

The background features a stylized illustration of aquatic sports. On the left, a swimmer is shown in profile, wearing goggles and a swim cap, with a splash of water below. On the right, a swimmer is depicted in a dynamic, forward-leaning stroke. The water is represented by flowing, wavy lines in shades of light blue and green. Two circular icons with the Jamaican flag's green, yellow, and black colors are positioned in the top-left and bottom-left corners.

# **AQUATIC SPORTS ASSOCIATION OF JAMAICA**

## **ASAJ**

**STRATEGIC PLAN  
2024-2027**

**“Transforming the ASAJ for today and tomorrow”**

The background features a large, semi-transparent circular logo for the Association of Swimming and Aquatics Jamaica (ASAJ). The logo contains the text 'ASSOCIATION OF SWIMMING AND AQUATICS JAMAICA' around the perimeter and a central emblem of a swimmer in blue waves.

# **“Transforming the ASAJ for today and tomorrow”**

**The ASAJ Strategic Plan 2024–2027 provides the blueprint for how the ASAJ will identify and address the structural impediments in aquatics. It details how we will purposefully collaborate with our member clubs, athletes, coaches and key stakeholders to enhance the effectiveness of our organization and all aquatic disciplines. This plan will guide our efforts to expand participation, develop high-performance pathways, strengthen governance and engage stakeholders as we transform the ASAJ for today and tomorrow.**

**It is generally accepted that, to date, our performances have not matched our potential. We firmly believe that Jamaica’s youth can rank among the best in the world if their talent is identified early and nurtured with care, guidance and the appropriate resources. This philosophy underpins the entire strategic plan, which balances long-term development, starting with children yet to learn to swim with targeted support for athletes who are already, here and now, brimming with potential and requiring intentional support.**

**The success of this plan will depend on collaboration among member clubs, coaches, athletes, families and partners as we strive to build a stronger, more unified ASAJ. By putting our athletes first and prioritising their development, we can unlock not only personal achievement but also National pride, as our athletes carry Jamaica’s colours with distinction on the world stage.**

# **ASAJ's Mission**

**The ASAJ champions all aquatic disciplines, from the first splash to the world stage. We are committed to excellence, sportsmanship and inclusivity, empowering every athlete and stakeholder to achieve their highest potential and showcase Jamaica's talent to the world.**

- 1. The Aquatic Sports Association of Jamaica (ASAJ) is the National governing body for aquatic sports in Jamaica.**
- 2. Our mission is to promote and develop artistic swimming, beach water polo, diving, high diving, masters swimming, open water swimming, swimming and water polo throughout the country and from grass-roots to elite levels.**
- 3. We aim to foster a culture of excellence, sportsmanship and inclusivity while providing opportunities for athletes and stakeholders of all levels to achieve their fullest potential.**

# **STRATEGIC VISION**

**Building a stronger, more efficient and high-performing aquatic sports community across Jamaica**

**“Transforming the ASAJ for today and tomorrow”**

## **ASAJ’s Core Values**

**Guided by our core values, our operations will put athletes first as we drive high performance systems towards achieving excellence**

- 1. Respect**
- 2. Fairness**
- 3. Transparency**
- 4. Accountability**
- 5. Integrity**
- 6. Teamwork**
- 7. High performance**
- 8. Inclusivity**

# Approach to the creation of Strategic Plan

**The ASAJ Strategic Plan was developed through a structured and deliberate approach, beginning with the establishment of a clear strategic vision to guide our long-term goals. From this vision, we identified key strategic priorities that reflect the areas of greatest impact for the growth and development of aquatic sports in Jamaica. These priorities were translated into specific strategic initiatives, outlining focused interventions and projects to achieve our objectives. Finally, strategic action items were defined internally, providing concrete steps to deliver meaningful results for athletes, clubs and stakeholders. This comprehensive process ensures that the plan is both ambitious and actionable, bridging the gap between aspiration and execution.**

## Strategic Vision

reflects the broad objective/s of the strategic plan

## Strategic Priorities

high-level statements of direction subject to a definition of gaps identified

## Strategic Initiatives

describes the things that we will *do* to achieve our goals and objectives.

## Strategic Action Items

smaller, self-contained units of activity

# STRATEGIC PRIORITIES

**The strategic priorities of the ASAJ provide the foundation for our development efforts over the 2024 – 2027 period. They focus on the areas that will have the greatest impact on the growth and performance of aquatic sports in Jamaica. These priorities include expanding participation through learn-to-swim and all-island development programs, strengthening high-performance pathways for elite athletes, fostering the growth and development of all eight aquatic disciplines, implementing governance reforms to enhance transparency and accountability and engaging stakeholders to build a stronger, more collaborative aquatic sports community. By concentrating our resources and attention on these priorities, we ensure that every initiative and action we take drives meaningful progress for athletes, clubs and the broader aquatic sports ecosystem.**

## Pillar I

### EXPANSION

- We will broaden and deepen all-island learn-to-swim opportunities for Jamaica's youth and increase exposure to all aquatic disciplines.



