and involvement to achieve sporting excellence as individuals and teams.

Activity areas may include:

- Provision of support to build high performance pathways including Talent Identification programs in all six provinces, stronger local and provincial participation programs and competitions through support for local leagues, Area Councils and clubs;
- Collection of data to provide evidence based requests and planning on the basis of proven results, participation data and analysis;
- Promotion of sport participation and high performance through support for national sports events and participation in international competition;
- Development of each sport through support for each National Federation to improve its organisational capacity, governance, resourcing and reporting to track, monitor and deliver high performance, elite programs;
- Support for coaches, administrators and officials as well as athletes to achieve high performance through well-planned, life-long career pathway approaches;
- Liaison with VASANOC and VPC to improve harmonised planning and reporting to avoid duplication and ensure the best use of resources available for high performance, elite programs.

### **Target 9: Sports Infrastructure Development and Maintenance**

The target for sports infrastructure will deliver the NSDP targets for improving and maintaining well-managed, accessible, inclusive, high quality sports infrastructure in all six provinces to encourage participation and involvement through value-for money venues and well-managed infrastructure that is Climate Change resilient.

Activity areas may include:

- Work with the Vanuatu National Sports Commission (VNSC) to implement and support the VNSC mandate under the VNSC Act to provide planning oversight of Vanuatu's sports infrastructure in all six provinces;
- Recognise decentralisation of decision making, provision of resources and assets as a central tenant of Vanuatu government policy by ensuring all six provinces are equitably included in budgets and equipment allocations;
- Ensure organisation and bookings for infrastructure are well coordinated through collaboration and liaison with the Vanuatu National Sports Commission;
- Promotion of the establishment, management, maintenance and utilisation of sports and physical recreation facilities to support the development of a

- range of sports disciplines;
- Seeking on-going financial and staffing provision to maintain facilities in all six provinces to the highest standard;
  - Requests for funding support to Vanuatu Government must include NF contributions;
  - Ensure water, sanitation and hygiene best practice is incorporated into inclusive, accessible design and maintenance programmes for sports facilities that is Climate Change resilient;
  - Ensuring all facilities as per the NSDP objective are accessible for those living with an impairment;
  - Development and up-date of a National Sports Development Strategy to ensure availability of sports facilities in schools and at the grassroots level in all six provinces to achieve sustainability outcomes of the investment in sports provided by the Vanuatu Government, the public, private providers and stakeholder partners;
  - Carry out an audit of existing facilities;
  - Assets Register of equipment, and infrastructure is up-to-date;

### **Target 10: Capacity Development and Career Pathways in Sport**

The target for capacity development in sport aims to improve training and capacity building for athletes, as well as for administrators, coaches and officials through enhanced career pathways.

Activity areas may include:

- Establishment of on-going programmes for sports training and development for recognised, compliant sporting associations and affiliated bodies/agencies;
- Provision of training for officials and administrators to improve their professional skills in officiating and administration of sporting activities;
- Investigation of opportunities for scholarships, professional exchanges and peer mentoring programs for athletes, administrators, coaches and officials;
- Recognition of the need to develop life long career pathways and profession alternatives for athletes after their direct contact athletics career;
- Identification of suitable training materials and on-line programs for athletes, coaches, officials and sports administrators with support from the Vanuatu Qualifications Authority;
- Support for the development, advocacy and awareness for sports nutrition, medicine, psychology, biomechanics, physiology, pharmacology and other sports related branches of sports science and medicine.

### Target 11: Sports Administration and Management

The target in sports administration and management is to support National Federations and key sporting bodies to improve their management, administration, compliance and governance.

Activity areas may include:

- Provision of support to strengthen the organisational capacity, compliance and capability of national sporting federations and affiliated agencies/bodies in the administration and delivery of sports, physical education and physical activity;
- Seeking resourcing for the provision of training in record keeping, financial management, accountability and data management across Government, national sports organisations and associated bodies in the sports sector;
- Training in skills that are useful during the period of direct involvement in sport but also after retirement, as the administrator or coach or athlete moves to paid professional career alternatives that may not be sport based – a “life-long skills development” approach;
- Provision of accurate data to the Vanuatu National Statistics Office, Ministry of Youth Development & Sports, DSPPAC, VPC and VASANOC to be used for evidence based decision making for better resourcing and planning;
- Supporting national sporting federations and affiliated agencies/bodies to be compliant in provision of mandatory reporting i.e. under the VNSC Act, the NGO Act and the reporting requirements of VASANOC and funding agencies such as international development partners;
- Conduct awareness programs on Vanuatu legislation, procedures and policy to encourage principle based decision making.

