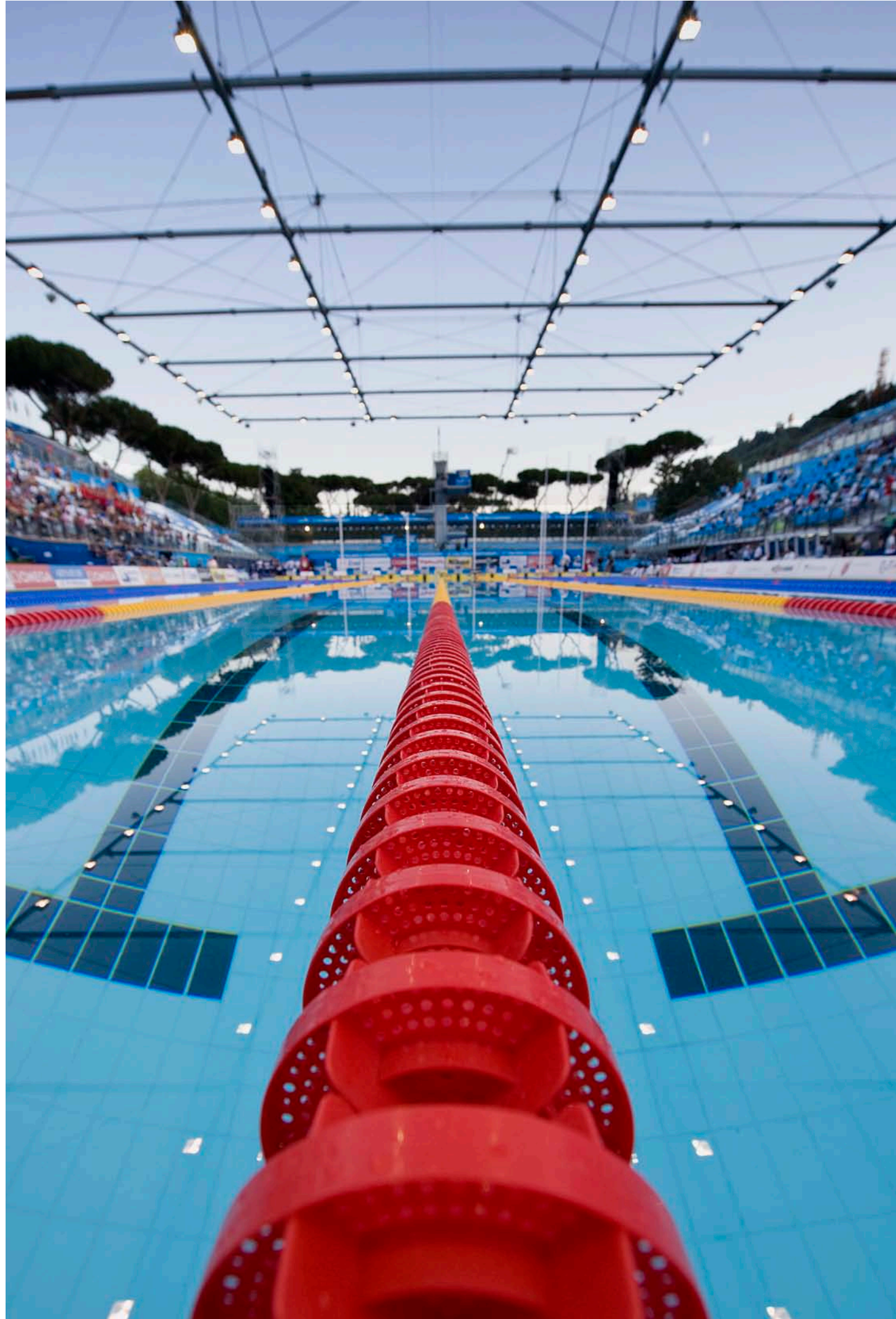


Building New Ways for Success in Aquatic Sports

FINA National Federations Development Handbook
2010



Foreword

By Dr. Julio C. Maglione, FINA President



As our athletes continuously push to better themselves, breaking tough to new heights and setting the pace of victory, so must we in turn drive for these same accomplishments to deliver results on all levels. We are the core of development and growth within aquatics and everyday we as individuals must strive to improve our administrative and managerial skills.

The handbook you now have in your possession has been developed to assist each National Federation in achieving higher goals.

The objective of this document is to give you some direction and helpful guidelines on the many areas you address on a daily basis. It doesn't matter if your federation is just starting up or has been in existence for 100 years: there is something for everyone here.

This new FINA National Development Federation Handbook is the result of the work with a range of international experts in many fields and it will provide guidelines on how we can all win in water.

Specifically, it will help you on:

- Planning your future
- Securing your structure
- Promoting your brand
- Choosing your people
- Increasing your income
- Supporting your sport
- Improving your skills
- Developing your partnerships

We at FINA believe that we can generate optimal performances in aquatics on all levels. We need strong National Federations and believe through the creation of this handbook together we can make a difference for our sport in your countries.

We have an obligation to provide our athletes, coaches, and officials with a strong foundation for development and the best possible conditions to grow and develop.

Our commitment to aquatics runs deep within all of us and we must continue to strive to be the best that we can be. All champions need a winning team to support them, we are their support. One beat at a time, one stroke at a time, together we will be winners!

Our passion for aquatics flows through each of us. Let our vision for Aquatics flow throughout the world.


Dr. Julio C. Maglione
FINA President

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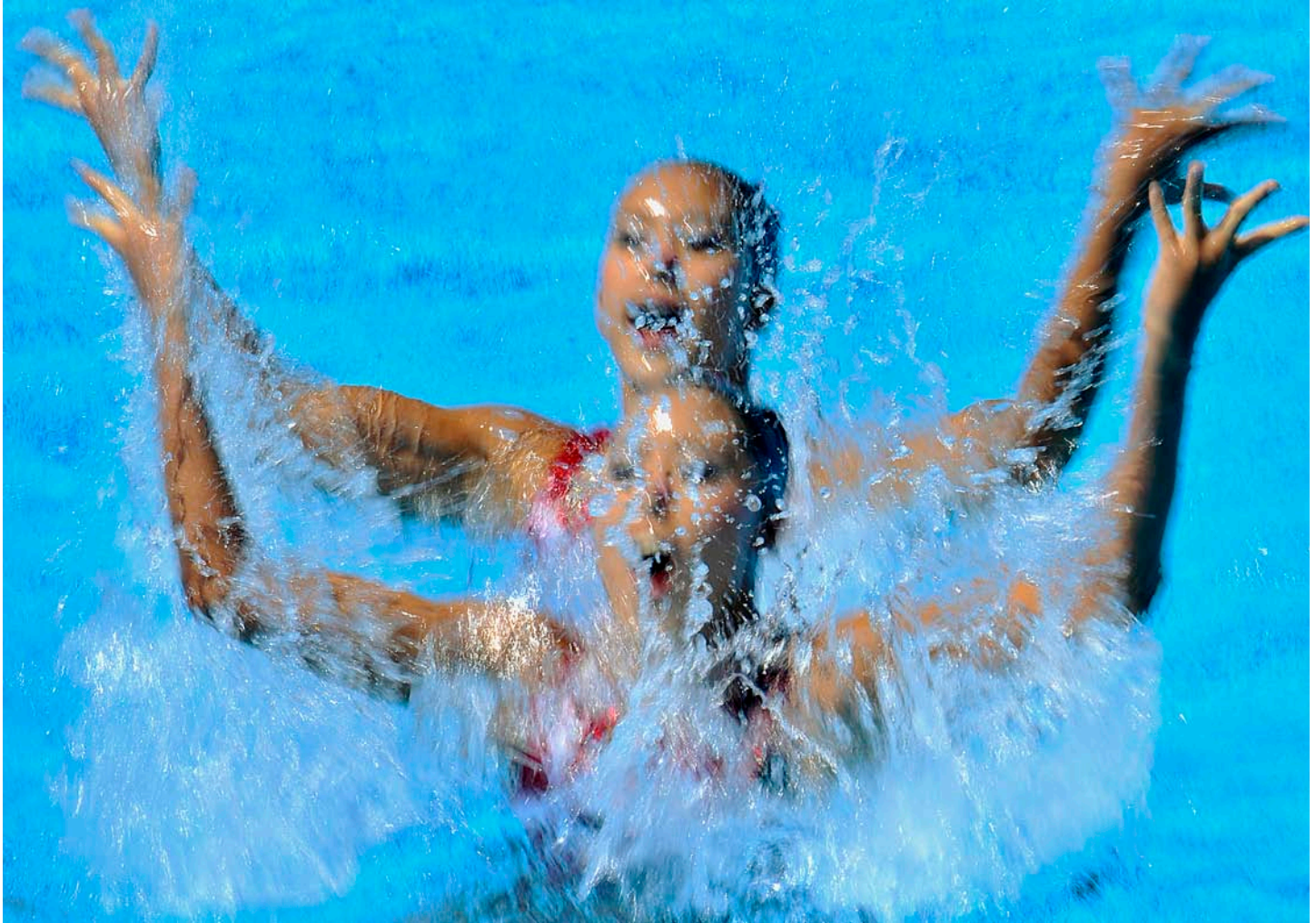
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Chapter 1.1

Developing mission, vision and values

Benefits of this chapter

As any athlete will tell you, success starts with a dream – a goal to reach for, an objective to accomplish, something to aspire to. For an aquatics federation, the dream is found in your mission, vision and values.

A mission statement expresses your federation's goals and overall purpose. In other words, it is the foundation for the future. For that reason, it is important to consider both present and future ambitions when developing your mission statement.

Your mission is the springboard for your vision, which describes what your organisation will look like in day-to-day operations. Your federation's values represent the core priorities in your organisation.

Together, mission, vision and values are the basis for your future success as an aquatics federation. But first you must have goals – you must have a dream!

Introduction

Developing a mission, vision and values can be both challenging and inspiring. As with any organisational endeavour, dedication is required to create formal processes and methods for abiding by them. The process may take time and patience, but the benefits are well worth all your efforts.

Devising a plan for your federation allows you to assess your immediate goals, resources and environment, while giving you liberty to dream for the future. Keep in mind that these dreams must be realistic – a swimmer never breaks a world record his first time off the blocks!

Remember that the aim of mission, vision and values is to grow as a federation. So ask yourself three critical questions:

- Who are we?
- What do we want to achieve?
- How can we achieve this?

Think about it. A strong foundation can promote unity within your aquatics federation, organise your allocated resources and grow your federation into the future.

Getting started

While every aquatics federation has multiple areas of focus – events, administration, development, etc. – one thing is clear. Each federation needs an effective, powerful mission statement before moving forward.

A mission statement is a critical component for any organisation. It is a fundamental step when deciding what you want your goals to be and how you want to develop your federation. It is the difference between being another typical “non-profit” or becoming a streamlined, effective aquatics federation with a professional approach.

The start of any plan begins with figuring out exactly what your purpose is, where you are today, where you want to be tomorrow and how you want to get there.

The whole process is a gradual one. It begins by analysing your current situation and defining your objectives with a mission statement, vision and values. Once you have these in place, you can dive in and move your federation forward!

Diagram 1.1 a
Move your federal forward



Developing a mission

A mission statement provides a guideline for you and your members. It states the reasons why your organisation exists and is an important piece of the puzzle as you develop your federation.

A strong, effective mission statement serves the following four purposes:

1/ Promotes unity

A clear, well-written mission statement can get the support of the entire federation. Having a mission statement that everyone believes in will foster a sense of unity.

2/ Allocates resources

Most federations have limited resources – financial, human, etc. Determining how to allocate them can lead to difficult decisions. With a clear mission statement in place, linking those hard choices to your mission can make your reasoning and your decisions defensible.

3/ Provides foundation for growth

Every federation needs a guideline to reference. A mission statement will be the first step your organisation will need to create growth in the later stages of strategic development.

4/ Creates culture

Your mission statement can set the standard within your federation. While it can be difficult to gain full acceptance at the beginning, establishing criteria can help your members feel committed to a common cause in the long-run.

A strong, effective mission statement features the following four characteristics:

1/ Identifiable

A mission statement should be one with which your members can identify. It should be the statement that inspires future success and from which important decisions can be made.

2/ Applicable

A mission statement should be a practical tool that allows your members to feel like they are part of your federation. It should be something that can speak to your members in their day-to-day activities.

3/ Measurable

No matter their position in your federation, your members and staff should be able to measure their performance against your mission statement. Your mission statement should be able to be quantified.

4/ Valuable

Your mission statement can set you apart from other sporting federations in your respective country and give you a competitive advantage. Look around and measure the competition in your region in terms of sponsorship, volunteers, etc.

Great examples of mission statements are those from USA Swimming and British Swimming:

USA Swimming

USA Swimming is the National Governing Body for the sport of Swimming. We administer competitive swimming in accordance with the Amateur Sports Act. We provide programs and services for our members, supporters, affiliates and the interested public. We value these members of the swimming community, and the staff and volunteers who serve them. We are committed to excellence and the improvement of our sport.

British Swimming

In partnership with the key stakeholders High Performance Swimming shall deliver a comprehensive training and competition programme of the highest professional standards for world class athletes and their coaches with the objectives of maximising performance outcomes at the London 2012 Olympic Games and building a sustainable legacy for the sport in the future.

Developing a vision

A vision is a statement that communicates the long-term outlook of your federation. It defines what you want your organisation to become while taking into consideration the purpose and core values from within your federation. It is what inspires your members to reach their full potential.

A strong, effective vision statement serves the following four purposes:

1/ Establishes direction

A vision identifies the direction you want your federation to go. It provides continuity and commitment toward building a future.

2/ Determines environment

A vision statement builds loyalty among your members by getting them involved. It encourages open communication and creative solutions. It also promotes interest and focus for the future.

3/ Empowers federations

A vision should stretch the organisation's capabilities and image of itself. It gives shape and direction to the organisation's future.

4/ Creates cohesiveness

It should resonate with all members of the organisation and help them feel proud, excited, and part of something much bigger than themselves.

A strong, effective vision statement features the following four characteristics:

1/ Motivating

A vision statement creates opportunities for members to become leaders. It allows members to think creatively and think of unique opportunities to achieve future successes.

2/ Powerful

A vision statement is a strong message that empowers your members to believe that what they do day-to-day is part of greater benefits and success to come.

3/ Captivating

A vision statement is memorable and gets your members' to take notice and start thinking about the future.

4/ Effective

A vision statement can be used throughout your federation as a reminder on a daily basis. It is simple and can serve as an inspirational reminder for all who read it.

Taking another look at USA Swimming and British Swimming, both provide good examples of vision statements:

USA Swimming

To inspire and enable our members to achieve excellence in the sport of swimming and in life.

British Swimming — a vision for swimming

Our Vision is to ensure everyone has the opportunity to participate in swimming at whatever level they choose throughout their life. Our programmes will be underpinned by strong values and delivered by a committed, well trained workforce in facilities which meet the needs of all.

Developing values

Core values establish the foundation of your federation's culture. Defining these values can help motivate your members on a daily basis. The right values are a great tool to inspire positive behaviour and generate a positive working environment.

Strong values serve the following five purposes:

1/ Create a base

Values set goals for a federation and guide decision-making. They are an essential starting point.

2/ Establish positive identity

Positive core values help your members identify themselves with your federation. They build loyalty with your members through involvement and promote common interest.

3/ Provide open environment

Values should provide members with the opportunity to reflect and have open discussions. Creating an open and safe environment lets members feel they have an open channel for communication and are encouraged to think of creative solutions for the future.

4/ Reflect integrity

Values should reflect the integrity and respect that your federation has for itself and its members.

5/ Provide consistency

Without consistent application of your federation's core values, members won't know what to expect from you from one day to the next.

Strong values feature the following four characteristics:

1/ Compelling

Values are what your federation believes in, which will determine how your members perceive you. Values should inspire passion and convey emotion.

2/ Declaring

Values define what you stand for. They tell your members how you will help them now and in the future.

3/ Setting priorities

Values indicate the priorities of your federation and what the federation believes are the most important aspects of the organisation.

4/ Consistent

Values should remain consistent. Whether your federation is well-established or just getting off the blocks, your values should be consistent and transferable from one stage of development to the next.

Useful tips

Things to avoid when developing your mission, vision and values:

Mission

- Closed mindedness
Collaborate with your members and seek their input
- Disorder
Review your mission to make sure it flows and represents all relevant components important to your federation

Vision

- Short-term thinking
Thinking long-term promotes commitment
- Traditional thinking
Thinking "outside the box" encourages open and creative solutions

Values

- Uncertain statements
Use powerful expressions to assert your beliefs
- Negative tone
Everyone wants to be associated with a positive and encouraging message

Chapter 1.2

A strategic plan for a National Federation

Benefits of this chapter

Your strategy creates your success

Finding the right strategy is essential when developing a structure within your National Federation. Like an athlete, each federation must determine its own goals, use the right techniques and swim forward toward the finish.

Taking a closer look at this analogy, swimming toward the finish is your structure; this is how you put your goals into action. While it is important to always keep in mind the finish line, it is equally important to understand the path which leads you there. In order to get there, you must first take a closer look at the goals and the techniques you are using.

You have already taken the time to think about what inspires your federation through the development of your mission, vision and values. Your strong and powerful message can put into motion your strategy and motivate your staff to achieve these goals. Make sure that each goal is measurable and achievable. And remember, a good structure follows a solid strategy.

Introduction

Implementing change of any kind requires a solid strategy (the plan for the future) and a sound structure (the way of deploying resources both human and financial – across your aquatics federation in order to deliver the strategy).

That is why it is essential for your aquatics federation to remember that structure must follow strategy – not the other way around. There is no single structure for a federation to use when organising itself– it all depends on the strategy that shows where to go and how to get there. The strategy must guide the structure. At times the focus is too much on structure and not enough on strategy.

So put the discussion about structure on hold until your federation has worked out a strategy: a plan or roadmap outlining your main objectives and the way to achieve them. A water-polo or synchronised swimming team without a game plan cannot achieve top results in the pool. This is equally true for aquatics federations looking to improve organisational structure, management and development out of the water.

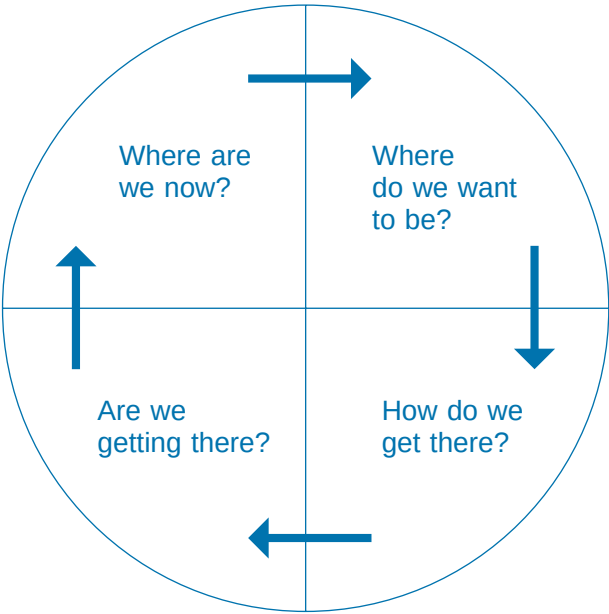
Getting started

The start of any plan begins with figuring out exactly where you are today, where you want to be tomorrow and how you want to get there.

The whole process is continuous; from analysing your current situation and setting objectives for the future, to mapping out the actions needed to achieve those objectives and evaluating progress toward them to make analyses of the new current situation.

It is a circle that should never stop turning. As soon as goals are achieved, new ones should be created.

Diagram 1.2 a



Benefits

A guideline for strategic planning not only creates a pathway from which to evaluate a federation's progress; it also creates a range of additional benefits associated with the strategy development process.

These benefits include the following four examples:

1/ Delivers motivation to both staff and members

The development of a roadmap for the future of your federation creates energy and clarifies the priorities in an often political and less focused environment.

2/ Depicts the vision

Most federations have outlined nicely formulated visions. However, sometimes these messages run the risk of being seen as too distant in the day-to-day work of the organisation; the strategy brings the vision to life.