## Pillar II

### HIGH PERFORMANCE

- We will add greater value to athletes and their support team by leveraging the range of performance inputs towards producing elite-level outcomes.



## Pillar III

### OPERATIONAL EFFECTIVENESS

- We will develop appropriate systems, structures and policies to improve financial and non-financial performance, build trust, better serve stakeholders and enhance accountability, transparency and legal compliance.

# Expansion

**broaden and deepen all-island learn-to-swim opportunities for Jamaica's youth and increase exposure to all aquatic disciplines.**

STRATEGIC PRIORITIES	KEY INITIATIVES
<p>1. Develop a framework for all-island learn-to-swim opportunities for Jamaica's youth</p>	<p>1.1 Align with or develop an all-island learn-to-swim program where this program includes the training of coaches, administrators and provisions for quality assurance.            1.2 Form an Expansion Committee with broad representation to evaluate the options for the provision of learn-to-swim modalities across the range of geographic areas toward the development and implementation of the appropriate options.            1.3 Evaluate the prospects for expanding learn-to-swim access within schools not currently being served and also evaluate the potential for Government support.</p>
<p>2. Provide opportunities for more of Jamaica's youth to learn artistic swimming, water polo and receive exposure to triathlon</p>	<p>2.1 Ensure that each Technical Committee has a beginner coach curriculum which can be delivered to prospective coaches.            2.2 Integrate beginner coach curriculum into learn-to-swim coaching programs.            2.3 Engage with Preparatory, Primary and High Schools and support them towards the inclusion of these sports.            2.4 Engage with the Jamaica Triathlon Association and other relevant bodies, toward memoranda of understanding which will cause interested swimmers to receive exposure to the sport of triathlon.</p>
<p>3. Conduct feasibility evaluations around the development of diving and high diving programs</p>	<p>3.1 Evaluate the pool allocation potential of hosting diving training.            3.2 Identify a potential locally-based diving coach and/or prospects for the training of a local coach.            3.3 Evaluate the potential linkages with gymnastics and trampoline programs.            3.4 Conduct a structural assessment of the diving boards towards the determination of their structural integrity and remaining lifespan.            3.5 Produce an equipment costing to include springboards and other essential equipment related to diving.</p>
<p>4. Develop plans to expand Open Water Swimming, Beach Water Polo and Masters Swimming</p>	<p>4.1 Establish an Open Water Swimming Committee to develop an expansion plan, to include training, competition and hosting events.            4.2 For the Water Polo Technical Committee to develop a plan for the expansion of Beach Water Polo, to include training, competition and hosting events.            4.3 In the case of Masters swimming, develop a plan to encourage long term athlete development (LTAD).</p>
<p>5. Improve the profile, popularity and brand value of the aquatic sports</p>	<p>5.1 Develop and promote expanded learn-to-swim opportunities for adults in conjunction with swim coaches and Clubs.            5.2 Launch a learn-to-swim month centered around the promotion of the value proposition within aquatics, with swimming as the foundation.            5.3 Form a strategic alliance with the Ministry of Health &amp; Wellness to encourage swimming for fitness and rehabilitation.            5.4 Host at least one Business House Masters Swim Meet per year, leveraged to promote long term athlete development, adult learn-to-swim and life-long health and wellness.            5.5 Form strategic alliances and, where applicable, develop Memoranda of Understanding with key stakeholders such as the Ministry of Culture, Gender, Entertainment &amp; Sport, the Ministry of Education, the Jamaica Olympic Association, the Ministry of Tourism, GC Foster College, the Sports Development Foundation and ISSA towards the long-term development of aquatics.            5.6 Improve the visibility of aquatics events on the range of media outlets.</p>

# High Performance

**add greater value to athletes and their support team by leveraging the range of performance inputs towards producing elite-level outcomes**