### Target 12: Sports Investment and Sponsorship

The goal is to improve relationships between sporting bodies and potential investors to improve partnerships for growth.

Activity areas may include:

- Proactive encouragement of the private sector to develop supportive sponsorship arrangements for recognised, compliant national sports bodies and federations;
- Liaison with the Vanuatu Chamber of Commerce and Industry (VCCI) to raise awareness of the mutual benefits of the promotion of sport;
- Promote public-private relationships for the development of sport in

- Vanuatu by putting in place a framework to promote resource mobilisation such as increased private sector sponsorship for sports activities;
- Identification of successful investment models to promote financial support and sponsorship for the development of sport and sport facilities;
  - Training in sports marketing and private sector engagement to strengthen NF capacity to achieve partnership and sponsors in the corporate world;
  - Development of annual budget plans and funding requests to equitably distribute financial resources for Government agencies and compliant sports organisations and bodies;
  - Continuing implementation of the “Sports Ambassador” model for each Government Ministry to support an allocated sport.

### Target 13: Sports and Enabling Frameworks

The target is to establish an enabling framework of policy, legislation, Charters, Memorandum of Understanding, planning, reporting and budget allocations to provide and support transparent, equitable development of sport.

Activity areas may include:

- Support for sporting bodies to build an enabling framework of policy, legislation, planning, reporting and budget allocations to provide and support development of sport;
- Promotion of timely, data based reporting and acquittals;
- Provision of training to non-compliant bodies to develop the required planning and reporting needed to achieve compliance with the VNSC Act, the NGO Act and the reporting requirements of DSPPAC and VASANOC.
- Development of a data base of affiliated bodies active in sport, key contact details and compliance status;
- Development of Charters for School Games and National Games to guide responsibilities and roles for funding, procurement, equipment distribution, costs and profit sharing for the betterment of sport and sustainable sports outcomes;
- Development of Memorandum of Understanding to secure transparent, mutually beneficial partnerships between agencies active in the Vanuatu sports sector based on Vanuatu law, policy and procedures;
- Development of MOUs between central government Ministries, Municipalities, Provincial Government and the Vanuatu National Sports Commission on the legal status of sports venues in all six provinces for more effective resource provision, coordination of usage, maintenance, profit distribution from entry and hire fees and revenue generation;

- Undertaking effective planning to equitably distribute financial resources across sports federations and governing bodies.

#### **Target 14: Sport and the Youth Sector**

This target recognises the cross sectoral role and potential powerhouse of the youth of Vanuatu in driving sports not only through participation as athletes, officials and coaches but as volunteers at sports events, as passionate spectators and proponents of the importance of sport in the lives of all Ni-Vanuatu.

Activity areas may include:

- Utilising Youth Councils in the provinces to plan and deliver sporting events;
- Having youth representatives on boards and organising committees to ensure a youth “voice” is heard;
- Collecting data on youth engagement in sport, physical education and physical activity;
- Involving youth representatives in provincial, national and international fora;
- Investigate pathways for youth volunteers assisting in staging and organisation of sports events to progress through training and capacity building to qualified officials;
- Using youth “Change Champions” as advocates for inclusion and equity issues in sport.



# Implementation and Implementors

The Ministry of Youth Development and Sport will be a key agency for implementing the Vanuatu National Sports Policy by working closely in a spirit of collaboration and cooperation with the Vanuatu Association of Sports and National Olympic Committee (VASANOC), the Vanuatu National Sports Commission and the Vanuatu National Youth Authority.

The Ministry is undergoing an organisational restructure that will see revision of Job Descriptions to ensure closer liaison and build stronger relationships with stakeholders. The restructure will focus very strongly on improving infrastructure maintenance and in events planning, coordination and management. Inclusive, integrated sport will be specified in Key Result Areas and Key Performance Indicators. Reference to the Vanuatu National Sports Policy will be made in positions focusing on Monitoring and Evaluation, data gathering and sharing. Senior management roles will emphasise cross sectoral liaison and harmonisation both to deliver this policy and to avoid the previous “silo-based” and “Vila central” approach to planning and delivery.