3/ Demonstrates leadership

Leaders in National Federations can easily get dragged into operational details, but strategy development is really what leaders are elected to do. By focusing on this, they send a clear signal about leadership.

4/ Duplicates a sponsor's business plan

Corporations operate with business plans based on a business strategy. When approaching a corporation with the aim of securing a sponsorship deal, your National Federation needs to appear as a serious partner with strategies and plans in place.

Five core elements of strategy formulation

When formulating a plan for the future of your federation, the key word is strategy. A strategy must be the result of a strategic process similar to the development of a business strategy for a corporation. The outcome will of course be different, but your inspiration for formulating your strategy should come from the corporate world since they have very good experience and have formulated several models.

The most useful model is the Strategy Diamond.

It lets you focus on five main areas by answering five questions:

1/ Where will we focus our attention? (Arenas)

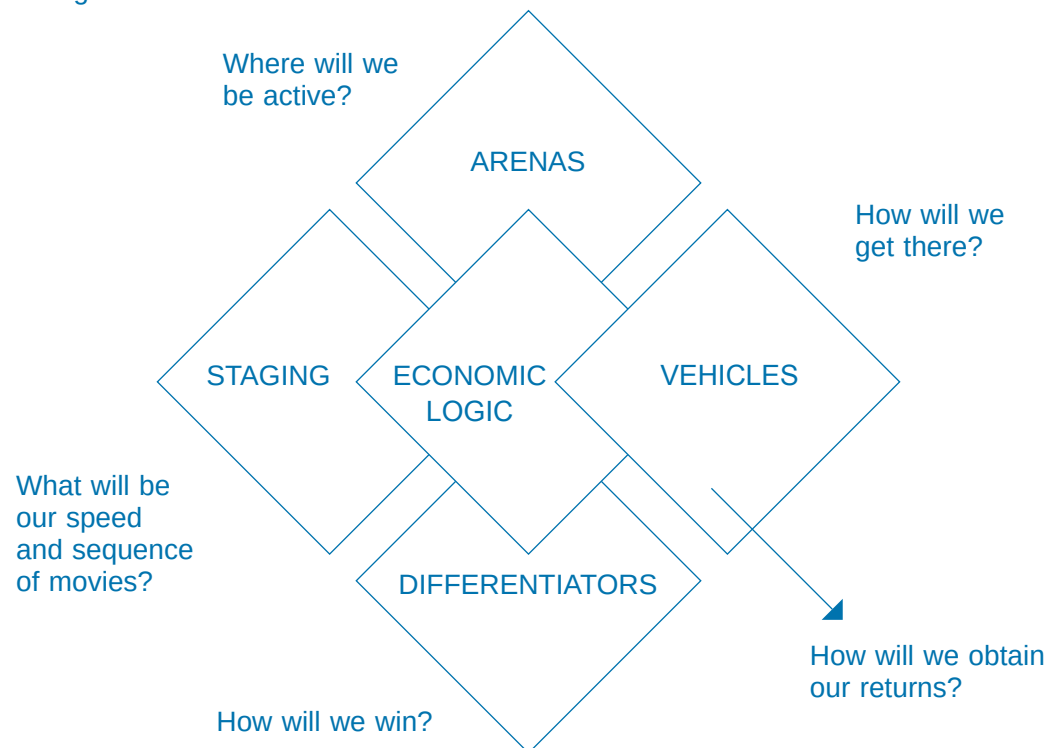
2/ How will we get there? (Vehicles)

3/ What will be our speed and sequence of moves? (Staging)

4/ How will we win? (Differentiators)

5/ How will we obtain our returns? (Economic logic)

Diagram 1.2 b



1/ Where will we focus our attention? (Arenas)

Which “arenas” within our federation are priorities? Answering the first diamond question will help to clarify scope, focus and objectives.

- How comprehensive will our strategy be and where should we be most active?
- What should be our focus in terms of objectives: building our brand, securing sponsorship and/or sport development or something else?

Keeping focus, making key selections and at times leaving things out are important elements of any strategy. Formulating a strategy is about the choices.

2/ How will we get there? (Vehicles)

After the scope, focus and objectives have been formulated as part of answering question 1, the next step will be to identify the “vehicles.”

For a National Federation's strategy, this mainly means deciding which departments should be targeted:

- Events, grassroots or elite competition?
Which mix of events will provide the most effective way forward?
- Which internal departments should be priority?
- Member services – coaches, officials and sponsors – which should be the focus?

The criteria developed in the selection process will be an important outcome of answering question 2. The carefully crafted set of selection criteria will provide your federation with strong, strategically-based arguments for putting emphasis on certain areas.

3/ What will be our speed and sequence of moves? (Staging)

After having clarified the “Arenas” and the “Vehicles”, the answer to question 3 will determine how to activate your strategy in terms of putting together a timeline and setting the direction for your overall approach for implementation.

When developing your federation’s strategy with up to a ten year time frame, it is crucial to have a clear idea of the “Staging” in order to create synergy over the years by building from one focus to another.

Your federation can choose between two main approaches:

1/ A bottom-up strategy where the idea is to focus on a range of smaller initiatives during the first years in order to gain experience and recognition among your members. Then, after successfully accomplishing these goals, your federation can aim for medium sized initiatives and finally launch an attempt to implement a large initiative like an all-around strategic plan that covers all departments and disciplines. A bottom-up approach makes sense if your federation is relatively small or just beginning to build its strategic plan. In general the bottom-up approach is a meaningful and logical step-by-step process to creating your strategy.

2/ The basic idea of a top-down strategy focuses on your federation’s decision as to which major transformation it wants to achieve over the next 10+ years, then deciding which medium-sized initiatives you want to achieve in the next 5-9 years, and then deciding which smaller initiatives you want to achieve over the coming 1-3 years. The idea is to “begin with the end in mind” both in terms of planning and – more important – in terms of communication internally and externally. By announcing your ambitions of wanting to instil a new long-term strategy, your federation positions itself very clearly and will have the chance to take a short-cut in terms of getting acknowledgement from peers.

A mix of the two approaches is obviously also an option. The important factor regarding “Staging” in the strategy formulation process is to be able to determine the way forward at least for a five-year period.

4/ How will we win? (Differentiators)

Luckily your federation is the only aquatics federation in your country; however, other sports federations both new and old are coming into the market. With a larger number of sports of interest entering your sporting world, resources can soon become scarce.

As in any competitive market, being different from competitors is one of the keys to success and the notion of differentiators is a core element to any strategy. So how can an ambitious federation be different?

The following questions will help determine ways to create differentiation:

- Will your strategic plan and overall approach be different – like choosing a top-down approach if most competitors apply a bottom-up approach?

- Can your communication and marketing activities provide differentiation?
- Or does your internal set-up and structure offer an opportunity for being different?

There are differentiators to consider depending on the answers to the questions 1-3. It crucial to include some in order to gain a competitive advantage.

5/ How will we obtain our returns? (Economic Logic)

The last “Diamond Strategy” question may not be the most exciting, but it still needs to be answered clearly and convincingly when developing your comprehensive strategy. It links back to question 1 and the objectives of your plan because in order to successfully implement a strategy, investments are needed and often costs will occur before benefits. That is why it must be part of any strategy to identify, outline and clearly explain how both costs and benefits will develop over the chosen period. Any strategy must include a financial factor that must be able to be explained to your members. This doesn’t mean that you must be making a profit in the strict financial sense (most plans don’t) but the overall “economic logic” must be identified and highlighted – and if it is not there, the strategy is not worth implementing.

The overview on strategy

Simplifying expressions related to strategic planning in your organisation can be set into three core elements:

1/ Focus

A strategy must provide a focus for your federation. It must clarify what the organisation will do and will not do; strategy is about making choices.

2/ Differentiation

A strategy must outline what your federation wants to do differently; different from what it used to do and differential from its competitors (other national sporting federations).

3/ A compelling tag-line

A slogan that explains in a few strong words the focus and the differentiation of your federation. A good strategy only works if it can be easily communicated and understood.

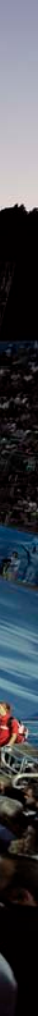


Useful tips

Strategic planning is not about:

- Setting unrealistic goals
Make sure that your goals are attainable,
this will keep you and your members motivated!
- A one-off job
The process is on-going as the planning cycle indicates
- Just talking
Even though strategic planning requires a lot of talking,
that is only the first step
- A guarantee for action
One thing is the plan; it must be followed by a solid process
of implementation and actions to deliver results





Chapter 1.3

New ideas on strategic planning

Benefits of this chapter

Bring out your best ideas with a solid strategy

In order to inspire your staff and members you must be able to communicate your ideas in a clear and effective way. This means having a clear and solid strategy.

This chapter helps to clarify the language of strategy to help you organise and clarify the message and direction of your National aquatics Federation. It further looks into a new concept which can be useful for many federations as a base for motivation.

Once you have a clear path, you can then begin to set the direction for your aquatics future and inspire those around you.

Introduction

Too often we hear various objections when there is talk about developing or adjusting a strategic plan within a federation. The lack of interest in the new plan and less than stellar results achieved from the change in strategy are most of the time due to the fact that the idea or message is not well communicated and therefore misunderstood by many.

The lack of understanding why these new concepts should be implemented drives fear and resistance. Telling your staff and members what you are doing – by implementing a new aquatics strategic plan – may not be the message they need to hear. As leaders of your federation, you must in the first place create awareness of why you need change and be able to communicate this in a positive manner.

By customising the explanation of your new plan in the right way with the right tools, you can get everyone on board to implement your new aquatics vision.

Strategic terminology – learning the language

Various buzz words and expressions are used often when talking about strategy and they can mean different things to different people. This is why it is important to ensure that everyone is on the same page.

Too often confusion and misinterpretation regarding the purpose of your new concept are the top reasons why some people can't see the overall picture of your new strategic plan. It is vital that everyone – management, staff, members, etc. – is speaking the same language so that your federation can move forward cohesively.

Here are some clarifications and simplifications of strategy terminology:

1/ Strategic planning is focused on what to do to reach your objectives while operational planning is about how to do it by who and by when.

2/ Effectiveness is based on your strategic planning and can then be defined as doing the right things, while efficiency will be achieved through your operational planning and is a measure of how things are done well.

3/ The strategy of your organisation will be measured in terms of effectiveness while the structure is focused on your efficiency.

New thinking on strategy

There are many new thoughts on strategy that come from the corporate world, which can be easily transferred to the sports world. The so-called “Blue Ocean Strategy” is one strategy which could provide interesting inspiration for your federation.

The basic idea is that most federations are operating in the “red ocean” where the sports industry boundaries are defined and accepted. Here your federation is trying to outperform your “rivals” (other sporting federations) to grab a greater share of existing demand. As the market space gets more and more crowded, the opportunities for profits and growth are reduced. All federations become more or less the same in the eyes of potential consumers, and the cutthroat competition turns the red ocean bloody.

The “Blue Ocean”, by contrast, is defined by a market space which is untouched, and where the demand for your sport is created and the opportunity for development and growth is open. While blue oceans are occasionally created beyond existing industry or sporting culture limits, most are actually created by expanding existing industry boundaries.

The idea behind creating demand is turning non-customers into customers instead of continuously competing within restricted and already defined markets, this is the central idea of “Blue Ocean Strategy.” And also what should be of great interest to your federation.

Often federations end up focusing on the same issues and come up with the same suggested solutions: increase media coverage, raise spectator attendance for the events, make events more spectator and TV friendly, develop stars to attract a wider audience, etc.

The problem here is that you and all the other sporting federations are striving for the same type of spectators, the same media, the same sponsors. The result is obviously throat-cutting competition in the red ocean. This is basically why bigger federations tend to always win the competition and continue to grow. What is left of the market goes towards specialised sports peaking interest within the region.

Are there ways for your federation to gain some market space? Developing a “Blue Ocean Strategy” could be a way forward – but how to do it? For detailed guidelines the “Blue Ocean Strategy” should be studied in detail, but in essence, it is a two-step process:

The first step is to look at your market where you are currently active and competing with other sports or events. Are there any commonalities that current spectators and supporters/participants are seeking from your sport? If so, what are these commonalities? And Are there some common elements? If yes, the key will be to identify new segments that could be attracted by these common elements – someone currently not being approached by your sport or by competitors. These groups of non-customers could become the new customers, fans or participants.

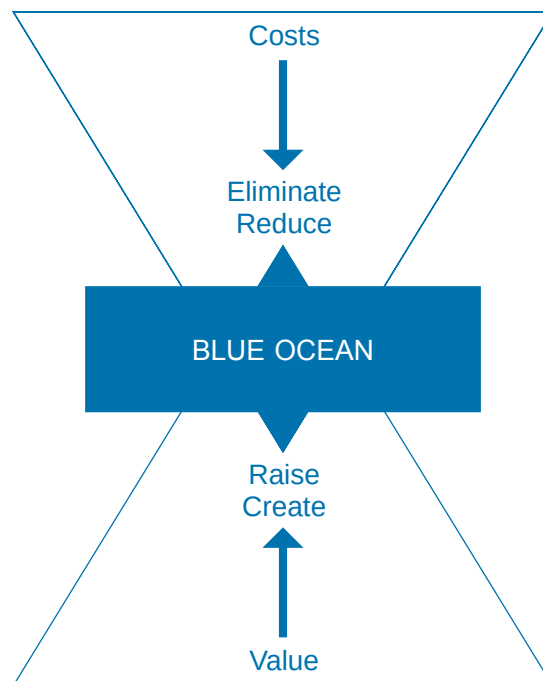
The second step in developing a “Blue Ocean Strategy” is to make your current offer attractive to these new groups. There must be a reason why they have felt attracted so far. In order to attract these new customers to the sport or event, the perceived value needs to be increased and the costs of joining should be lowered – preferably at the same time!

In order to obtain this and break the value-cost trade off, changes and improvement must happen on two fronts:

1/ Costs must be reduced by eliminating propositions that new customers don't really care about and by reducing other offers that are not important to new customers.

2/ Values (for the new customers) must be increased by creating new elements to the sport or event and by raising the level of other elements that are considered attractive to new customers.

Diagram 1.3 a



Useful tips

Helpful tips to remember when implementing new ideas:

- Some changes can cause emotional and heated discussion at first, but if explained clearly, they can turn out to be key drivers in future successes.
- Reaching out to a completely new group of customers can be scary, but if your strategy is strong this can have a bigger pay off in the end.
- Creating something new – a new product or new disciplines – can raise the overall level of your sport. But make sure to work with your continental and international federations to gain support and grow the sport together.

Chapter 1.4

The financial plan

Benefits of this chapter

Making sense of your finances

Finances are the lifeline of any sporting organisation. Without a general understanding of them, your federation will not be able to survive.

Good bookkeeping is essential not only from an internal point of view, but also from an external one. Being able to report your financial management keeps your leaders aware of your internal financial balances and maintains good relations when dealing with FINA and other external parties.

If you plan the financial aspects of your federation accurately, you will be able to track your day-to-day actions and implement a long-term development plan to ensure that revenues are accounted for and your federation can start to grow and just as importantly start to win.

This chapter will explain the basics of what your federation should know in order to function smoothly from a financial point of view. Keeping your financial records balanced can help you plan for your aquatics future.

Introduction

Good finances are the key to running a healthy federation. For this reason it is important that your federation has a basic understanding in financial management.

This section will give your federation the tools it needs to make informed decisions for the success of your future. Just like in a water-polo match or diving competition, a score is kept to determine a winner. In terms of your finances, you must also keep score. Being informed of your financial gains and losses is the only way to know if you are keeping up with the competition or competitors.

But before you start to compete, you must first learn the right techniques. Basic skills in financial management start with cash management and bookkeeping processes.

Accounting system

The goal of an accounting system is to ensure that financial data are properly recorded and that financial reports are easily accessible. An accounting system has two main parts – accounting records (check-books, journals, ledgers, etc.) and processes and procedures assigned to staff, volunteers, and/or outside professionals.

Components of your accounting system

Traditionally, the accounting system should include the following 4 components:

1/ Accounts and chart of accounts

Each transaction should be recorded and assigned to a category or account. Each account should be associated with a number of filing purposes.

A chart of accounts is a listing of all the accounts in your general ledger. It will tell you what account number should be used when entering a transaction. The accounting system of your aquatics federation can have its own chart system with different account numbers, as long as the system remains consistent within your organisation.

The chart usually has five areas:

- 1/ Assets accounts
- 2/ Liabilities accounts
- 3/ Equity accounts
- 4/ Revenues accounts
- 5/ Expenses accounts

The account numbers should depend on the particular kind of revenue and expenses you expect to have most frequently. (Please refer to the example in Annex A)

2/ Journals and subsidiary journals

Journals, also called the original point of entry, are used to systematically record all accounting transactions before they are entered into the general ledger. Journals organise information chronologically and by transaction type (receipts, disbursements, other). For example, you have ordered the warm-ups of your national swim team, the payment of this order must be recorded in your financial journal.

There are three primary journals:

- The Cash Disbursement Journal: a chronological record of checks that are written and categorised using the chart of accounts, i.e.: The purchase of the national team warm-ups.
- The Cash Receipts Journal: a chronological record of all deposits that are made, categorised using the chart of accounts, i.e.: Funding which you have acquired from your National Olympic Committee, FINA or Olympic Solidarity.
- The General Journal: a record of all transactions which do not pass through the check-book, including non-cash transactions (such as accrual entries and depreciation) and corrections to previous journal entries, i.e.: Depreciation of timing equipment used by your national teams.

As your aquatics federation matures and handles greater numbers of financial transactions, you may develop subsidiary journals to break out certain kinds of activities from the primary journals noted above.

The most common examples of subsidiary journals include:

- The Payroll Journal: records all payroll-related transactions. This may be useful as the number of payroll transactions within your federation grows and becomes too large to handle reasonably within the cash disbursements journal.
- The Accounts Payable Journal and Accounts Receivable Journal: tracks income and expense accruals. These are useful for grouping income and/or expense accruals which are too numerous to track effectively through the general journal. Some accounting packages require you to set up all bills as accounts payable and all revenue as accounts receivable, eliminating the cash disbursements and receipts journals altogether. This may be a suitable way to keep your federations debit and credit accounts in check as you expand and become more successful.

The process of transferring information from the journals to the general ledger is called posting.

3/ General ledgers

The general ledger organises information by account and usually includes accounts for items such as current assets, fixed assets, liabilities, revenues, expenses, etc. The general ledger is divided into two columns – left and right. The left hand lists all debit transactions such as purchasing equipment for your national teams, and the right-hand side lists all credit transactions such as receiving funds from your governmental partners. The chart of accounts acts as the table of contents to the general ledger.

In a manual system, summary totals from all of the journals are entered into the general ledger each month, which maintains a year-to-date balance for each account.

In a computerised system, data is typically entered into the system only once. Once the entry has been approved by the user, the software includes the information in all reports in which the relevant account number appears. Many software packages allow the user to produce a general ledger which shows each transaction included in the balance of each account.

4/ Check-book

In very small federations (with few deposits and disbursements), the check-book may serve as a combined ledger and journal. Most financial transactions will pass through the check-book, where receipts are deposited and from which disbursements are made. Smaller federations find it easier to keep track of financial activity by running all of their financial transactions through a single checking account.

If you find that your aquatics federation has limited accounting expertise, you may choose to outsource your bookkeeping activity.

Budget

A budget is an estimate of income and expenditure, usually for the coming year.

Before writing a budget, it is important to clarify the goals and objectives of your federation (or refer back to them). This planning process will help to focus the proposed expenditures on items which have been identified as being high priority.

Budget amounts are usually divided into major categories, for example:

- Fix costs (rent, electricity, etc)
- Costs of recurring activities (meetings, training, competitions, etc.)
- Costs of various programmes (coaches, referees, etc.)
- Office supplies
- Salaries, benefits

In addition, you need to consider the likely sources of income for the year and to develop a realistic plan for obtaining this money. Compare the possible revenue with your projected costs. Be careful not to overestimate the income and underestimate your spending. If you can raise more money than you propose to spend, think about how you might make extra expenditures. For guidance, you should refer back to the priorities you stated in your strategic plan.