STRATEGIC PRIORITIES	KEY INITIATIVES
1. Develop a framework to provide world-class training opportunities for athletes in order for them to maximise performance, longevity and enjoyment	1.1 Form a High Performance Committee to identify all the gaps which exist in Jamaica to include technological, infrastructure, human resources and any others which are relevant and develop a plan of action for closing these gaps in the shortest possible timeframe 1.2 Coordinate and support an ongoing National training program to promote the most highly competitive training environment possible as well as the delivery or support to National athletes 1.3 Promote holistic athlete development
2. Develop and retain world-class coaches as well as produce world-class technical officials	2.1 Form a Coaches Committee to facilitate knowledge-sharing and continuous education 2.2 Host webinars, at least quarterly, for technical experts to share methodologies and for coaches to engage with each other 2.3 Develop a mechanism to incentivise coaches' active and ongoing attendance in training programs and commitment to lifelong learning using options such as remuneration, National selection and others, as appropriate. 2.4 Ensure that coaches receive educational material produced by the regional and global leadership 2.5 Ensure that coaches are kept abreast of cutting-edge training methodologies, strategies and training aids 2.6 Ensure that training and mentorship are provided for technical officials in addition to support which can facilitate their participation at external events as well as placements on external committees
3. Develop a world-class support structure for athletes	3.1 Through the Athletes' Committee, define a strategy to provide additional critical support to athletes 3.2 To incentivise performance and promote rewards and recognition, host an annual awards ceremony 3.3 To assist parents and guardians, host informational sessions and webinars for learning and engagement

# Operational Effectiveness

**develop appropriate systems, structures and policies to improve financial and non-financial performance, build trust, better serve stakeholders and enhance accountability, transparency and legal compliance.**

STRATEGIC PRIORITIES	KEY INITIATIVES
1. Ensure effective organisational management	<p>1.1 Conduct a comprehensive audit of the organisation's systems, functions and processes, to include the production of relevant documentation, and ensure that staffing and use of technology are appropriate to provide for effective and optimised management.</p> <p>1.2 Ensure that appropriate job descriptions are developed for all staff and Terms of Reference are developed for all Committees</p> <p>1.3 Ensure that appropriate reporting structures are in place for the management of the NAC which recognises the ultimate authority of the ASAJ Council.</p> <p>1.4 Produce a comprehensive risk audit and undertake the relevant actioning to ensure risk minimisation and the introduction of mitigation measures.</p> <p>1.5 Assess the physical plant and determine the necessary upgrades consistent with Association's high performance objectives.</p> <p>1.6 Provide for succession management by ensuring adequate documentation is developed for each critical function and, where appropriate, identify and train human resource personnel.</p>
2. Improve financial stewardship	<p>2.1 Identify and activate revenue opportunities to include corporate partnerships with local and international entities as well as advertising and branding opportunities at the facility and otherwise.</p> <p>2.2 Produce a consolidated budget for the Association to include expenses related to operations and the development of the various disciplines with respect to training costs, competition expenses, wish-list items, capital needs and a contingency provision.</p> <p>2.3 Based on the consolidated budget and current revenue projections, determine the need for adjustments to fees and charges in order to achieve financial targets.</p>
3. Improve stakeholder engagement, communication and service delivery	<p>3.1 Host regular engagement sessions with coaches, clubs, parents, a broad town hall forum as well as with external stakeholders</p> <p>3.2 Improve media engagement by developing a current list of media stakeholders and actively provide them with updates regarding event results, performances and other relevant information.</p> <p>3.3 Improve communication by ensuring the maintenance of an active website and social media platforms as well as timely communication of relevant information to include training, scholarship, grant and other relevant opportunities.</p> <p>3.4 Develop appropriate service level standards to improve stakeholder satisfaction.</p> <p>3.5 Ensure harmonious relationships with external stakeholders to include regional and global governing bodies as well as Government, Ministries, Departments and Agencies.</p>
4. Upgrade governance framework in line with global best practice	<p>4.1 Produce a draft constitution subject to a review of global best practices and considerations regarding an appropriate structure for a modernised ASAJ.</p> <p>4.2 Determine the need and develop appropriate rules, policies and guidelines to ensure the effective management of all aquatic affairs.</p> <p>4.3 On the basis of a review of local and global laws, regulations, rules and policies, ensure the ASAJ's full compliance.</p> <p>4.4 Towards improved transparency, ensure that the relevant Council documents are posted to the website and appropriately disseminated.</p> <p>4.5 Ensure that avenues are created for the perspectives of athletes to be communicated to the Council.</p>
5. Strategic management	<p>5.1 Develop a framework to engage relevant stakeholders on the development and implementation of strategic action items and/or Key Performance Indicators (KPIs), as well as the possible need to adjust action items and also to develop a new framework, as appropriate.</p> <p>5.2 Evaluate and action opportunities for appropriately-skilled Jamaicans to gain membership on committees and boards of regional entities.</p> <p>5.3 Ensure the reward and recognition of those who serve the organization.</p>