Decentralisation to provincial government authorities of decision making, provision of resources and assets is recognised as central tenant of Vanuatu government policy. Adherence to decentralisation of planning and delivery will ensure all six provinces are equitably included in budgets and equipment allocations for high quality sports venues and programs.

The Ministry of Internal Affairs will be a key implementing agency for the centralization of delivery of sporting programs in the provinces, working through the six Provincial Governments and 72 Area Councils. The restructure of the Ministry of Youth and Sport recognises the need for stronger outreach and on-the-ground by providing for Sports Development Officers and Youth Development Officers in each province.

The Development Council of Officials (DCO) made up of Directors General and senior Government of Vanuatu managers and the Council of Ministers will be kept informed and involved in planning through regular presentation of Briefing Notes and Concept Papers related to the sports sector. The Council of Ministers (COM) in particular is a critical implementing agency as it is mandated to approve all national policy and review legislation before it moves to Parliament. The Council of Ministers also approves expenditure proposals based on national needs and planning priorities as defined by relevant policy. Once the new Sports Grants Policy is approved, the COM may regularly approve GoV funding to be made to the Ministry of Youth Development and Sport, VASANOC and compliant Sporting Federations for initiatives underpinned by the Vanuatu National Sports Policy, Vanuatu National Sports Commission Act (No 14 of 2014), the NSDP and the SDGs.

The Department of Sectoral Policy Planning and Aid Coordination (DSPPAC) provides guidance on policy development, in particular alignment to the SDGs and the NSDP. This agency assesses and audits policy, Implementation Plans, Annual Reports for GoV Ministries and associated agencies and drafts the Annual Development Report (ADR). DSPPAC's Monitoring and Evaluation role is important in assessing if policies such as the Vanuatu National Sports Policy is achieving its targets defined in the associated Implementation Plan.

The Ministry of Youth Development & Report will also monitor achievements in the plans related to the sports sector in its Annual Report, as per the Vanuatu Government Reporting Cycle, monitored by the Public Service Commission (PSC).

The Vanuatu National Youth Authority (VNYA) is a critical partner in ensuring the delivery of the targets of the Vanuatu National Sports Policy. The VNYA will utilise its already established network of Youth Councils and organisations and its strong partnerships with Non-Government and Council Society Organisations to organise, fund, deliver and monitor sports activities throughout Vanuatu. The VNYA has drafted the Vanuatu National Youth Development Policy 2012 – 2022 which is currently under review prior to approval by the Minister of Youth Development and Sport before submission to DCO and approval by the Council of Ministers.

It must be re-emphasised that the Vanuatu National Sports Commission is legally mandated by the Vanuatu National Sports Commission Act (No 14 of 2014), as the body responsible for approval of policy in the sports sector while the Ministry of Youth Development, VASANOC and the VPC can be seen as the implementing agencies charged with the responsibility of transforming policy

into activity and outcomes.

VASANOC was formed by the Vanuatu Amateur Sports Federations and the Vanuatu Olympic Committee in 1991. It is a non-government, charitable association of Vanuatu. It is the National Association of Sports, National Olympic Committee, Commonwealth Games Association, Pacific Games Association and Melanesian Games Association of Vanuatu. It develops and protects the Olympic Movement and represents the interests of all sporting organizations in Vanuatu according to the Olympic Charter by cooperating with Government organizations and NGOs. VASANOC is responsible for organizing, leading Team Vanuatu to Pacific, Olympic, Commonwealth Games and other Games sanctioned by the IOC. It is also responsible for submitting bids for these Games to the PGA International Olympic Committee (IOC) and CGF. VASANOC's Core Value is "Olympism" which is a philosophy that places "Sport at the service of Humanity."

The Vanuatu Paralympic Committee (VPC) is an independent, not-for-profit organisation. The VPC works to promote paralympic sport in Vanuatu at all levels, from grassroots/community to international representation. VPC's main method of achieving these aims is through the ongoing support of stakeholder organisations (full members) to run programs and to emerging organisations (affiliates & disability support entities) supporting parathletes and people living with impairment wishing to be involved in healthier lifestyles. The VPC is an affiliated member of VASANOC and will work closely with all sector stakeholders to achieve objectives defined in the Vanuatu Sports Strategy related to those living with a physical impairment.