It is good to continuously compare your planned aquatics revenues and expenses to your actual revenues and expenses. This will give you a clear view of whether your goals and objectives are being met or not.

Financial Statements

Financial statements are a tool which can be used to see how your federation is doing. These statements are produced using the information gathered in the bookkeeping. This part will be used by federations which have a lot of accounting transactions.

Financial statements are composed of three primary documents:

- 1/ Balance sheet
- 2/ Income statement
- 3/ Cash flow statement

Yearly financial statement must be part of your annual federation report.

Balance sheet: states your financial position

The balance sheet follows this equation: $\text{Assets} = \text{Liabilities} + \text{Capital}$.

This equation should always hold true. If assets do not equal liabilities plus capital the books are said to be “out of balance.” Be sure to note that the balance sheet is prepared for a specific date. Generally the balance sheet is prepared at the end of the year (December 31st).

1/ Assets

The assets are property that represents a value. Buildings, cash, furniture, accounts receivable, land and equipment are a few of the most common assets and certainly one of the most recognisable of the accounting basics.

2/ Liabilities

They represent the obligations of the business, or money owed. The most common liabilities are accounts payable, the bills owed to your suppliers. You may have loans, notes payable, taxes payable, etc. All are obligations.

The income statement: indicates your profits & losses

This document shows all the membership fees (plus eventually miscellaneous revenues) and the expenses incurred by your federation. Therefore it will report the income (or the loss) of your federation. Be sure to note that the income statement is prepared for a specific period of time such as a month, a quarter or a year).

Cash flow statement: keeps you in control of cash inflow

This document shows the sources and uses of cash for the accounting period. In other words, this is the net of cash receipts and cash disbursements during a specified accounting period. Always keep in mind the concept of cash flow, this will ensure that you will keep only enough money in the current account to meet your aquatics needs.

Everyone knows that if a federation has more expenses than income, sooner or later it will find itself in trouble. However, even if income matches or exceeds expenses in a given year, the cash from the income may not arrive in time to pay the bills as they are due. A cash shortage can be very disruptive to a federation. To avoid disruptions or to take advantage of temporary cash surpluses, cash flow can and should be projected, monitored and controlled.

Cash Surplus

A maximum amount of money should be kept in your deposit or savings accounts. Only the money needed to cover expenses should be transferred to a checking account. If surplus money remains in a savings account it is able to earn interest, which would not be possible in a checking account. Furthermore, you can usually make arrangements with your bank to have 7 days, 1 month, 3 months or 12 months deposits, short-term investment certificates or treasury bills. The longer you keep your deposit, the more interest your federation can earn.

Be careful: you should always keep enough cash on hand to cover expenses and as an added cushion for security. However, it is unwise to keep more money on hand than necessary. That is why the concept of cash flow is complex. The main difficulty which federations face these days is to develop a plan that will provide a well-balanced cash flow for all their aquatics needs.

What reports should be prepared and how often?

The answer will depend on several factors, including the extent to which the organisation is financially stable, the degree and extent to which the financial picture changes during the period, the availability of cash to meet financial obligations, the availability of staff or other professionals to prepare reports, etc. A mid-sized federation in reasonably good financial shape might consider the following schedule of reports:

Monthly Reports

- Balance Sheet (Statement of Position)
- What is your financial health? Can your federation pay its bills?
- Income and Expense Statement showing budget to actual information
How does actual financial experience compare with the budget?
- Narrative report including financial highlights, analysis or other means of managing cash flow

Quarterly Reports

- Cash flow projections for the next six months,
Do you anticipate a cash surplus or shortage?
- Payroll tax reports
- Have payroll tax reports been submitted on time?
- If not, what action is appropriate?

Annual Reports

- Financial statements for the year: balance sheet, income statement.
- Focus: What was your financial performance over the past year? In what ways and for what reasons was performance different from the budget? What financial implications must be taken into account when planning the upcoming year?
- Audited financial statements (if applicable)

Financial controls

There are certain practices that your federation should follow to ensure that financial transactions are consistently recorded in an accurate manner.

Maintaining the integrity of your accounting system

In a manual system, all balances from the general ledger are established on a monthly basis to make sure that debit balances equal credit balances. Once debits equal credits, financial statements can be prepared using trial balance amounts. Computerised accounting systems almost always produce a trial balance as a built-in report. Many software packages will not allow you to post an entry to the general ledger until the debit and credit balances are equal.

Segregation of duties within your federation

Segregation of duties means that no financial transaction is handled by only one person from beginning to end. For cash disbursements, this might mean that different people authorise payments, sign checks, record payments in the books, and reconcile the bank statements. If your federation is small, managed by volunteers and possibly one staff person, this principle can be hard to put into practice. You might consider having one person, such as the paid staff member, sign checks and assign a different person, such as the board treasurer, to review disbursements, bank statements, and cancelled checks on a monthly basis.

Signatures

Disbursements of large amounts, for example USD 500.00, may require a secondary signature (from your federation's treasurer, for example)

Audit

Another form of financial control is an audit. An audit is a comprehensive analysis, by a professional from outside the federation, of your financial management procedures and activities. It is important that the auditors are independent from your federation. This will ensure that there is no conflict of interest. They will test the accuracy and completeness of the financial statements.

Helpful hints

Financial controls are extremely important. They will ensure that:

- The financial information from your federation is reliable, so that you can make good decisions for your future.
- Assets and records of your federation are not stolen, misused or accidentally destroyed
- Your federation's policies are followed
- Government regulations are met

Annex A

Model: Chart of Account

Account numbering

Here is an example how the digits might be coded:

- 1000-1999: Asset accounts
- 2000-2999: Liabilities accounts
- 3000-3999: Equity accounts
- 4000-4999: Revenue accounts
- 5000-5999: Expense accounts

By separating each category by several numbers, many accounts can be added between any two while maintaining the logical order.

Sample

ASSET

Current Assets

- 1000 Petty Cash
- 1010 Bank account
- 1100 Accounts Receivable
- 1140 Other Receivables
- 1150 Allowance for doubtful Accounts

Fixed Assets

- 1500 Buildings
- 1550 Equipments
- 1600 Accumulated Depreciation, Buildings
- 1650 Accumulated Depreciation, Equipments

LIABILITIES

Current Liabilities

- 2000 Accounts Payable
- 2300 Accrued Expenses
- 2400 Employee benefits payable

Long Term Liabilities

- 2500 Bank loans Payable

EQUITY ACCOUNTS

- 3010 Capital
- 3020 Retained earnings

REVENUE ACCOUNTS

- 4000 Memberships Fees
- 4010 Competitions XXX
- 4020 Competitions YYY

EXPENSE ACCOUNTS

- 5000 Competitions
- 6000 Salaries
- 6010 Social Charges
- 7000 Rent
- 7050 Electricity
- 7060 Post
- 7100 Depreciation
- Etc.

Chapter 1.5

Winning story

Swimming New Zealand

**Mike Byrne – Chief Executive
Swimming New Zealand**

“The start of something extraordinary”

Swimming New Zealand is the national sports organisation responsible for Swimming from the paddling pool to the podium in New Zealand. Our purpose is to develop, promote, govern and lead swimming in New Zealand. Swimming New Zealand has 187 clubs and a membership of 21,500.



What have you done over the years to establish your goals, objectives, values, and strategy for the future success of aquatics?

Our strategic planning in recent years has featured six key steps, including:

- 1/ We started with an analysis of the current environment and conducted a survey across a representative sample of stakeholders from the industry. Participants included swimmers, coaches, teachers, clubs, regions, technical officials, Swimming New Zealand management and staff, and representatives from external stakeholders and partners. The survey had an excellent response rate (over 75% of questionnaires distributed were completed) and provided fantastic input, which reflected the passion these stakeholders have for the success of swimming. The Board, staff and membership of Swimming New Zealand are thankful for their contributions.
- 2/ We collated summary level information on our current state from various sources of information, including the survey results, an internal review of the Education unit, an external review of the High Performance unit, and various other sources of information about our business and the environment we are operating in.
- 3/ The Board & CEO then met for a full-day strategy session. The session included measuring our perceived progress against the ambitious goals we set four years ago to be the leading sport by 2008. The Board and CEO also assessed important learnings and outcomes from the review process.
- 4/ We reviewed Swimming New Zealand's purpose – the reason we exist – and refined it to accurately reflect our core business. This led to our vision (our description of where we want to go).
- 5/ From this we identified the five key challenges that Swimming New Zealand needs to address in the next four years to advance our purpose and contribute to achieving our vision. Each challenge was clearly defined in terms of its scope, meaning and that its level of priority for Swimming New Zealand.
- 6/ From this we developed the five strategic goals we need to accomplish to address these challenges. This included identifying performance indicators against which we can measure progress and launch initiatives to make sure we are making progress.

How has developing a mission and vision helped focus the New Zealand Swimming Federation?

Developing the mission and vision for Swimming New Zealand has underpinned the strategic plan we have developed for the sport for the next four years. This plan has now become a helpful source of consultation with regions and other stakeholders.

In addition to this strategic plan, we have developed a detailed business plan and budgets that detail the specific actions we need to take in the coming year to move us toward realising our vision. The business plan details what we will do, who will do it, the investments needed to resource those plans, and the deadline for completion.

The business plan also covers the regular 'business as usual' tasks we need to carry out as a national body. We will review our strategic plan and write a new business plan for each of the three remaining years of the strategic plan.

What values has your federation created to establish a strong work ethic and internal culture?

Swimming New Zealand's values and associated behaviours are as follows:

1/ Open and honest

- Tells it like it is (no spin)
- Speaks up and is open to other points of view
- Has candid and constructive conversations based on facts
- Takes the time to explain issues and answer questions
- Aims for no surprises
- Mistakes and non-delivery are communicated early

2/ Delivers on promises

- Does what they say they will do
- Makes it easy for people to do business with us
- Actively challenges and eliminates practices and policies that don't add value
- Promotes flexibility and a 'can do' approach

3/ Treats everyone with fairness and respect

- Builds trusted relationships with all stakeholders
- Actively listens and responds appropriately to our stakeholders
- Makes decisions in a reasonable and consistent manner
- Actively promotes the health and wellbeing of SNZ staff with a balance between personal and work life

4/ Is passionate about excellence, best practice and achieving world class results

- Always strives for the best outcomes for SNZ
- Invests time to ensure that SNZ is always deploying best practice

**5/ Works as a team and collaborates
for the benefit of our stakeholders**

- Actively shares ideas and information across the organisation
- Capitalises on opportunities to achieve more for our stakeholders
- Values a diverse workforce and each employee's unique contributions to the team
- Actively supports and speaks up for colleagues, the organisation's decisions, and the communities we work with

**6/ Takes ownership and holds themselves
accountable (for all of their actions)**

- Has pride in what they do
- Accepts responsibility for their actions

What tools did you find useful when creating your federation's strategy?

We followed an established methodology for strategic planning as described above.

What did you learn during this process?

We learned how important it is to follow a rigorous, structured process. Taking time out from operational activities and getting the Board together for a couple of days of strategic thinking are vital. The presence of an independent facilitator means that the SNZ team can stay focused and ensures that we follow the correct process.

2

Securing your structure

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Structure: making the plan work

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Governance of
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National Federation structures

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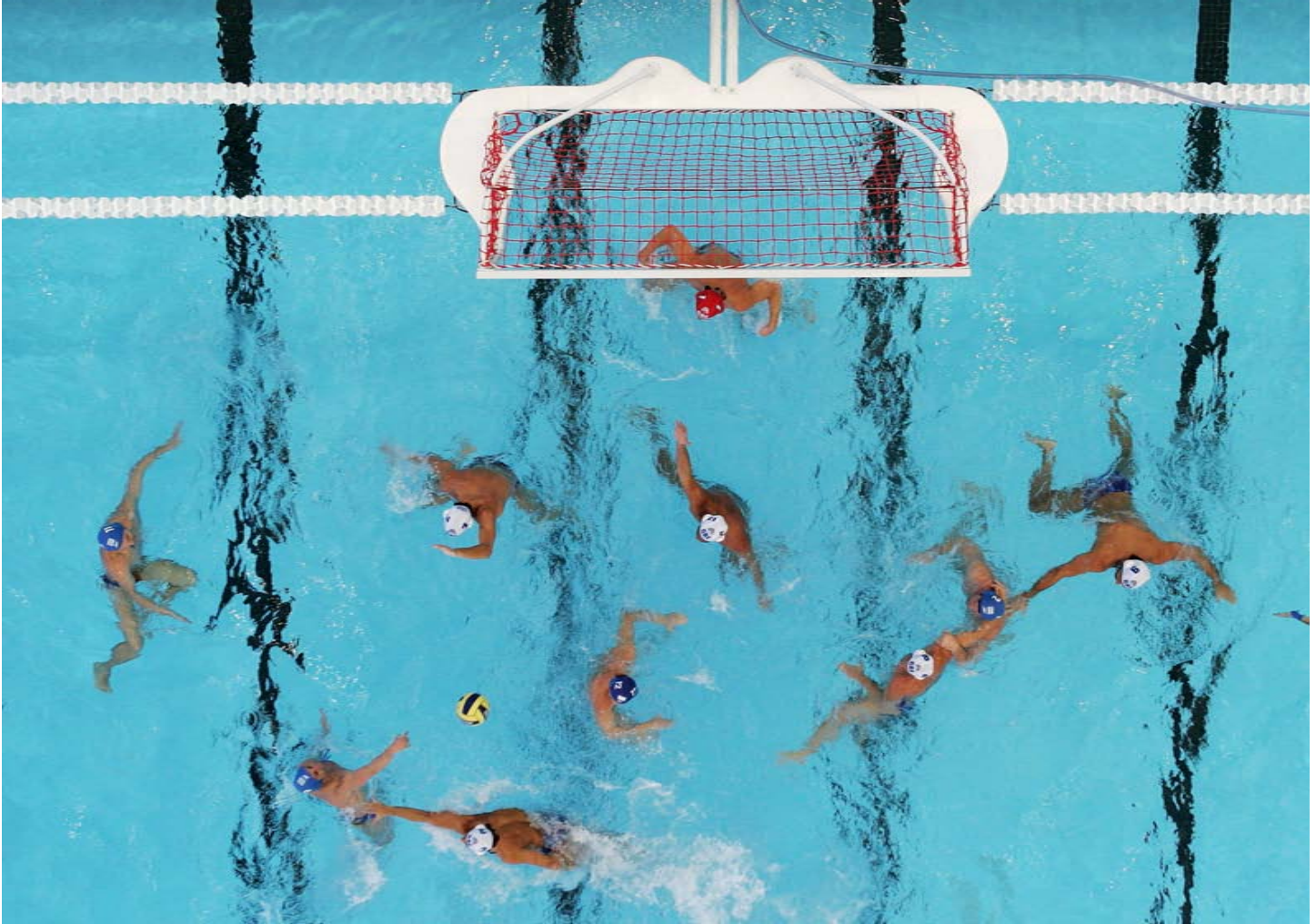
National Federations
Organisational Structure

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Measurement and evaluation

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Winning story
Danish Swimming Federation



Chapter 2.1

Structure: making the plan work

Benefits of this chapter

The right structure can drive your strategy

The structure of your National aquatics Federation is meant to complement goals and objectives. It can serve as the foundation for your federation's culture and therefore affects employee's behaviour, performance, motivation and cooperation. In order to be your structure to be the most effective; it should be flexible, encourage employees creativity and effectively utilise the skills and abilities of all your staff.

Choosing the right structure is essential when establishing your federation's aquatics strategy. It is not obvious to all federations that a well designed structure is the driving force of their strategy.

This chapter will provide you the answers and take a closer look at why your federation should set up a structure, how you can do it and who should be involved.

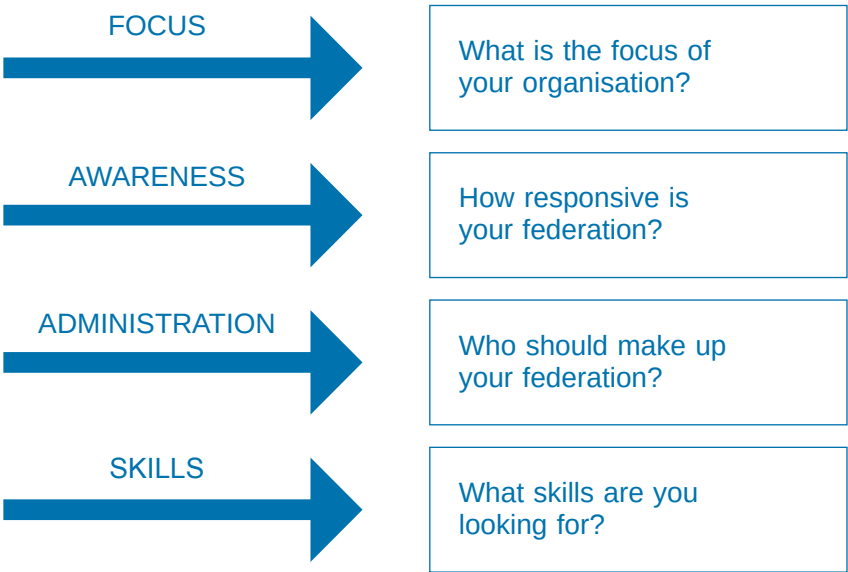
Introduction

Identifying the right structure can be a challenge. However, when you do choose a structure that is best suited to the way your federation wants to operate, you can greatly benefit from protecting your assets, reducing costs and become a winning aquatics federation.

When deciding on your structure there is always a few important questions to consider:

- Focus – What is the focus of your federation?
- Authority – How capable is your federation?
- Control – Who are the leaders within your federation?
- Skills – What important skills does your federation have?

Diagram 2.1 a



Getting started

Key considerations for setting up your structure:

1/ Focus – What is the focus of your federation?

Your structure must deliver your strategy. This means is that your focus needs to be centred on creating an impact in relation to your strategic objectives.

It is essential to remember that your federation's structure must follow your strategy – not the other way around. The strategy you decided upon (see Chapter 1 for more information) must guide the structure you choose. Therefore, setting up the structure should only begin after your strategy has been developed. Remember, developing and defining your mission, goals, and objectives will help you stay focused. To deliver your strategy, it is important to establish a clear focus that will not be distracted by other agendas or policies within your federation.

After your structure is set up and launched, remember to keep promoting it both internally and externally. Internal promotion of your aquatics structure to your staff will ensure that it gets the necessary support and creates unity within your federation. Promoting your structure externally to your members and partners will bring recognition and build credibility to your federation from an outside perspective. Serious aquatics federations have a serious structure. Promoting your structure will help enhance a positive image of your federation.

2/ Awareness – How responsive is your federation?

Awareness is a crucial point to running an efficient organisation. This will determine the decision-making competency of your federation in a situation; it can tell if your federation can react in a flexible and efficient way.

Your federation must be set up within a legal and political framework that allows flexibility and swiftness in the decision-making process. Taking into consideration the external structures such as population, urbanisation, customs, tradition, religion, moral, ethical values as well as genetic characteristics; all these factors can help define the structure of your federation.

As an aquatics federation, each of these factors can be influenced by the level of support and involvement of your government, both at the local and federal level, and with your partners. These relationships and partnerships can contribute to the success of your federation, they are networks which you can access and draw from in order to further develop your federation. This aspect of partnerships will be further discussed in Chapter 8.4 – National partnerships.

3/ Administration – Who should make up your federation?

Your organisation's leaders should be people with relevant motivations and suitable background who can help drive your federation towards its goals and objectives. The main task of your management team will be to oversee the implementation of the strategy and to provide the necessary leadership and support. It is also recommended that your leaders should have the experience and be committed to the long-term vision of your federation to ensure a level of stability.

Your staff works in many important and often multiple roles. They should be motivated and organised in order to keep the day-to-day activities moving along. This will ensure that you get the strong support you need to focus on the long-term strategy for your federation. Your organisation's staff should be made of members with strong skills.

Your organisation's executive board or board of directors, usually referred to as "the board", is made up of elected or appointed members who mutually oversee the activities of an organisation. The specifics of their duties and responsibilities vary depending on what is delegated to them by the by-laws found within your organisation. If such by-laws or "the board" do not exist, depending on the size of your federation this may be a valid area to include within your structure.

4/ Skills – What are the important skills and experience sought after when assembling the team for your federation?

Many federations are relatively small and rely heavily on a few managers and support staff, therefore it is vital that they have the right mix of abilities and experience. The success of your organisation's structure will highly depend on having the necessary skills and experience in place.

Since it is rarely possible to assemble a team that possesses the right balance of skills, experience and industry know-how to be effective at all levels right from the start, you must have a strategic plan to build the capacities of your organisation in-house during the initial years of your structure implementation. It is sometimes helpful to take into consideration the structures used by other successful sports federations. The organisational structure commonly applied in other institutions within your country can also serve as a point of reference in order to create your own specialised plan.

Useful tips

Things to always keep in the back of your mind when it comes to strategic planning and structure implementation:

- Your federation's structure must follow your strategy
- There is no single correct structure; is all dependent on your strategy
- Your strategy guides your federation in terms of where to go and how to get there

Chapter 2.2

Governance of a National Federation

Benefits of this chapter

Good governance is essential to having an efficient, effective and ethical aquatics federation. While it may not solve all the problems or challenges your federation might face, it can help to prevent and solve some of the most important ones.

Developing structural governance within your federation goes well beyond of just staying keeping within the legal boundaries of your nation. The purpose of incorporating good sporting governance is important in terms of running your federation smoothly and effectively. By assigning proper roles and responsibilities your aquatics federation can think and plan for its current activities but also establish a solid basis for its future aquatics success.

This chapter will provide you with the means for setting your own good practices. Please note that the suggestions provided are not meant to serve as replacements for existing laws within your own countries; they should rather serve as guidelines to set a minimum standard for aquatics governance within your federation.

Introduction

Governance of a National Federation

What is good governance and how can you implement it in your federation? To start, there are many types of governance your federation needs to keep in mind, organisational governance, sporting governance, are only two of them. From whichever point of view it is still just a framework that your federation will use to work properly and efficiently.

Good governance within your federation should aim at promoting long term value at all levels. When setting up your framework and structure, it is important that your federation aims to be transparent, ethical and responsible in all manners.

Objectives of aquatics governance

The governance of your aquatics federation should above all serve as a tool to remain stable, withstand hardship and possible problems, and be used to bring together members and combine them in their best possible interest.

In order to ensure your federation remains focused the following points should be considered:

- Clear and concise roles: There should be clear roles within your organisational structure. No overlap in powers of any individuals or departments will help to ensure that responsibilities are appropriately allocated.
- Clear processes: Clear, documented policies and processes which reflect best practices will help to provide clarity and consistency in day-to-day operations.
- Clear controls: Maintaining regular controls in all your federation's processes can help to keep everyone focused and ensure that targets and goals are being met.

A National aquatics federation constitution

Bringing consistency, credibility and order in the aquatics environment of your country can be done by implementing a constitution in your National aquatics Federation.

In order to do this, your federation should aim to achieve the following:

- Develop a governance structure capable of delivering services necessary to achieve all the objectives set out in the constitution.
- Encourage, develop, organise and promote aquatics throughout the country, bringing order, credibility and consistency through the adoption of necessary uniform rules and regulations.
- Maintain political and religious neutrality and not to tolerate any form of discrimination.
- Set up and maintain the lines of communications between its members.
- Establish a financial policy and generate adequate financial

resources in order to develop aquatics within a balanced financial budget.

- Generate the necessary resources to realise programs for national teams, which represent the country at various international competitions.
- Provide sports competitions, camps, seminars, conferences, courses, clinics, examinations, development programs, events, campaign, and other promotional activities for its members.
- Promote and develop the standard of coaching, officials and aquatics administration.

Membership involvement

Keeping your members involved in the governance process of your federation fosters effective governance. Governance is about leadership, therefore it is important to understand your members and keep them in mind when constructing your policies.

When creating guidelines for your federation's members, keeping in mind current FINA membership procedures can be helpful:

- The national body governing Swimming, Open Water Swimming, Diving, Water Polo and Synchronised Swimming, in any country or Sport Country shall be eligible for membership in FINA. Once approved for membership, your federation will then fall within a specific "Sport Country", meaning a geographical territory or region which, though not recognised as a country, has certain aspects of self-government (to the extent of sport) which is recognised by FINA.
- When developing a constitution and rules within your federation remember that your rules must not be in conflict with those of FINA. If there is a conflict, you must remember that FINA rules will prevail over those developed by your federation.
- As a member of FINA your national rules must acknowledge that FINA is the only recognised body in the world which governs Swimming, Open Water Swimming, Diving, Water Polo, Synchronised Swimming, and Masters internationally.

General congress

The governance of your National Federation must include specifications about the make up of the General Assembly/Congress within your National Federation. This must also include the allocation of the votes, which in case of a dispute this is going to be the only valid document.

The General Assembly/Congress should be the highest authority within your National Federation, mainly due to the fact that all objectives within your governance should be voted up and withheld through the power of your general congress.

A General Assembly/Congress can be used for the following:

- To adopt, modify and change the governance of your federation.
- To elect Executive Board/Management Committee members, the President and the Treasurer.
- To examine, review and approve all reports (in particular reports of the Executive Board/Management Committee).
- To approve the accounts and the balance sheet, and to vote on the budget of your federation.
- To adopt internal regulations.
- To designate the auditor.
- To take a vote of no confidence in the Executive Board/Management Committee.
- To grant titles of Patron, Honorary and Life Members.
- To exclude officials or members.
- To dissolve the National Federation.

The General Assembly/Congress should meet once a year (after the end of the financial year – preferably the financial year should be the calendar year) and they should have the right to legislate aquatics in the country. This power is fundamentally vested to the members of the National Federation and exercised by them directly or indirectly through a system of representation. As mentioned, for the purpose of transparency, your National Federation should publish (officially announce) the findings of each General Assembly/Congress as well as any votes/decisions which have been made.

Roles within your federation

Within each federation there are a number of roles which need to be filled, however the two most important responsibilities lay with the President and the Treasurer of your federation.

The President

The President should be responsible for:

- Taking care about general affairs of the National Federation,
- Supervising the proper functioning of the National Federation,
- Ensuring that all decisions are properly carried out,
- Representing the National Federation in public,
- In case of a tied vote at the meetings he/she shall have a casting vote.
- He/She is elected at the General Assembly/Congress

The Treasurer

The Treasurer of the National Federation should have the following responsibilities:

- Control the financial administration within your federation.
- Supervise the current account of income and expenditure.
- Examine the periodic financial reports
- Draw up the four year budget together with the assistance of a staff member.
- Ensure the proper implementation of the budget.
- Present the complete statements of accounts to the General Assembly/Congress.

Chapter 2.2
Governance of
a National Federation

Useful hints

Each member within your National Federation should have clearly defined responsibilities and reporting lines.

There is a need to have a clear differentiation between your members and potential influential bodies to avoid any conflict of interest.

Your National Federation must operate in a democratic way with a legislative, an executive and a juridical authority to best represent and promote aquatics in your country.



Chapter 2.3

National Federation structures

Benefits of this chapter

Shaping your federation's future

An important aspect of developing your federation is choosing the right structure upon which to build your federation. Once again the point of strategy comes into play.

It is important to keep in mind your strategy when you select your structure because the way to achieve your aquatics goals and enhance your abilities to win in water has everything to do with your strategy you do not achieve a strategy but define it.

This chapter gives you an overview of all the possibilities available to your federation.

Introduction

Choosing a structure that suits the right winning needs of your federation can be difficult. For some aquatics federations it may be about communication, for others about grassroots. Either way the end results are the same. All federations want to be successful and reach their end goals.

Setting up a strategic plan is simply thinking about your future actions. It is determining where your federation is going, so you have to determine what you want to achieve in the short, medium and long-term. Only when you know where your federation is heading you can understand how you can get there.

The whole idea behind having a strategy is to let everyone in your federation know about your vision and objectives. If you don't let everyone know what or where you are going, they won't be focused. Let your staff and members know your plan, this will get them moving in the same direction! Success does not happen, it is planned. So get organised, set one big, clear idea that will inspire your federation and then tell them about it!

Structural models

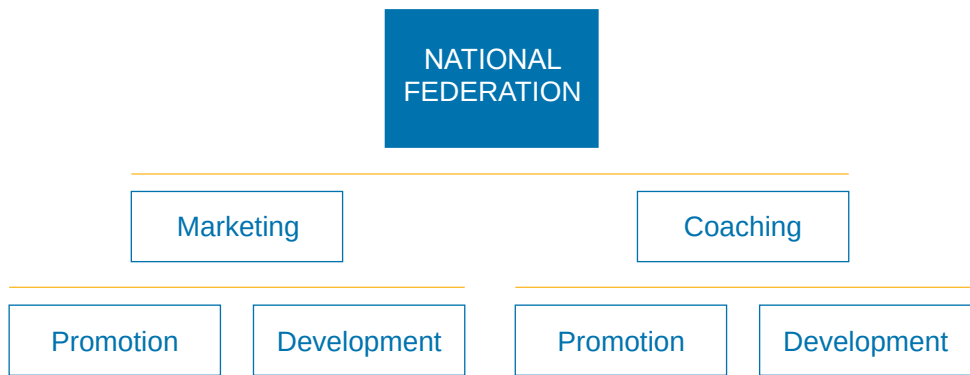
Planning for aquatics is not complex. As mentioned earlier, strategy and effectiveness must be at the core of your federation's planning process, but an adequate structure must also be considered. Too often, federations look into specific and detailed questions related to the structure of the organisation. Your plan quickly turns into a discussion about the number of departments, systems of reference and reporting, etc.

There needs to be a more planned discussion about structures, which could be based on more general considerations surrounding various structural models. Some good structural models include the following:

Functional versus divisional

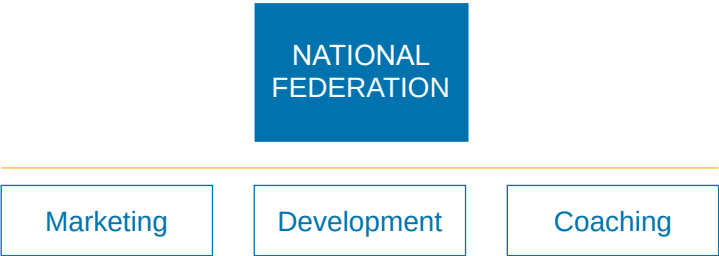
When a federation is organised by functions it means that it thinks in terms of functional departments, e.g. marketing, finance, sports development, etc. Even if the federation delivers different services, the marketing department is responsible for the marketing of everyone. Likewise, the financial department is in charge for all financial questions across the organisation.

Diagram 2.3 a
Divisional structure



In a divisional federation, the focus will be on different products or services, e.g. a division for high performance sports and a division for grassroots sport. Both divisions then have their own marketing department, finance department, etc.

Diagram 2.3 b
Functional structure



The advantage of a functional structure is the high level of specialisation with a clear role division which simplifies training needs for your employees and keeps a clear balance for strategic control.

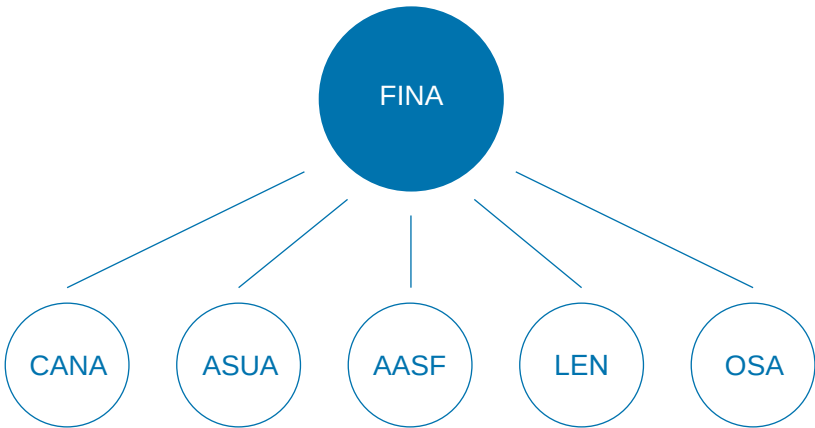
Good examples of federations who currently use functional structures are Swimming New Zealand, Swimming South Africa and Fiji Swimming. As demonstrated in their organisational structure each role has clear and simplified needs.

For clear examples of their structures please refer to Annex B

Centralised versus decentralised

A National Federation can opt for a centralised structure where the organisation is managed by one central body and where little power is transferred to the national, regional or local level. Decisions are taken at the central level and then implemented consistently across the organisation.

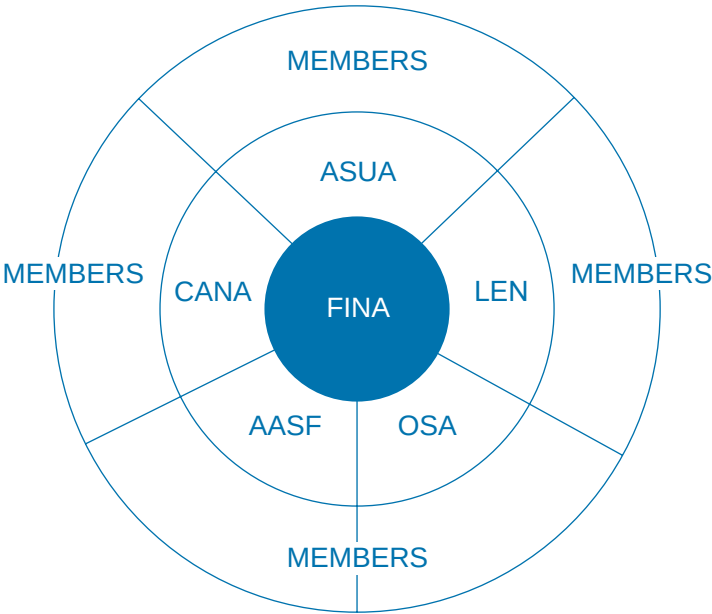
Diagram 2.3 c
Decentralised organisation



This same National Federation could instead choose to decentralise structure and delegate power to national, regional or local levels. Only major decisions

such as the rules of the sport and basic regulations are made at the central level, while the national, regional or local level can decide how to adjust to local needs.

Diagram 2.3 c
Centralised organisation



The advantage of a centralised structure is found in the consistency in delivery on all levels across the federation. The sport is practised in the same way everywhere and the events are organised in an identical way. A centralised structure also provides opportunities for lowering costs because systems, methods and materials can be centrally managed and copied across the federation.

The decentralised structure offers very different but also significant advantages. A decentralised structure better serves local needs when decisions can be made locally by people who are closer to the local members and who better understand their needs. Moreover, a decentralised structure can provide better motivation when the regional/local level is given the opportunity to play a bigger role.

Which is the better solution? We cannot say – it all depends on your strategy.

Physical versus virtual

How much physical structure does a sports federation need – and how much could be managed by a virtual, internet-based structure? Could a national governing sport body one day in essence just be a computer – just like Amazon.com? Federations have traditionally been characterised by a very physical structure: office buildings, large gatherings of people at congresses and many face-to-face meetings as well as an intense use of hard-copy books, magazines, etc.

The rapid development of all kinds of internet based communication tools obviously provides new opportunities for your federation. While these vary with each federation, the traditional physical structure is still dominant. The basic way of operating hasn't changed radically over the years.

There are advantages of a physical structure: it allows face-to-face meetings and personal contacts which provide the best environment for the generation of ideas and creative thinking. It also provides the opportunity for the development of teamwork and encourages group learning, something which is difficult to achieve on-line.

On the other hand, there are equally huge advantages in a more virtual structure, not least in terms of cost savings but also in terms of flexible working methods, times, an aspect which plays an important role in National Federations.

The right balance between a physical and virtual structure? The answer must be found in the strategy.

In-house or out-sourced

“Should we do it ourselves or should we pay someone to do it for us?” A final structural model for sports organisations to consider is the level of out-sourcing.

Federations have traditionally not been very keen on out-sourcing services related to administration, IT and finance. These functions are often handled in-house together with all services directly related their events and activities. However, many sports organisations have made extensive use of out-sourcing when it comes to marketing, such as sales of sponsorship and television rights. In many sports organisation this work is managed by external agencies.

The main advantage of an in-house focused structure is that learning is retained within the organisation, so developing people and creating opportunities for further development of new services based on the experience is gained.

A structure based on out-sourcing, provides access to expertise and knowledge not necessarily available in every federation. Moreover, external contracts are often easier to manage (and to terminate) if the services are not delivered at the expected level.

The key criteria when deciding about providing a service in-house or out-sourcing it must be whether the service is a part of your federation's core business or not. Services related to the federation's core should not be out-sourced. We have sometimes wondered why so many federations outsource marketing and sales (sponsorship/television). Are these not considered as part of their core? It would be hard to imagine a company like Microsoft outsourcing all marketing and sales – it is indisputably part of core business, as important to them as developing software. We think that for most sports organisation the situation should be the same – marketing and sales should be part of the core business.

But again – no solution is right or wrong; the structural choices will depend on your strategy.