Whilst many of these organisations are involved at a planning, resourcing and governance level, in Vanuatu, the role of the Non-Government Organisations and Civil Society Organisations is critical for on-the-ground delivery of initiatives. The role of the Malvatumauri Council of Chiefs, Churches and Women's Groups is pivotal. No program will be implemented effectively without their involvement. This operational reality must be recognised through collaboration and consultation for the delivery of the Vanuatu National Sports Strategy.

# Implementation Strategy, M&E Framework, Regular Review and Version Control

The sports, physical education and physical activity sector in Vanuatu is evolving rapidly.

In order that the Vanuatu National Sports Strategy is responsive to emerging issues, needs and priorities, it is proposed that the Policy be reviewed every 3 years in alignment with the Ministry of Youth Development and Sports Corporate Plan cycle or earlier if changing operational environment demands re-evaluation.

Version Control and the proposed Date for Review will be indicated by a footer (as below).

On recommendation of DSPPAC, an Implementation Strategy should be developed within 3 months of approval of the Vanuatu National Sports Policy by the Council of Ministers. The Implementation Plan will be coordinated by the Vanuatu National Sports Commission and the Ministry of Youth Development and Sports working closely with key implementing Agencies/Partners previously detailed.

Based on the Implementation Strategy for the Vanuatu National Sports Policy, an M&E Framework will be jointly developed and agreed with the M&E Unit of the Department of Sectoral Policy, Planning and Aid Coordination. The Annual Report for the Ministry of Youth Development and Sport will plot progress, successes and challenges in delivery of the Vanuatu National Sports Policy while the Annual Development Report will track progress against the Sustainable Development Goals.

# Annex 1: Policy, Legislative and Research Framework in Vanuatu

Vanuatu National Sustainable Development Plan 2016 - 2030

Vanuatu National Sustainable Development Plan M&E Framework

Vanuatu National Youth Development Policy 2012 – 2022 (draft)

Vanuatu National Youth Strategic Plan of Action (2012-2015)

Vanuatu Health Sector Strategy 2017 - 2030

Stratem Rod Long Justis Sector Strategy

Youth Development Policy 2012 - 2020

Civil Society Statement #6 Youth Economic Empowerment in Vanuatu

Vanuatu Strategic Tourism Action Plan 2014 - 2015

Ministry of Education Curriculum Development Unit PE

National Disability Inclusion Development Policy 2018 - 2025

Vanuatu National Sports Commission Act. No.14 of 2014;

Sport Policy in Vanuatu (Tsutomu Kobayashi, Russell Hoye & Matthew Nicholson, International Journal of Sport Policy and Politics);

VASANOC Constitution, 15 June 2017;

VASANOC Strategic Plan, 2017 -2020;

KAZAN ACTION PLAN (MINEPS VI);

Communique on Pacific Sports Minister's Meetings, 2017 and 2018;

The Vanuatu Game Plan: Making Sport Play in National Development: (Henry Tavoia, MEMOS XV);

The Contribution of Sport to the Sustainable Development Goals and Post-2015 Development Agenda (IOC);

Sport and the Sustainable Development Goals (UNOSDP);

Vanuatu Paralympic Committee Strategic Plan 2017 - 2020

Pacific Sport Compass;

Maximising the Contribution of Sport to Economic and Social Development for Pacific Island Countries - Fiji and Samoa

Gud Fala Kakae Policy

Hon.PM Charlot Salwai letter to Dame Meg Taylor, SG of PIFs, dated 26 February 2018;

National Disaster Management Office Strategic Plan, 2016-2020;

Vanuatu Health Sector Strategy, 2017 - 2020;

Youth & Sports Legacy Plan (draft plan for planning after 2017 Mini Games)

Legacy Plan Post Mini Games Dec 2017 (draft)

Public Finance and Economic Management Act (Cap 244)

Government Contract & Tenders Act (Cap 245)

Vanuatu National Sports Commission Act (VNSC) No 14 of 2014

Vanuatu National Youth Authority Act

Vanuatu National Financial Service Commission Act

Vanuatu Charitable Institutions Act

Vanuatu Non Government Organisations Act

Right to Information Act.

Vanuatu Decentralisation Act 2013 (Cap 230)



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