Useful hints

- Talk about major breakthroughs for your federation, don't get caught up in the details
- Keep focused, give priority to your aquatics objectives
- When communicating your aquatics objectives make sure your message is clear and concise

Annex B

National Federations

Organisational Structure

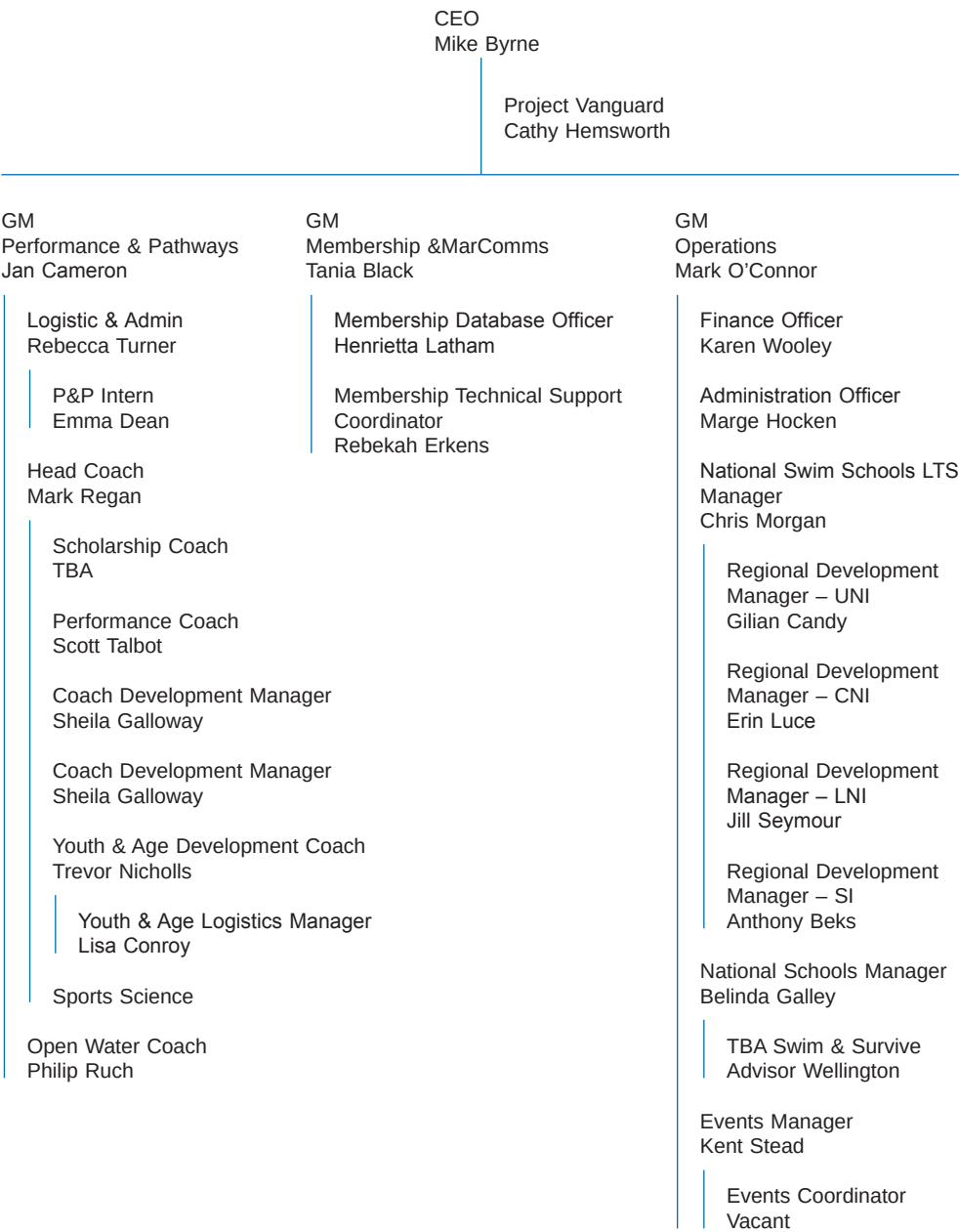
Chapter 2.3
National Federation structures

Annex B
National Federations
Organisational Structure



Swimming New Zealand

Organisational Structure





Swimming South Africa Organisational Structure

Structure

Swimming South Africa (SSA) restructured in September 2004, this included reallocation of work breakdown. A brief summary of roles and responsibilities is outlined as follows:

1/ CEO's Office

- a/ Strategic direction and implementation
- b/ Organisational performance
- c/ Executive Administration
- d/ Macro-body liaison
- e/ International liaison

2/ Corporate Services

- a/ Personnel Administration
- b/ Staff development
- c/ IT Administration
- d/ Policy development
- e/ Projects
- f/ Facility development
- g/ Finance & Information Management
 - i/ Financial accounting
 - ii/ Management accounting
 - iii/ Information & Database Management
 - iv/ Registrations
 - v/ Accreditation Management
- h/ Office Administration
 - i/ Office Management
 - ii/ Travel
- i/ Marketing
 - i/ Sponsors
 - ii/ Brand management
 - iii/ Eventing
 - iv/ Communication
 - v/ PR & Media Management
- j/ Client Services
 - i/ Affiliate services
 - ii/ Client communication
 - iii/ Provincial relationship management

3/ Athlete Development

- a/ Transformation
- b/ Inclusion (athletes with disabilities)
- c/ Schools aquatics liaison
- d/ Technical Committees
- e/ Learn to Swim
 - i/ Activity programmes
 - ii/ Entry level programmes for all disciplines
 - iii/ Instructors
 - iv/ Aquatics centre initiation
 - v/ Club Development

- f/ Performance
 - i/ Performance planning and management all disciplines
 - ii/ Training centres
 - iii/ Athlete Management
 - iv/ Selection
 - v/ Doping control
- g/ Competitions
 - i/ Domestic competition management
 - ii/ Domestic competition programme
 - iii/ Competition rules
 - iv/ International tours
- h/ Education & Training
 - i/ Product/course development
 - ii/ Manuals production
 - iii/ Accreditation framework and implementation of systems
 - iv/ All training programmes/courses
 - v/ Learnerships
- i/ Open Water Swimming
 - i/ Swim challenge series
 - ii/ Integration of all OWS activities into other Athlete Development units
- j/ Water Polo
 - i/ Integration of all Water Polo activities into other Athlete Development units



Fiji Swimming Organisational Structure

For the proper management of the affairs of FIJI SWIMMING (FS) there shall be a Board consisting of:

1/ A Patron

It shall be competent for members attending an Annual General Meeting by unanimous decision to invite a leading member of the community to become a Patron of FS. The Patron shall be a member of the Board and shall hold office for life or until he shall permanently leave Fiji.

2/ The following Officers

- a/ A President
- b/ Two Vice-Presidents
- c/ A Secretary
- d/ A Treasurer
- e/ FINA Bureau Members in Fiji, if any

3/ Delegates

Each member Club and Association shall be entitled to appoint two delegates who shall be members of the Board of FS during the tenure of their nominations. A delegate may only represent one Club or association.

4/ Swimmers' Delegate

FS registered clubs shall be entitled to provide nominations for a 'Swimmer's Delegate' to the Board. Nominees are to have had a minimum of 2 years experience participating in international swimming meets. The Board will vote for the successful nominee in accordance with Rule 9.

5/ Life Members

It shall be competent for members attending an Annual General Meeting to elect Life Members of FS provided that the proposal has been given in writing to the Secretary and written notice to this effect has been given to all financial members that the proposal is to be considered at the Annual General Meeting



Chapter 2.4

Measurement and evaluation

Benefits of this chapter

Doing things right and fast can make a significant difference in the success of your federation. As a National aquatics Federation, you are constantly developing, planning, and preparing for the next championships, or sport development meeting, or discipline hearing, and the list goes on and on. Each of which are functions that are necessary and a core part of your federation's duties. But how can you measure all your hard work?

This chapter will help you understanding the difference between efficiency and effectiveness. As a leader in aquatics, it's not just about doing thing right, but also about doing the right things. Understanding this concept can help your federation become a winner inside and outside the pool.

Introduction

Evaluation and control are a very important part of managing and developing a federation. It involves comparing objectives with the actual results of your staff and members. However, it is not a one-time deal, it is a continuous cycle. By reviewing and comparing your objectives at key points throughout the year, you are able to evaluate the performance and, if necessary, make adjustments.

Getting started

Like in any sport, sports administrators are also put under scrutiny with their jobs. We must practice, develop and perform just like the athletes we help on a daily basis.

So how can you measure your own success?

Administration within your aquatics federation is about efficiency; doing things right – in a fast and reliable way. Efficiency is relatively easy to measure when the right measurements have been put in place. Is your federation able to react fast to a given situation? Is a request from one of your members addressed within a certain time frame? Etc.

Effectiveness means doing the right things. It does have an element of being efficient but effectiveness allows for other types of questions to be answered. Questions like what are the objectives of your federation? Or what is your federation going to do in order to achieve them?

We will look at the best way of moving forward to make sure that your federation is not only effective but efficient as well!

Delivery

Most federations are focused on administrative operations; simply getting the job done. Whether it's preparing for the next competition, the next congress or allocating revenues to your member federations and clubs, administration is one of the most important roles of an aquatics federation, regardless of size and experience. Operations need to run smoothly and it is an important role for your federation to secure order and provide stability.

The focus of delivery is development: improving how things are done. This means to compile and document knowledge in order to be able to transfer it to your members in the most usable way – in short, to be able to support them effectively. Where bigger federations might have the resources to have a development department, other smaller federations might have to organise themselves in order to create this space for creativity.

Measurement

As mentioned, administration for national aquatics federations is about efficiency; doing things right in a fast and reliable way.

When breaking down your measurements, you need to understand how and what you are measuring. Are you measuring the aquatics performance of your federation within a certain time period? Are you measuring the effectiveness of your staff?

To better understand what you are measuring, whether it is efficiency or effectiveness. Here are a few questions you need to ask yourself:

- Are you setting yourself short-term goals or long-term goals? This will help you measure your goals and your efficiency in a more precise way.
- What are the objectives of your federation? What is it going to do in order to achieve them? This will help bring an element of understanding whether or not you are being effective and help you ask further questions.

Using performance indicators

When using performance indicators, it is important to make sure that they will provide your federation with accurate information for evaluation. For example, when measuring the success of a new coaching development programme you must decide whether the numbers of participants in attendance or the number of qualified coaches who leave after the session is more important. However, these indicators should not be the only evaluation tool used by your federation; it should only be used as a guide for managing your federation.

Perspective

Evaluation is about now; it is about serving your federation and its members' interests today within a given framework. Evaluation is mostly based on a reactive approach.

Developing your aquatics federation is about the future. It is about managing the framework that you have outlined for the success of aquatics in your country. How can your federation constantly renew and update its goals? By being pro-active meaning that your federation will have to observe the type of situations that it has been confronted with and the type of lessons you have learned over the years from past evaluations and measurement, your federation should use this knowledge to its benefit in the future.

Useful hints

- Develop indicators that directly measure the achievement of your objectives
- Make sure that the indicator you chose are relevant to the activity of your federation



Chapter 2.5

Winning story

Danish Swimming Federation

**Pia Homen Christensen – Director
Danish Swimming Federation**

“We let our values of honesty and openness guide us”

The Danish Swimming Federation is a non-governmental organisation (NGO) and member federation of FINA. We are an organisation of 200 clubs and about 12'600 individual members. We are the third-largest national sports federation in Denmark – the Danes love to swim. We organise several aquatics sports disciplines in Denmark, including: swimming, lifesaving, synchronised swimming, water polo, diving and open water swimming.

Recent structural changes have led us to strive to make each region across the country an integrated part of the Danish Swimming Federation, rather than separate, autonomous parts of the federation.



What have you done over the years to set up your federation's structure to ensure future success?

We have gained experience and know-how through organisational changes, partnerships with other organisations and national and international benchmarking. The recent structural changes have also given the board in Denmark considerable influence.

We rarely invent things ourselves; we look at best practices from other federations around the world to see what works and integrate those findings into our system. We want to improve, so we have hired international coaches and we look at what the best federations are doing to stay competitive.

We have worked hard to be a modern organisation and we follow our vision: Swimming is playing and winning. We have worked hard to be the most influential organisation in Denmark on lifesaving and swimming.

When choosing your federation's current structure, were there any internal/external factors you had to take into consideration?

Oh yes, many years of tradition made internal changes difficult. But as one of the oldest and most modern federations in Danish sport, we let our values of honesty and openness guide us. We were upfront in our discussions and we lived our values.

Doing so helped different groups cooperate and understand each other, which has helped us be successful.

Externally, we adapt. As the saying goes, "If you can't beat them join them." We looked at what other federations have done when implementing changes and we stuck to our values when integrating those best practices into our federation.

Did your federation use any particular models when developing your structure?

Dialogue and patience were key. We were very public and went out in front of Denmark to talk with club leaders, friends and foes. We knew changing things would be difficult, so we needed to have personal relationships and be public when creating a plan for change. It is important to believe that you can change things, but it is also important to know that it takes time.

What challenges have you faced in implementing your structure?

Having a long tradition and deep culture can make changing things difficult. In particular, leaders who have been involved in the federation for a long time needed to be convinced that implementing changes were the right things to do.

Building support for change requires patience and communication. Being patient (but persistent) and believing in your goals is key. And communicating your beliefs and the reasons for changing is also very important because those who may resist change initially need to know why it is happening before they can support it.

Now that your structure has been in place for some time, how has your federation been able to measure its effectiveness?

We have come so far. We haven't measured change in a quantifiable way, but since the structural changes took effect on the 1st of January 2008, we know that we have become more efficient because we have the flexibility to make important decisions day-to-day and we have better direct communication with our member clubs. Our organisation is ready for the years to come!

3

Promoting your brand

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Creating a National Federation brand

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Promotional activities

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Media relations and operations

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FINA Press Releases

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Digital media and social networks

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Winning story

Brazilian Swimming Federation



Chapter 3.1

Creating a National Federation brand

Benefits of this chapter

Developing a successful brand is the key to the commercial success of your National aquatics Federation. But what is a “brand?” The term is used a lot in business and sport, but it is important to know exactly what the concept and purpose of your brand are so your federation can maximise its branding initiatives.

This chapter is an introduction to branding. It offers a clear definition of the terms and describes useful branding techniques that can promote your federation, strengthen the image of aquatics in your country and increase development opportunities.

Introduction

Branding is the creation of a symbol that represents your federation. The purpose of the symbol is much more than a clever drawing – it should reflect the values of your federation and connect directly with the hearts and minds of your target audiences.

Consider the Olympic rings. The image of the five interconnected rings is immediately identifiable around the world. One look at the Olympic brand and you instantly think of the values of the Olympic Movement – excellence, friendship and respect. Developing the Olympic brand did not happen overnight. Rather, it took careful planning and strategic implementation to create and promote a successful brand image. The same is possible for your federation.

This chapter will cover the basics of branding to provide your federation with a baseline from which to build better branding initiatives. Topics covered include:

- What is a brand?
- What are the advantages of branding for an aquatics federation?
- How can an aquatics federation manage a successful brand?

The most successful sports federations have created strong brands that promote and reinforce the fundamental values of the sport and connect directly with consumers. These effective branding strategies have led to greater commercial success. Simply put, your commercial success is directly related to the strength of your brand identity as an aquatics federation.

What is a brand?

Knowing the basics of branding – what a brand is, what its advantages are, etc. – can help elevate your federation from a simple sports organisation to a recognisable brand that stands out within the aquatics community and across all sports in your country.

First, it is important to know exactly what a brand is. A brand is a distinguishing name and/or symbol that identifies particular goods or services and differentiates those goods or services from competitors in the market.

Brands develop the image consumers have about an organisation, and that image can significantly influence consumers' perception of the organisation, including everything the consumer knows, thinks and would tell others about the organisation. In other words, the brand makes an important, lasting impression on consumers and potential consumers.

In the case of a National aquatics federation, a brand should identify your standing as the leader in aquatics in your country. The symbol used should be designed in a way that generates emotions in your target audience. For example, FINA's brand shows a map of the world to demonstrate its standing as the international governing body for aquatics sport, and the use of stars across the map reflects an emphasis on developing high-performing successful aquatics athletes around the world.

Sports federations that have been most successful in developing their brands have created what is commonly called a “brand religion” – a brand identity that is so strong that athletes, clubs and fans have become “followers” of the sport. The loyalty that strong brands can generate strengthens your commercial position and gives you a stronger base from which to grow aquatics sports across your country.

What are the advantages of branding for an aquatics federation?

While not every federation will achieve the same level of branding success, it is important to understand the advantages that branding can have for your federation. “Brand religion” may be an ambitious goal, but branding can lead to incremental increases in loyalty and interest in aquatics sports that can lead to long-term commercial gains.

The following are some of the key advantages that a National aquatics federation can gain from successful branding:

1/ Packaging your sport to be as attractive as possible to potential sponsors.

By definition, branding is designed to strengthen an organisation’s commercial and financial viability. For an aquatics federation, a strong brand demonstrates values and a reputation that potential sponsors will want to be part of. Developing a strong brand image will help your National Federation attract and approach potential sponsors with a more convincing case as to why they should sponsor aquatics sports activities and events in your country.

2/ Distinguishing yourself from competitors in the market.

Even in the world of sport, the number of offerings that consumers have to choose from is continually growing. A strong brand can clearly separate your federation (its products, services and values) from other organisations competing for a share of the market. In the case of aquatics sports, a successful brand can attract young athletes to swimming, diving or water polo instead of other sports. A strong brand can also inspire commercial sponsors to want to be a part of your federation instead of other National Federations competing for sponsorship money.

3/ Transferring the brand to new products.

National sports federations can use a strong brand to offer new services and products without having to rely on the athletic level of consumers. In aquatics, this means being able to introduce new services – age group development programmes, training for officials, etc. – based on the strength of the brand. In other words, the brand is so popular or well-known that consumers want to be a part of it independent of their specific ability level.

4/ Protecting the federation from crisis and the impact of competitors.

Strong brands generate loyal customers. For a National aquatics federation, this means athletes who want to be identified with their

sport, coaches who are committed to the values and fundamentals of the sport and fans and sponsors that want to follow and be associated with the sport regardless of who wins or loses in competition. Customer loyalty is key to protecting a National sports federation during times of crisis (e.g. doping scandals, controversy over equipment and uniforms, etc.). For example, FINA's brand image has been strong enough to survive and even grow during the controversy of high-tech full-body swimsuits in swimming. Even though some athletes, fans and sponsors were concerned about the "legitimacy" of world record times, these customers have stayed loyal to the sport and FINA continues to be financially secure during challenging economic times.

5/ Creating trust and confidence.

Athletes, fans and sponsors want to trust those governing a particular sport, and that trust leads to confidence that their patronage of the sport has real value. A strong brand for an aquatics federation should demonstrate competence in how the sport is managed and reflect transparency so that consumers believe that they are part of an organisation that has integrity.

How can an aquatics federation create and manage a successful brand?

The most successful brands – in sport and in business at-large – were not created overnight. Creating and managing a successful brand requires careful planning and patience.

The following steps outline the branding process, and the chapters to follow will describe how to promote and build your brand.

1/ Analyse your federation's current assets.

What are your strengths and weaknesses relative to your competitors – services, organisational strength, size of staff, financial strength, etc.?

2/ Determine what you want to brand and how you want to position that brand.

For a National aquatics federation, you most likely want to brand the federation itself because that is the key to growing your sports in the long-term. Using branding strategies for specific events and activities can also be useful to generate greater awareness of the sport and the involved federation.

3/ Determine what your market is and who your competitors are in that market.

Are you competing in a regional, National or international market? For a National aquatics federation, your market is likely both national and international. Within the national market, you are competing against other national sports federations for athletes, sponsorship money, etc. In the international market, you are competing against other national aquatics federations for sponsorship money, events and prestige.

4/ Determine where your competitors are positioned in the market and where your customers would ideally position you. Understanding where your federation is positioned relative to your competitors should inform the brand image you develop. For example, if your federation is weaker in terms of levels of participation relative to other national sports federation, then your brand image may want to feature indications of growing participation.

Building a successful brand involves incorporating your brand into every aspect of your organisation. As a national aquatics federation, you will want to make your brand a fundamental part of every department and activity within the federation.

The following non exhaustive list includes some of the key ways through which you can your brand identifiable at every level of your federation:

- Leadership style
- Logo
- Advertisements
- Official letterhead
- Dress code
- Phone manner
- Website
- Events
- Office culture

Becoming a sports brand – and not just another sports organisation – takes time and patience. Taking these first steps can be helpful as you begin that journey from “rookie federation” to “leading sports brand.”





Chapter 3.2

Promotional activities

Benefits of this chapter

In the previous chapter, your federation considered the definition and techniques for creating a “brand.” If a “brand” is the image that consumers have of your federation, then “branding” is the process of promoting and building the brand.

This chapter will help your federation make the “brand” actionable. That means promoting your brand in ways that communicate the values and mission of your federation to target audiences – athletes, fans, sponsors, etc. There are a number of ways to communicate your brand and this chapter outlines some of the most common and effective ones.

Introduction

Promoting your brand may seem like an overwhelming task. As a federation, you may be thinking: Where should we start? What should we say? Who should say it? These are all important questions, and by creating a plan, the promotional process can start to feel a lot more manageable.

For a brand to be effective, it must be communicated at and within all levels of the federation. In the case of national sports federations, that means communicating how the brand relates to the following three components:

- Organisation
- Sport
- Products

Organisation

Refers to audiences within the sports federation, including management and staff. It is imperative that this group is on-board from the beginning and there are promotional activities that federation leadership can initiate to make sure internal audiences understand and support the brand.

Sport

Refers to presenting the positive aspects of the sport. For aquatics sports, this includes the moral qualities of the sport (teamwork, discipline, sportsmanship, etc.), the social value of the sport (e.g. promoting participation in traditionally minority groups) and how the sport can benefit health and wellness.

Products

Refers to how the brand can be applied to events and other high-profile activities. The way these events are organised says a lot about the brand image of the federation, so these events are a key promotional component of overall branding initiatives.

Obviously, one of the key ways to promote your brand is through the use of traditional media outlets and newer digital and online strategies. These methods will be described in greater detail in the following two chapters. The following techniques focus less on media strategies and more on what your federation can do to link its values with its activities as an organisation.

Promoting your brand through the organisation

Communicating the federation's brand to all internal audiences – management and staff – is key to ensuring that day-to-day operations reflect the values of the federation consistently and convincingly. Too often in sports, organisations claim to value things such as leadership, performance and sustainability while their daily operations and internal culture do not match up with those values.

The following are some key strategies that you can use to promote your federation's brand internally:

- 1/ Formally announce the federation's brand
All federation employees (management and staff) should be

brought together for the announcement and explanation of the new brand. The values reflected in the brand should be explained and the importance of demonstrating the brand and its values should be communicated clearly. It should also be made clear that deviating from the brand will not be tolerated – part of effective branding is maintaining discipline in its implementation, both internally and externally.

2/ Make the brand visible

This means displaying the brand logo throughout the office and in key meeting areas. This also means displaying the values on which the brand is based. All staff and federation leaders should be able to access the stated values.

3/ Incorporate the brand into internal communications

Wherever possible, methods of communication (email signatures, federation stationery, etc.) should prominently feature the federation's brand logo. This provides a consistent reminder to internal and external audiences about what the federation stands for.

4/ Reinforce the brand with regular internal communication

Weekly emails, monthly newsletters and a federation intranet are all ways to reinforce your brand internally. These methods of communication provide a forum to remind internal audiences about what the values and brand of the federation are, and provide tangible examples of how the brand is working internally.

Promoting your brand through aquatics

By promoting your brand through aquatics, your federation can communicate the positive qualities of its brand – its health benefits, social value and contributions to personal and physical development. In countries where aquatics sports are less popular compared to other sports, this is a key element to generating interest and loyalty in your sport, particularly at the grassroots level.

There are several promotional platforms that your federation can use to promote your brand through the sport itself.

The following is a list that includes some of the most effective:

1/ Interacting with existing clubs

By strengthening your relationship with existing clubs in your country, you can demonstrate your commitment to the growth of the sport. Some practical ways promoting your brand with existing clubs include stroke technique classes, coaching development seminars, event planning seminars for club leaders, etc. These types of grassroots interactions help you communicate your brand and show some of your key consumers that you are invested in the growth of the sport.

2/ Supporting new clubs

When new clubs are forming, your federation can play a key role in making sure the new venture is successful. By making a connection at the “ground level” with new clubs, you can make positive

and lasting impressions that promote loyalty and support from clubs over the long-term. You can promote your brand with new clubs by offering training in how to form a new club, how to increase membership and offering clinics for athletes interested in or just beginning to develop skills in a particular aquatic sport. By being a part of these development efforts, you help grow the sport while increasing awareness of the federation's brand at the same time.

3/ School-based promotions

By working with local schools, your federations can communicate the positive benefits of participation in aquatic sports to a wide group of potential athletes. Any opportunity to enter schools and interact with young people is a great opportunity to generate interest and enthusiasm for aquatic sports in the next generation. Local schools are often sponsoring activities that promote healthier living, physical activity and the social benefits of participation in sports and leisure. So, by making connections with local school officials, your federation can find ways to inspire participation in aquatic sports and awareness of your federation's brand.

Promoting your brand through the products

Your federation's products – the events put on during the year – are a great way to communicate your brand to relevant audiences – athletes, fans, sponsors, coaches, etc. You have primary control over the format of the events; your federation can make sure that the events are an accurate, influential expression of the best aquatic sports can offer.

Here are some ways you can promote your brand at your events:

1/ Demonstrate a professional image.

At major aquatic events, make sure that the competition venue is professionally laid out and clean. Attendees (athletes, media, fans) will make a quick judgment about the facilities and this will impact their perception of your federation, whether they know it or not. The more professional the venue looks, the more professional they will perceive your federation to be.

2/ Exhibit your brand logo wherever possible.

By displaying your federation's brand logo at the event (poolside signage, interview area backdrop, athlete holding room, souvenir stands, etc.), you can link the event to your federation at every turn. By doing so, you increase the perception that the event is not just a one-off event, but the event is part of your federation's product offerings.

3/ Ensure that event operations reflect your brand.

If your brand values professionalism, performance or efficiency, it is critical that event operations reflect those same values. By ensuring that operations run in a timely, organised manner, you can ensure consistency and compatibility between what you say you are as a federation and what you actually do to prove that you stand for those values.

Promoting your brand is key to achieving long-term development goals for your federation. By becoming directly associated with the values your federation represents, you can make your federation a leader in your national sporting community and the international aquatics community. Integrate your brand at every level of your federation and your values and brand can become instinctive elements of how you do business and how you are perceived by your most important audiences.





Chapter 3.3

Media relations and operations

Benefits of this chapter

Branding is more than just determining what your National aquatics Federation should represent – it's also about communicating what your federation represents to the public. As such, good media relations and operations are critical components of successful branding strategy.

In this chapter, your federation can learn how to create stable, transparent relationships with media and journalists. Cultivating these relationships can make it much easier for your federation to leverage those relationships and promote its brand and the sport in general.

This chapter can also help your federation create sustainable strategies for consistent, influential communication with the media. By making consistent communication with the media a key element of your branding strategy, you can exercise some control over the information that is reported about your federation and the sport in general. Controlling the message is an important element in organisational growth and development in any industry – and sport is no exception.

Introduction

Developing effective media relations requires your federation to determine what you want to communicate, to whom and how. This chapter will lead you through key considerations relating to all three questions.

It is important to point out that each National Federation will have different resources and staff available to develop media strategies. Small federations may not yet have a formal communications staff, whereas established federations may have sophisticated media strategies already in place.

The key to this chapter is considering the information that is applicable to and feasible for your federation. If your federation already has effective ways of communicating major events to the media, then you may not need assistance in that area. However, if your federation is in the early stages of development, the basics of media relations outlined in this chapter could be a critical first step in promoting your brand and growing your federation.

Determining what you want to communicate

The first step in effective media relations is knowing what information you want to communicate. Establishing that will help you determine how and to whom you will communicate that information. As a general rule, err on the side of providing “too much” information. Doing so will keep the media content and prevent them from thinking you are trying to hide details. By supplying the media with information, you give them something to report instead of them looking for something to report.

The information you want to communicate will vary from federation to federation, but the following points represent information that you may want to consider providing the media to build relationships with them and control the information that the media reports about your federation and your sport:

Event information

This includes details about upcoming events that your federation is in charge of putting on. This could be national championships, age group championships or circuit events. Information provided should not only be from the competition itself. Rather, the media may also like to have information about the bidding process for the event, what the criteria were to decide who would host it and any other relevant information leading up to the event itself. This helps generate more interest in the event and develops your reputation as a federation that is busy and active.

In terms of the events themselves, it is important to provide media with full schedule, results and statistics from the complete event. By being the first source to provide this information, your federation becomes the trusted source of reliable information and the information you provide is perceived as the “official” record. In addition, it can be a significant advantage to archive these details so media can access them to compare them to future events.

National team activities

The media and fans will also be interested in events happening outside your country e.g. World Championships or World Cup circuit events). By providing the media with details about what the national team is doing, where they are competing, who their coaches are and how they are performing internationally) your federation can generate more excitement around aquatics sports in your country and ensure that your sport is covered year-round, not just during your country's national championships season.

Club information

While national media may not be particularly interested in events and activities at the club level, regional and local media may be. By providing information on club activities e.g. club meets, new clubs, club athletes who have joined the national team, etc., the media is more likely to perceive your federation as a serious and active organisation. Additionally, athletes, fans and sponsors are more likely to see your federation as an exciting organisation with lots of activities going on.

Athlete information

Making information about individual athletes available can be useful to the media and helpful to your elite athletes. If your federation has the resources available, it can be helpful to produce a database with biographical details and career highlights for your elite athletes. This way, media can access that information easily and fans can follow their favourite athletes, which will develop greater affinity for your federation.

Rules and regulations

It may not be particularly sexy, but providing information about the rules and regulations of your sport can achieve a couple of goals. First, it strengthens your authority by supporting the idea that your federation is the governing body of aquatics sports in your country. Second, by informing the media about the rules of the sport, anti-doping policies, referee training and other regulatory components of aquatics sports, you can strengthen your reputation as a transparent organisation. By being transparent, the media is more likely to be patient and understanding if and when serious rules infractions occur or potential scandals develop. This allows you to maintain as much control as possible of the type of information reported during crisis situations, thereby protecting your federation from potential public relations disasters.

Special projects information

Because many national sports federations are subsidised by the government or may even be part of the sports ministry, there is a good chance that activities are taking place outside of direct competition. These activities may include community outreach efforts, charitable campaigns or other programmes that bring the athletes into contact with the public. Making information about these activities available to the media can strengthen your federation's reputation as an organisation that is active in the community and doing positive things on behalf of sport and society. This generates goodwill with the media and the public, which can only make your sport more popular.

Sponsorship and partnership information

Whenever you establish a new partnership or sponsorship with your federation, it is critical to announce that to the media, including details of why the partnership was created and how it will benefit the sport and the company. Keeping the

media up-to-date about your sponsorship arrangements and the positive impact they are having on the sport are not only signs of respect, but is often required as part of the sponsorship agreement.

Determining to whom you want to communicate

In addition to knowing what information you want to communicate, it is important to know to whom you want or need to communicate that information. This begins by understanding the media environment within your country. In some countries, there may be hundreds of media outlets – publications, websites, television stations, radio stations, etc. – reporting regularly on sports and aquatics sports in particular. In other countries, media outlets may be limited to only a handful of journalists and media outlets.

To understand the media environment in which your federation is operating, the best step in collecting and organising contact details for all media outlets in your country and the individual journalists covering sports, especially aquatics sports. Developing this type of comprehensive database can be a time-consuming process, but it really is the basis for developing effective media relations between your federation and the media.

The primary information you want to collect and record includes:

- Name of media outlet
- Name and job title of person covering sports, especially aquatics sports
- Address
- Phone numbers (office and mobile)
- Email addresses

In addition to collecting this information, the database should be consistently updated to keep contact details current. One way of doing this is to send out an email or form once or twice a year asking individuals in your database to confirm and update their contact details. As such, it is critical that someone within your federation is the point of contact in charge of updating contact details regularly. And every time you receive a business card or contact information, those details should be entered into the database in a timely manner.

Determining how you want to communicate

Once you know what and to whom you want to communicate, your federation can determine the best method for making contact with the media. There is no “one size fits all” approach to how you communicate with the media – certain methods are more appropriate and effective than others but this is depending on the situation and information at hand. The following list of contact strategies provides an overview of various options available to you and tips for using them to their greatest advantage:

Media release/press release

A media release is most appropriate when communicating significant factual information or decisions coming from your federation e.g. decisions by the Board of Directors, rulings on disputes, anti-doping issues. Media releases are typically short (10-20 lines) and are intended to generate interest among the media so they will cover the story or the sport in greater detail. As such, be sure to include in the media release contact information for a point of contact within your federation. That way, journalists will know how to contact your federation to seek more information and cover the story more thoroughly. The following tips may be useful to your federation when drafting media releases:

The five W's

The media release should be brief and provide basic details on the following five Ws:

- Who is/was involved?
- What is happening/happened?
- When did/will the event or action take place?
- Where did/will the event or action take place?
- Why did/will the event or action take place?

Core elements

Although brief, media releases should inspire the media to seek more information to cover the story in greater detail. To inspire that kind of reaction, be sure to include at least one of the following core elements of an effective media release. Examples are provided in the parenthesis:

- Relevance (a decision about swimsuits that will affect the sport of swimming)
- Seriousness (the injury of a platform diver during competition)
- Drama (a swimmer from your federation breaking a world record)
- Curiosity (a fan who travelled thousands of miles to cheer on the national Synchronised Swim team)
- Proximity (news from local, regional or national aquatics clubs)
- Public importance (announcement that a city will host a major aquatics sports event in the coming year)
- Controversy (the dispute of a penalty called during a major Water Polo match)
- Progress (the opening of a new aquatics centre in an underprivileged community)
- Love (charitable efforts by members of the national Swimming team)
- Emotion (an award to an administrator, athlete or coach who has dedicated years of service to aquatics sports)

Basic do's and don'ts

The following list includes some simple do's and don'ts that separate effective media releases from those that end up in the trash bin:

- Write simply and use clear, active sentences
- Avoid obscure sports jargon – not every journalist is an aquatics sports expert
- Fewer sentences per paragraph are easier to read
- Stay objective and avoid biased commentary

- Use names, quotes and statistics to enrich your text
- Don't mention the name of your federation more than once in the text
- Get releases out as quickly as possible after events happen or decisions are made

Mechanics

Use these simple techniques when drafting media releases:

- Use standard paper for media releases – letterhead should only be used for the first page
- If the release continues on another page, write “continue” at the bottom of the preceding page
- Indicate the end of a media release by writing “END”
- Each page should end with a complete paragraph
- Indicate the release date, time and place (e.g. Tuesday, June 15, 2010, 12:00 GMT, LAUSANNE, Switzerland)
- Give every media release a running number per year to facilitate record keeping and reference making (e.g. the tenth media release issued in 2010 should be listed at 10/2010)
- Include contact information (name, phone and email address) for a point of contact within your federation
- Follow up with key media to make sure they received the release and offer further assistance/information as necessary

Please refer to Annex C for examples of press releases from FINA

Press conference

To communicate news that is more complex in nature or on which your federation would like to provide immediate answers to questions, a press conference may be appropriate. Depending on how established your federation is, you may or may not have processes in place to coordinate press conferences. The following points may be helpful as you develop your relations with the media and establish more formal communication strategies:

Media kit

A media kit is a folder or packet of key information for the press.

Media kits are often distributed at press conferences and in the lead up to a major event. These kits often contain the following information:

- Covering media release summarising the objective of the press conference
- Text of any prepared speeches
- Fact sheet – biographical data of all featured persons at an event (athletes, coaches, etc.)
- Photographs – action shots or head shots of featured athletes, coaches, etc.
- Artwork – event and federation logos with precise colour indication supported by digital files (CDs, memory stick)
- Schedule of events with times and locations clearly listed
- Gifts/souvenirs – pins, stickers, pens, or posters.
- Business card with contact information for your federation to facilitate follow up inquiries from the media

Press conference mechanics

Press conferences can be hectic and chaotic, especially for major announcements involving high-profile athletes or controversial issues. The following tips can help you organise the event and limit any unnecessary chaos or confusion:

- If time permits, send out invitations to the press two weeks before the event listing precise date, time, location, subject and participants
- Follow up with a phone call to invitees 2-3 days before the conference
- Ideal dates for press conferences are 1 day before you want news covered in the press and same day during “light” news days for television.
- Conference facility should have a head table for participants, a backdrop with federation brand logo, seats for audience, a table for registration and distribution of media kits as well as ample room for camera operators and photographers
- Members of the press should be required to sign in to receive any necessary accreditations – this is a great opportunity to collect contact information and update your media contact database
- Equipment should include microphones for the head table and any necessary audio and visual equipment
- For international audiences, consider providing simultaneous translation services if resources allow
- Brief all conference participants beforehand, including order of speeches, critical questions that may arise and projected timeline of the event
- Open the conference with some brief introductory remarks and allow participants to speak before the media asks any questions
- If appropriate, allow exclusive interviews once the conference has concluded

Annex C

FINA Press Releases

Case 1

Press release – July 26, 2010

Sweden is ready for a fantastic Masters celebration

After San Francisco (USA) in 2006 and Perth (AUS) in 2008, it is now the turn of the cities of Gothenburg, Boras and Molndal (SWE) to host the Federation's biggest aquatics celebration in terms of participation, the FINA World Masters Championships, the 13th edition of which kicks off July 27 and concludes August 7, 2010.

Since 1990, Masters Athletes aged 25 to more than 90 years old come from every continent to compete in FINA's five aquatics disciplines – swimming, diving, water polo, synchronised swimming and open water swimming –, promoting fitness, friendships and competition spirit, whether they have a former elite background or merely a genuine passion for the sport.

This year, 6,600 participants from 74 countries have answered the call of the Master movement, the majority of which will compete in swimming (about 5,000).

The venues are mainly located in Gothenburg, Sweden's second biggest city, and Boras, 60 kilometers away. The championship begins with individual diving on July 27 at the Valhalla Swimming Arena, while the synchronised events will be held at the Rosenlunds Swimming Arena (Jonkoping). Water polo games will take place from July 28 at the Swimming Arena (Boras). Swimmers will enter their races on July 31 at the Valhalla and Lundby Swimming Arenas (Gothenburg). Synchro swimmers will make the show from August 2 at the Aby Swimming Arena (Gothenburg and Molndal) while open water swims will be held in the Lake Delsjon, near Gothenburg, on the closing day, August 7.

Case 2

Press release – January 4, 2010

FINA and EBU extend partnership until 2013

FINA and the European Broadcasting Union (EBU) are pleased to announce the extension of their longstanding partnership for the distribution of the European media rights until 2013. The agreement includes the 2011 and 2013 FINA World Championships in addition to the 2010 and 2012 FINA World Swimming Championships (25m).

Following the success of the last FINA World Championships in Rome, swimming will continue to be shown widely in Europe by public service broadcasters. The deal covers 62 EBU territories guaranteeing swimming and the aquatics sports maximum exposure not only on free-to-air television but also on Internet, mobile platforms and radio.

FINA President Dr. Julio C. Maglione highlighted the importance of this partnership: “After years of fruitful co-operation and still with a vivid memory of the outstanding figures achieved at the 2009 FINA World Championships in Rome (ITA), we are very pleased to renew this agreement with EBU. I am sure that the upcoming editions of our major competition will once more enchant many millions of TV viewers in the European territories covered by EBU, thus enhancing the value and image of our aquatics sports.”

EBU Director-General Jean Réveillon expressed satisfaction of the outcome of the discussions: “We are pleased to have been chosen by FINA to be their exclusive European partner across all media for the World Championships and to continue to broadcast swimming widely. The Swimming World Championships are one of the most exciting and popular sports events, and guarantee good ratings for European public broadcasters.”

For the first time in the history of the FINA World Championships, the cumulative TV audience in Europe for the latest edition of the competition, from July 17-August 2, 2009 in Rome (ITA) reached almost 1.5 billion viewers.

Case 3

Press Release – July 16, 2010

6th FINA World OWS Championships 2010 edition brings the best in Roberval (CAN)

The city of Roberval (Québec, CAN) will welcome from July 17-22, 2010 the 6th edition of the FINA World Open Water Swimming Championships, with events of 5km, 10km and 25km, for both men and women. Roberval and its Lac St-Jean have a great tradition in this discipline hosting annual races included in the FINA series of the 10km Marathon Swimming World Cup and Open Water Swimming Grand Prix.

After Honolulu (USA) 2000, Sharm El Sheikh (EGY) 2002, Dubai (UAE) 2004, Naples (ITA) 2006 and Seville (ESP) 2008, this sixth edition will mark the end of these championships as such. The inclusion of the discipline (10km event, for men and women) in the Olympic programme and the FINA desire to enhance the development in the junior age group led to the creation of a FINA World Junior Open Water Swimming Championships, starting in 2012. The “open” competition will from now be limited to the Olympic Games and FINA World Championships (with the remaining aquatics disciplines).

Many confirmed stars and revelations for the future will be present in Roberval. In the 5km event, the man to beat is certainly Thomas Lurz (GER), the 2009 world champion in this distance (and in the 10km). But Allan do Carmo (BRA), Spyridon Gianniotis (GRE, second in Rome 2009), Chad Ho (RSA, third at the World Championships), the Russian experienced duet formed by Evgeny Drattsev and Daniil Serebrennikov, and Americans Francis Crippen and Chip Peterson will surely be strong challengers to Lurz’s supremacy. The situation is quite similar in the 10km, but in this race the field is still more balanced if we add Bulgaria’s Petar Stoychev or Italy’s Valerio Cleri. In the longer distance (25km), many new names appear on the start list, but the presence of Stoychev, Damian Blaum (ARG), Bertrand Venturi (FRA) or Rostislav Vitek (CZE) should assure an interesting race.

Among women, Brazil's Ana Marcela Cunha and Poliana Okimoto are strong cards in the 5km and 10km, as well as Great Britain's Keri-Anne Payne and Cassandra Patten (respectively silver and bronze medallist at the 2008 Olympics). Other potential medallists include Ekaterina Seliverstova (RUS, 5km and 10km), Jana Pechanova (CZE, also in the two shorter races), Melissa Gorman (AUS, 10km), Angela Maurer (GER, 10km), Martina Grimaldi (ITA, 10km) and Larisa Ilchenko (RUS, 10km). In the 25km event, Italians Grimaldi and Federica Vitale, as well as Russians Anna Uvarova and Ksenia Popova seem in better position for the leading places.

COMPETITION SCHEDULE

Saturday, July 17: 10km Women

Sunday, July 18: 10km Men

Tuesday, July 20: 5km Men and Women

Thursday, July 22: 25km Men and Women

Chapter 3.4

Digital media and social networks

Benefits of this chapter

Did you know that there are over one billion Google searches each day? That's 12,000 searches each second. Did you know that Facebook acquired more than 100 million users within the first nine months of its launch? It took television 13 years to create that many users.

And did you know that there are over 200 million blogs currently on the Internet with 54% of bloggers posting or “tweeting” on a daily basis, 80% of which come from cell phones?

Numbers like these make it is easy to understand why more federations are becoming increasingly interested in digital media – the internet is becoming the primary mean of distributing information. The more effective a federation is at marketing online, the better it is able to promote its brand and develop a positive image of itself.

With so many digital and social media available, it can be overwhelming when trying to determine which ones can have the biggest positive impact on your federation. This chapter explains some of the different kinds of digital media available and how they can help you reach your federation's objectives.

Introduction

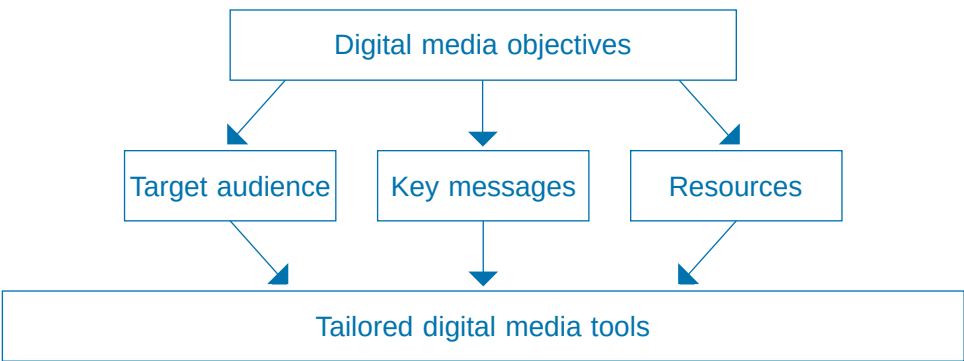
Like any marketing strategy, digital media present national aquatics federations with certain advantages and disadvantages.

For instance, digital media allow federations to market to an international audience and build brand awareness at a low cost. Unfortunately, that advantage is not exclusive to any particular industry or sport. With an increasing number of sports federations implementing new media initiatives, strategy is critical to differentiate yourself from the competition and achieve positive results.

The first step to developing a digital media strategy is identifying the digital key objectives. There are a number of objectives that were established in Chapter 1 – your mission, vision and values. Whether your federation wants to build awareness, mobilise youth to participate in sport, or increase sponsorship, keep in mind that not all of these objectives can be achieved through digital media.

First, your federation must choose which objectives can be (partially) through digital media. These are referred to as the digital objectives.

Diagram 3.4 a
Process for choosing digital media tools



Since the digital objectives do not include all of the objectives, it is critical that your federation evaluates the intended target audience, key messages and available resources (people, time and budget) before employing a digital media strategy. Still, we quite often hear from federations that after creating digital objectives, they simply choose the most popular social networking site and find that it does little to market or promote the federation. It seems that the foundation of this error lies in a lack of understanding of digital media and its underlying concepts. As a result, there exists a need to clarify the language of digital media.

Understanding the language of digital media

Digital media is simply content that can be transmitted over the Internet. To help simplify the digital media world, here are a few of the most common digital media tools that are currently being used by sports federations:

- A blog (formal term is web log) is a type of website that allows an individual to post commentary, descriptions of events, personal experiences or other material such as graphics and videos. Examples include Blogger, Typepad and WordPress.
- Social networking sites are online communities that feature user-generated content and interactive elements such as personal blogs, discussion boards, chat rooms, etc. Examples include MySpace, LinkedIn and Facebook.
- Micro blogging sites allow users to broadcast brief text updates or micromedia (text messages, instant messages, e-mail, digital audio) to a restricted or unrestricted group chosen by the user. A good example of micro blogging is Twitter.
- Video and image hosting websites allow users to share and embed personal photographs. These sites are widely used by bloggers to host images that are used in blogs and social media. Examples include Flickr and YouTube.
- Web search engines are tools designed to search for information on the Internet. The search results are listed based on the number of times the search word appears in the site. Examples include Google, Yahoo, and Ask.com.

Clarifications and simplifications

- Internet Forum (also known as a message board) is an online discussion site primarily used to spur discussion and initiate interest groups.
- User Generated Content is content produced and submitted by members of an online community. Typical types of user-generated content include: blog posts, articles, reviews, comments, videos, podcasts, images, etc.
- A post is a user-submitted message enclosed into a block containing the user's details and the date and time it was submitted. Posts are contained in threads, where they appear as boxes one after another.
- Blogging is when an individual adds user-generated content to a blog.
- A podcast is a series of digital media files (either audio or video) that are downloaded through the Internet onto special software applications (podcatchers such as iPod, Zune, Winamp, etc.).
- A tweet is a micro-blog post on the Twitter website.
- Viral marketing uses creative online marketing techniques to increase brand awareness through word of mouth.

Creating synergy

Digital media has come along way in the last decade and is continuously growing. There are many advantages of expanding your aquatics federations into the digital world. It allows your federation to market to a much larger audience and build brand awareness at a low cost.

When deciding to go digital it is very important to remember to refer back to the same objectives and goals which were defined in Chapter 1.2. This will ensure that your federation will speak in the same tone regardless of the media tools used.

Customising from the core

With so many terms and tools that currently exist in the digital media marketplace, it can be frustrating at times to design a customised strategy that satisfies the event's digital objectives. Three core elements of the digital objectives must be identified:

Target audience

Each digital media tool is designed to reach a different target audience. Knowing your target audience automatically narrows down the number of digital media tools available for selection.

Messaging

Some key messages are (not easily understood and require in-depth explanation), whereas others consist of a simple tag-line that promotes branding. The level of complexity will determine what type of tool(s) will best deliver the message of your federation.

Resources

Depending on the digital media tool, it may require monitoring, frequent updates, or costs (if a registration fee exists). Calculating the number of staff, the amount of time, and the available budget will help determine the type of tool(s) to use.

Mobilise the audience

Unlike traditional media, digital media has the ability to encourage online users to take action offline. The Internet provides the ability to connect individuals from all over the world under a single interest.

With the support of many, individuals have a greater tendency to act. Also, connecting your federation with your overall message can help evoke emotion and inspire individuals to continue building a support base online, while spreading the word offline. Engaging users creates excitement for your sport and enables a clear message to be delivered.

A digital campaign starts with the development and promotion of memorable key messages and then continues with creating an online forum that allow your sport supporters (and non-supporters) to engage in discussion. Supporters can bond online, which creates a support system for related actions performed offline.

Whether the digital objective is to increase the number of supporters for your sport, a major championship or local event, to generate revenues or to market your sport, a digital media campaign can revolutionise the way your federation is being marketed online marketing can mobilise your audience.

Useful tips

Digital media can spread quickly and likewise can be forgotten quickly. These helpful tips will help keep your federation focused:

- Creating content and consistently updating online marketing materials is essential; this does not mean to speak about anything and everything.
- The key messages should not be lost; however, creative means of delivery is encouraged. Using various formats and designs keeps the message fresh and exciting.
- Once the target audience has been determined, messaging created and resources calculated, the right tools can be chosen.
- By simply eliminating the tools that do not reach the target audience, that do not provide the right platform to deliver the message or that are not compatible with the available resources, the tools that remain will be the best digital channels to reach the intended market.



Chapter 3.5

Winning story

Brazilian Swimming Federation

**Coaracy Nunes Filho – President
Brazilian Swimming Federation**

“We work hard to maintain good relationships”

The Brazilian Swimming Federation (CBDA) is the national governing body for the following five Olympic sports – Swimming, Water Polo, Synchronised Swimming, Diving and Open Water Swimming. Originally founded in 1955 as the Brazilian Swimming Confederation, the CBDA is among the three most successful NGBs in Brazil in terms of technical results and sponsor support.



What activities have you undertaken over the years to create and manage your federation's brand?

Our federation's brand is the result of our experience and continuous improvement. My previous leadership experiences – as President of the Aquatics Federation of the State of Rio de Janeiro, President of the South American Swimming Confederation and President of the Latin Swimming Confederation – have provided practical knowledge and insight as to how to lead and manage our brand image in Brazil.

I have also continued to enhance my understanding of sports marketing by taking high-level courses at the Getúlio Vargas Foundation, which have helped me manage and attract greater financial resources for various CBDA projects.

How have you been able to use the values of your federation within your branding initiatives?

Because we want to increase awareness of and participation in aquatics sports across Brazil, our main strategy has been to decentralise activities and events. When I became President of CBDA in 1988, most Swimming activities and events were limited to Rio and São Paulo. Today we have opened up the market to make Swimming more accessible to all Brazilians. As a result, there are currently more than 2,000 clubs all over the country. We have recently implemented a similar strategy for Water Polo and Synchronised Swimming, and we hope to see similar results in the near future.

We also value cooperation and teamwork. As such, we work hard to maintain good relationships with our 27 federations. As evidence that relationship-building is an effective strategy that builds unity, I have been fortunate enough to be re-elected to my leadership post over the past 20 years. We want to promote teamwork and cooperation, and the way we operate internally reflects that vision.

What techniques and activities has your federation found useful to promote your brand?

Our sponsorship agreements are very useful in promoting our brand. CBDA has four primary sponsors. Our official sponsor is CORREIOS, the national mail service. In addition, we have agreements with Bradesco Bank, Gol Airline, and most recently, Speedo.

These sponsorship agreements provide financial resources that allow Brazilian aquatics athletes to participate in over 50 international events throughout the year. Our presence in these events is very helpful in promoting our brand and

increasing the international experience of our athletes. It is very important that sports managers have a solid understanding of sports marketing in addition to technical knowledge and experience in the sport itself.

What advantages/positive outcomes has your federation seen since implementing its branding initiatives?

Chapter 3.5
Winning story
Brazilian Swimming Federation

Before the 1990s, it was quite challenging to attract and retain good sponsorship agreements. However, as a result of broadening the reach of Swimming across the country over the past 20 years, Brazilian swimmers have achieved greater levels of success in international competition. By winning more medals at the Olympic Games and Pan American Games, Brazilian swimmers have helped swimming become an extremely popular sport in Brazil. As a result, we now have great sponsors and we look forward to continuing these achievements in the years to come.

Developing an effective media relationship can be a challenge. How did you manage to develop and sustain your media strategy?

We are very fortunate to have an excellent relationship with the press. The key to the relationship has been truth and transparency. The CBDA does not give special privileges to members of the press, and we publish our financial balances and have them audited by independent companies. This has generated mutual trust and respect between CBDA and the press and the relationship continues to grow even stronger over time.

4

Choosing your people

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Creating a learning organisation

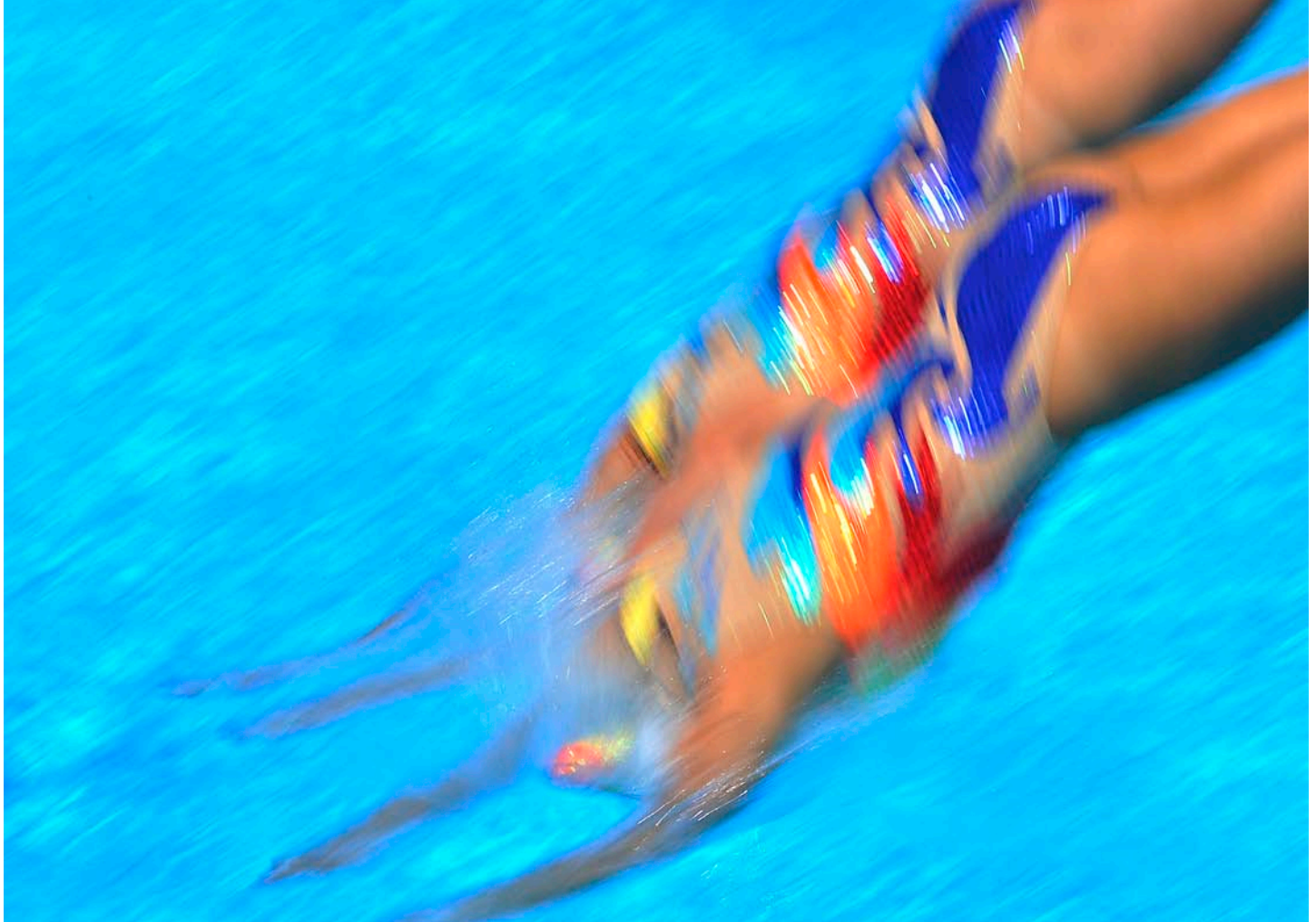
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Chapter 4.1

Motivating for involvement

Benefits of this chapter

Meeting the challenges of change

Motivating your National aquatics Federation can be a difficult task all on its own, but even more challenging is motivating your federation during a time of change. If your federation is planning on implementing a new plan or a new structure, or would simply like to recruit volunteers for an upcoming event, motivation can be a powerful tool to achieve your federation's aquatics goals.

There are a few things to keep in mind. However, the most important is to remember that change is important! Without change there can be no breakthroughs and without breakthroughs there can be no future for your federation. This is not to say that your federation should change constantly, however as your aquatics federation begins to grow you should become more and more aware of your sporting environment. Knowing what goes on within your country such as the growing interest in aquatics as well as the interest of other sports can help you to adjust your techniques and respond accordingly.

This chapter can help your federation understand how change can affect your federation and how you can use it to motivate your staff.

Introduction

Operating your national aquatics federation is a challenge, even more so during a time of change. As a leader in your federation you must constantly be aware of changing external environments in order to keep up with the challenges within the world of aquatics.

Unexpected events such as new aquatics guidelines, new products such as new swimsuit designs or water polo balls and new technological advancements such as timing systems are all factors which are continuously evolving outside the spectrum of your day-to-day aquatics operations which you need to be aware of.

More and more social trends are changing. Being aware of the changing trends can greatly affect your sport, some examples of changing trends found in federations include:

- The balance of power between you and your potential aquatics supporters. As other sports within your country evolve and grow, your supporter have more choices which sports they want to play or watch.
- Professionalisation of national sport federations. More federations are becoming professional, and so their structures and processes are becoming more organised.
- Values of employees are changing. The need for work/life-balance is becoming an important factor for employees and their quality of life.
- Team mentality. More employees are expressing the need for self-development and team oriented work settings.

No matter the trend facing your national aquatics federations, it is important to know that they can be included in one of three sections – Cultural, Social and Technical. And that in order to achieve sustainable changes within your federation you should consider all the essential elements of your organisation.

Managing change to motivate

Mutual support can be motivating.

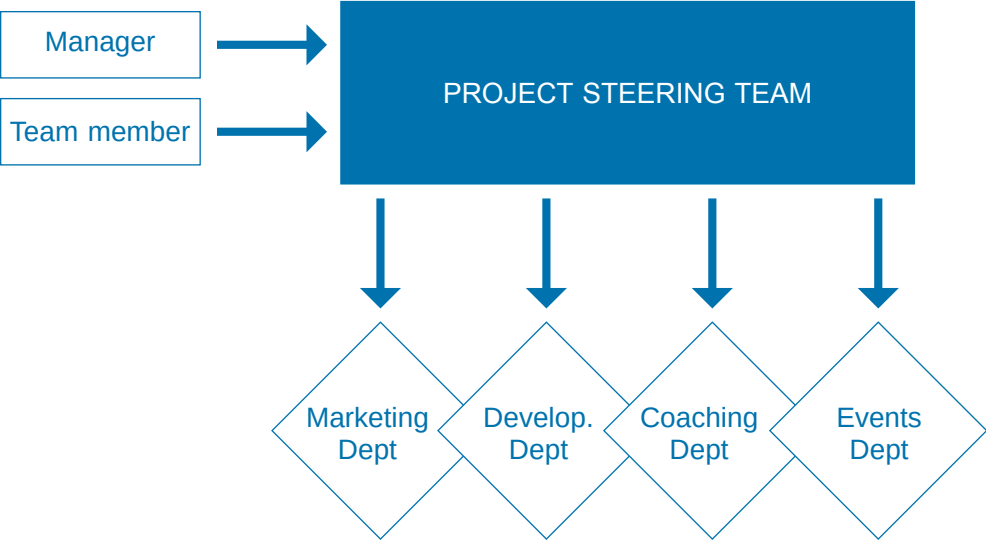
This can be helpful when trying to implement a new change, the more support you have within your federation the easier it will be to manage the change you want to implement.

Many federations have begun setting up internally cross functional department teams in order to manage change effectively. Finding the key people from different departments to work together towards the same goal can go a long way. Having a representative from different departments shows that your federation is including the input of each department forward while also keeping the interest of the entire federation a priority.

Having a team of representatives or a “project team” which is effective can increase the motivation and productivity of your federation. Furthermore, asking an individual to be part of the “project team” can also motivate individuals,

making them feel important and honoured, which can help gain support for the change throughout your federation quickly.

Diagram 4.1 a



Building the case for change

As mentioned previously, change can bring uncertainty and resistance within your federation. Your mission as an aquatics leader is to build a strong case within your organisation for change.

In order to gain the support you want, you need to have your staff, members, and athletes understand the reasons for the change.

Important steps to building the case for change within your federation:

- Identify the problem
- Generate practical solutions
- Demonstrate the benefits
- Use benchmarking and evaluation

Communicating the case for change

Your case for change needs to be properly communicated in order to ensure you have the support from your staff and members across your aquatics federation.

The following are steps to making sure your federation not only builds a strong case for change but a strong communication platform as well.

- 1/ Always tell the truth
Being truthful lets you build trust with your staff and members and will help you gain their support.
- 2/ Share the thinking and analysis
Sharing the reasoning and process for your new aquatics plans will help build support for your decisions.

3/ Make it logical

Keeping the explanation of the new changes for your federation brief, compelling and above all logical will make understanding it easier for your staff and members.

4/ Encourage participation

Engaging your staff to be part of the change and the discussions can help them express any concerns and lets them feel like part of the process.

5/ Aim for trust

The best way to motivate your staff is to gain their trust. If they trust in your federation, they will trust in the new changes you are implementing. Aim to achieve credibility with any new change you seek to implement.

Useful hints

Motivation is contagious – gaining support from key people in your federation can influence support for new changes.

Inspire by increasing knowledge – Informing your supporters and staff about potential changes in your federation and the reasons for having them can diminish the risk of resistance and can inspire a positive movement for change

Keeping your staff and members of your federation included in the change process can help increase their performance. The open communication gives them the opportunity to contribute to the project and take ownership of the future of your national aquatics federation.

Chapter 4.2

Working with volunteers

Benefits of this chapter

Volunteers are as important as your sport

There is a vast array of notions, definitions and traditions concerning volunteers, but it is certain that, their contributions and involvement in aquatics is a significant part of growing our sport. This is not to say that the contributions from your staff and members are less important, however, you should always remember that volunteers donate their time. Therefore, learning to manage them and keeping them happy can be both useful and necessary for your national aquatics federation.

This chapter will discuss various ways of recruiting, managing and keeping volunteers.

Introduction

Why volunteering matters?

As aquatics is a sport which relies heavily on volunteers to carry out most of our activities such as running competitions, administration, etc. it is important to understand why volunteers matter and how their contribution can benefit your aquatics federation.

According to a recent study from John Hopkins University statistics show that the contributions from volunteers can account for an estimated 5% of a country's Gross Domestic Product. Imagine the effect that volunteers can have on your aquatics federation!

Volunteers are usually at the forefront of our sport, they are the ones doing the hands on activities at swim meets, diving competitions, etc. They are the ones thinking of new systems and developing innovative ways of thinking from an organisational point of view. Their contributions help create close partnerships with the community and they are the faces of your federation. Recognising their hard work, facilitating and supporting their contributions and above all keeping them happy is important to the growth of your national aquatics federation. It is critical to ensure that the methods you implement to recruit, train and support these volunteers reflects your federation as being well organised and caring.

Recruiting for Success

Before you begin to recruit volunteers for the various duties within your aquatics federation, make sure to consider the following points:

- What specific tasks need to be done within your federation?
- Which tasks should be done and can be done by volunteers?
- When, where and how do you recruit volunteers?
- Who recruits volunteers in your federation?
- Who can train the volunteers?

Recruiting volunteers can be a time consuming process. Unfortunately, it often becomes a case of looking for a “warm body”, somebody, anybody, to get the job done. Keeping these questions in mind when deciding when and where to recruit volunteers can help your federation gain time and keep the support it needs to be successful.

Why recruit a volunteer?

- To help spread the work within your federation among volunteers
- To support your federation
- To gain fresh and new ideas
- To get the work done within your federation

Recruiting on any level within your federation is about getting the right person with the right skills at the right time in the right job. Whether your present volunteers can fit the job, or if you have to recruit others, it is important to match the right person to the right job.

It is important to keep in mind that securing volunteers should be done through a total recruitment process rather than by taking the first individual who comes along. The recruitment of volunteers in your National Federation, whether it is to get someone to organise the annual budget meeting or to run for president, should not be handled any differently from the recruitment of your paid staff.

Define the Job

The first step in recruiting volunteers is to define the jobs which need to be done. Whether it is officials at swim meets, towel girls/boys on deck, etc. each job should be defined in order to help ensure your federation gets the right person to fill the right position.

Determine Job Qualifications

Once the volunteer job is defined, determine what qualifications are required to do the job. A job description is a useful tool. It lists all the qualifications needed to do the job. This step clarifies for all those involved, including your aquatics federation, the expectations and requirements of the volunteer position. It also gives volunteers an idea of the part they play in the total picture of your federation.

A volunteer job description should include:

- Title – This is the volunteer's identification. Remember to give this as much prestige as possible.
- Purpose – This is a general statement identifying what the job is and why it is necessary.
- Responsibilities – List each duty and responsibility of the job. Be as specific as possible.
- Qualifications – Outline the skills, knowledge and attitudes you seek.
- Relationships – Clarify who the volunteer is accountable to.
- Time commitment – Estimate time demands of the job. Be specific, i.e: define how work should be done weekly, monthly, long-term basis or flexible, self-determined.
- Benefits – What is in it for the volunteer? What is to be gained personally by doing the job?

Examples:

- The "people" person might be good at social committee work, canvassing or public relations.
- The "prestige" person might enjoy being master of ceremonies or media spokesman.
- The "achievement" person might like program planning, chairing a committee, working on a new activity or being on the executive. Any "type" of person could do a very good job at any volunteer position, but both the organization and the volunteer benefit from a perfect match.

Motivate

Keeping volunteers motivated is very important, especially since they are not reliant on your federation or the event for income. If they become unmotivated they have the choice of walking away from an event or federation, and this can become problematic especially if an event that you are running depends highly on volunteers. However, as experience has shown, volunteers are often motivated by simple things like the uniforms they are given, the meals they are provided, free access to the competition after their shift, positive working environment etc.

Some easy ways of motivating volunteers at your aquatics events include:

1/ Positive feedback

Positive feedback is essential to great coaching. Just as coaches use it on the pool deck, you should use it in your federation to keep your volunteers motivated. Giving positive feedback can go a long way.

2/ Give regular rewards and recognition

An effective way to stimulate inner motivation of your volunteers is through rewards and recognition. Whether it is recognising a job well done vocally or through a reward both are incentives which can motivate your volunteers to keep working hard.

3/ Provide on-the-job training

Developing a standard process within your federation for training your volunteers, similar to how you would train a full time staff member, can go a long way in motivating your new members. Training allows them to see what your federation is about and helps them build a connection and develop passion for aquatics and your federation.

4/ Be available

Be easily accessible to volunteers will help enormously with their morale and motivation. At times it can be frustrating within your federation to be interrupted with questions from volunteers but spending time with volunteers will help them feel part of your winning team.

5/ Provide free food

Offering snacks, drinks and depending on the setting meals can go a long way in motivating and encouraging volunteers.

6/ Have fun

Fun is a great motivator. Volunteer work can be stressful, and fun is one of the most effective ways to get everyone on track and relieve stress. It is important to work hard, but also to play hard.

Chapter 4.3

Creating a learning organisation

Benefits of this chapter

To make your national aquatics federation more effective, you need high-level skills both in your administration and in your management. These will help you to plan, organise, recruit, motivate and develop your federation as a whole.

This section considers the skills that are needed to effectively manage the resources of your federation. It focuses on key skills and tools that can be useful to your federation. By understanding how your federation works currently and how you want to work in the future you can use internal resources to build your federation and make your current practices a learning experience for your staff.

Making your aquatics federation a learning organisation can help increase the motivation within your federation. Increased knowledge will help your National Federation not only become successful in the future but remain successful for years to come.

Introduction

As the National aquatics Federation in your country you have a wealth of knowledge. Knowing what your major assets are is essential in order for you to continue building towards your goals as a successful aquatics federation.

As the only aquatics federation in your country you have the unique ability of having specific skills and knowledge about swimming, diving, synchronised swimming, water-polo and open water competitions. Not to mention the unique relationships you have already with your existing partners.

Creating a learning organisation is dependant on maintaining and growing your own personal balance sheet and that of your employees. A personal balance sheet, just like the financial balance sheet of your federation, is made up of assets, profit and loss. As it is the case for all assets, they will be worth less at the end of the year if they have not been increased during the year.

Building the personal balance sheets of your staff and yourself can show the true value of your National Federation and can help you identify places to work on in order to ensure that at the end of the year you are building a winning federation.

Building the assets

Skills

- Skills are hard to win but they keep their value for a longer time. Developing your staff's abilities to complete a task effectively and efficiently can build their skill set and ultimately build the success of your federation. For example, if your staff can run a swimming competition smoothly and efficiently this builds a good image of your federation and increases at the same time your staff's organisational skills.
- Important skills to have are in the technical, planning, administrative sector
- The key is to focus on skills that will create a winning platform. Think about what skills can help build the success of your aquatics federation!

Relationships

- Create more depth in relationships with existing members, sponsors, etc. These are the relationships which can bring your aquatics federation current success.
- Focus on building more breadth in relationships with potential members, sponsors and partners. These in combination with your existing partnerships are the relationships, which can bring your aquatics federation success in the future.
- Develop closer relationships with people who can help your federation: media, experts, suppliers, governments, etc. Think about who you know better now than one year ago? And who do you want to know better in one year from now?

Knowledge

- Knowledge is relatively easy to accumulate quickly, but it also depreciates quickly
- Knowledge is important but it does not work without relations and skills
- The key is to focus on specific areas work on what you know about aquatics and what you can do in aquatics, think about what you can do now that you couldn't do one year ago. And what do you want to be able to do one year from now?

Planning

Speeding up the assets building process within your aquatics federation is all about planning. No matter what activity your federation is working on, be it organising a swimming championship or finalising your financial planning for the year, it is important to plan.

Planning steps

- What does your aquatics federation want to improve or enhance during this activity?
- How can it be successful?
- Who can help? Which team members can you use?
- What might be potential obstacles and how can your aquatics federation deal with them?
- How will you as the leader in your aquatics federation measure the process?

Working within your federation

- Briefing before and debriefing during and after every assignment is important, be it on a daily basis during an event, competition, project, or at the end. Getting constant feedback from your team is important for their growth and development as well as that of your federation on a whole.
- Reflection and feedback is important to do by yourself, with your project team and with the project manager

Debriefing

Without a good debriefing, the point of the project can be missed. Debriefing connects the dots for your team and staff, and allows them to see the whole picture. Debriefing takes your team members out of the realm of the activity and makes them view the entire project from an objective point of view. Debriefing is important because it lets your staff learn from the experience and let you as a leader within your aquatics federation teach (you can also learn while you teach!).

Debrief by yourself

- 1/ Take the time to evaluate your own work
- 2/ Take notes and keep a journal during the process with reflections, these notes can help later when you are debriefing with everyone
- 3/ Ask yourself these questions:
 - What went well, and why?
 - What did not go so well, and why not?
 - What can you change? How can things be improved?

Debriefing with your project team and staff

- 1/ Ask your team these questions:
 - What went well, and why?
 - What did not go so well, and why not?
 - What can you change? How can things be improved?
- 2/ Be sure to give and get honest feed-back
- 3/ Have a common goal of improving and helping each other to build a strong asset together

Useful hints

Building a learning organisation will help increase the value of your aquatics federation

Developing your federation's assets through reflection and feedback can help decipher what is experienced, done, learned and interpreted during each activity

Debriefing is an opportunity to learn

Chapter 4.4

Rules, policies and ethics

Benefits of this chapter

Whether through rules or policies, your National Federation should put in place some sort of structure which allows for the maintenance of up-to-date regulations which can serve as a guiding tool for all your members and staff.

Introduction

Rules, policies and ethics are each separate terms that are aimed at giving structure and organisation to your national aquatics federation. While it would be ideal if all your members and staff were on the same level in terms of awareness and ambition, unfortunately this is usually not the case. This is why federations need to implement rules, policies and ethics.

While not everyone agrees with some rules and policies, they are there to keep members and staff safe and satisfied, and serve to protect your federation. They can contribute to the culture of your federation as well, usually because of the external assumptions based on the rules or policies in place. For example, your federations policies on anti-doping testing can lead to assumptions that your federation values drug-free sport.

When rules, policies and ethics are understood by your federation this can help to ensure that everyone is working towards the goal of winning in water.

What is policy?

A typical definition of the term policy is a set of rules or guidelines, a set of principles from which your aquatics federation can outline how things are done and helps to create a framework for the way your federation is run on a day-to-day basis. Policies set the standards for the organisation; they arise from best practice.

Some important reasons why policies should be implemented in your aquatics federation:

- To create a framework for the activities and projects that members and staff within your federation can use to get their job done
- To solve a reoccurring problem – one thought out decision can be applied to many similar cases
- To meet your federation's aquatics requirements
- To improve quality and standards throughout your federation

What are rules?

Rules are a set of guidelines that your federation can use to tell your members and staff what they are allowed to do. Rules are set in place in order to provide detailed guidance about how a strategy can be translated into action. Gathering a set of rules can help your federation stay on track for success.

Enforcing the rules can be tricky, however the following guidelines can be helpful for your aquatics federation:

- 1/ Make sure the rule is reasonable for your members and staff. It should relate to the goals of your aquatics federation and should not just be a random rule.

2/ With any rule or policy, learn about laws that may affect it. Don't violate someone's rights by mistake because you didn't do your research. Most rules should relate to your federation's legitimate interests or be necessary to carry on operations in an orderly and efficient manner.

3/ Get support

When your members and staff understand why a rule is in place, they're more likely to support it. When you consider a new rule or policy, educate the team about why you're taking action. Discuss the rule, and adjust it to meet everyone's needs.

4/ Stress the consequences

Make sure that everyone knows the consequences of not following the rule. The rule itself must be clear, and your federation must tell workers about it before punishing someone for breaking it. Use hypothetical examples to communicate the need for the rule.

5/ Communicate new rules and changes to old rules

Use various ways to communicate – posters on bulletin boards, emails, meetings, and fliers are just some examples. Your goal is for everyone in your federation to know the rule, not just the people who are directly affected. Include information on why the rule exists, why it needs to be enforced, and how it will improve the workplace.

Rules and policy development

When deciding which rules and policies to adopt, a good reference is to look at FINA's official website for guidance. However, since each country is different, additional rules and policies your aquatics federation will most likely need to be implemented.

Some useful questions to ask when making new policies and rules can be:

- 1/ What is the policy/rule and what is the background behind it?
- 2/ What problem is the policy/rule trying to solve?
- 3/ On what values is the policy/rule based?
- 4/ What processes have been used in developing the policy/rule?
- 5/ Who has to be consulted in the process of developing the policy/rule?
- 6/ Who is the legitimate authority making the policy/rule?
- 7/ Who benefits from the policy/rule?
- 8/ Who is disadvantaged by the policy/rule?
- 9/ How will the policy/rule be implemented?
- 10/ Who are the winners and losers in practice when the policy/rule is implemented?
- 11/ How will the relevant members of your aquatics federation find out about the policy?

Criteria for good policy and rules

Criteria for good policy include:

- What is the focus of the policy or rules?
- Will it be useful for the intended users?
Will it improve the quality of your aquatics federation?
- Is it easy to find and access?
- Will it inspire your federation's members and staff?

Reactive policy and rules are too late

As the leader within your National aquatics Federation, you are constantly being faced with a number of issues. Creating policies and rules usually does not get the attention it deserves, however waiting until something happens to create a new policy or rule is not an effective way of managing your team. Policies and rules should be in place before they are needed, not the other way around.

Therefore, you must consider the potential risks and problems which can affect your federation when policies and rules aren't followed. By being pro-active you can avoid creating unfair policies and rules at the last minute. This will help you manage the expectations of your federation as a whole.

Ethics

Just like athletes, coaches and officials have codes of ethics that they obey and so should your federation. As the National aquatics Federation in your country, you represent and promote fair play, respect, development and education of aquatics.

Your commitment to ethics within your federation you should also be reflective of the FINA standards for ethics. When it comes to integrity, honesty, transparency and fairness, the success and winning spirit of aquatics is all our responsibility.

Useful tips

Know how rules and policies are viewed by your staff and members and what benefit the rules serve. By being more aware of how rules are interpreted and enforced, you can better understand which rules are needed and which are no longer useful.

Make sure the rules of your federation are reasonable, legitimate, and well communicated – if they are accepted it is more likely they'll be accepted, followed, and enforced.

Chapter 4.5

Winning story

Italian Swimming Federation

**Paolo Barelli – President
Italian Swimming Federation**

“We invite everyone to exercise innovation in achieving our mission”

The Italian Swimming Federation (FIN), founded in 1899 and renamed in 1928, aims to promote, organise, regulate and spread swimming disciplines in Italy and abroad. The disciplines under FIN’s jurisdiction in Italy include: Swimming, Water Polo, Diving, Synchronised Swimming, Open Water Swimming and Swimming for Rescue.



How has your federation kept up with external and internal changes and used these factors to create a positive learning environment?

The Federation works extensively with specialised business consultants to monitor its external and internal working dynamics. Based on the information received from the consulting firm, the federation implements new strategies to reorganise and improve business activities.

What measures have you taken to ensure that your staff and members remain motivated in their day-to-day work ethic?

FIN makes it a point to involve staff and members in organisational processes. As well, the staff members know that they are accountable for their part in the Federation's success, so that helps keep them motivated as well.

What are the key messages that your federation wants to put across to your staff and members?

The most important messages that we want to send to our staff and members is that we all share in the success of the Federation's mission, and we invite everyone involved with FIN to exercise innovation in achieving that mission.

What actions will your federation put in place in the future so that you can continue to motivate your staff and members?

Keeping our staff and members motivated and productive is very important for the success of the Federation. We use many methods to inspire motivation at all levels, including adjustments to the contract, upgrades to facilities and training courses to improve our knowledge and skills.

How important are volunteers to your organisation? What methods does your federation use to recruit and retain good volunteers?

Volunteers are crucial to the Federation. We take recruitment and retention of volunteers very seriously. Most often, volunteers are selected by clubs affiliated with FIN and FIN supports them in offering the necessary training and preparation. Volunteers are a key part of the success and growth of our federation, so it is important that we treat them well and develop their skills in the process.

Chapter 4.5
Winning story
Italian Swimming Federation

5



Increasing your income

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Growing the membership

Chapter 5.2 p 143

Sponsorship

Chapter 5.3 p 149

Working with public sector

Chapter 5.4 p 157

Alternative funding
opportunities

Chapter 5.5 p 161

Winning story
USA Swimming



Chapter 5.1

Growing the membership

Benefits of this chapter

Growing your membership takes time, requires some strategic thoughts and a precise action plan. Whether or not you already have a strong and stable federation and supportive members, growing your federation is always beneficial.

Expanding the reach of aquatics is not just about maintaining, but rather about reactivating, renewing, retaining and recruiting members. While your current members might be content with their status within your federation, as the leading aquatics body in your country, you need to constantly be thinking about the future.

Engaging your members and looking at ways of making your federation stand out is part of your role as the National aquatics Federation in your country. This chapter will discuss ways in which you can add value to your current relationship with members and the key skills which can help grow your federation.

Introduction

No matter the size of your aquatics federation, every federation wants to increase their membership. Most federations have a strong and solid membership base, however as your goals and success in aquatics grows so should your federations membership.

Growing your membership involves going back to your strategy. Your objectives and your goals as an aquatics federation become very important when you want to grow your numbers. Growing all around is not just about recruiting new members, it is about managing your current relationships as well as developing new ones.

Your federation's skills come into play, from leadership to coaching skills. By using the right skills, you can ensure the continued growth and satisfaction of aquatics in your country.

Chapter 5.1
Growing the membership

Getting started

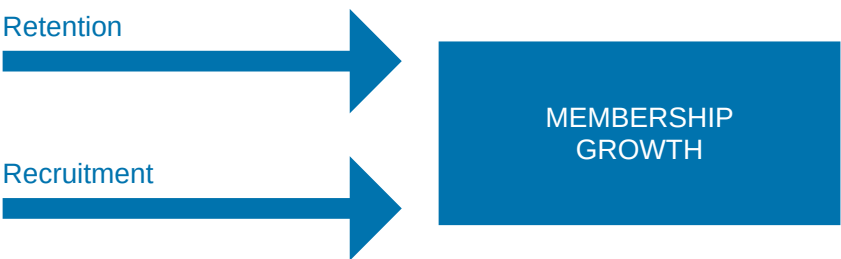
Membership development strategies and solutions

Growing your membership takes some thought, and a lot of strategy. It is important to keep a strong and solid base of members, as they will be the foundation you will need when recruiting additional members in the future. By managing your relationship with them and ensuring that they are happy and devoted to the expansion and development of aquatics you are setting your federation up for success.

As you look to the future of your federation, you must also look at your current situation. Growing your federation starts with the development strategy of your federation (see Chapter 1.2). This is a great starting point, mainly because this can help your federation put together the action plan for keeping your current members happy and recruiting future members.

When expanding your membership, you should have two focus areas in mind: retention and recruitment.

Diagram 5.1 a
Growth your membership



Retention of your current members

Take a close look at your current aquatics members.

And ask yourself the following questions:

- Do they have a positive feeling about your federation?
- If so why?
- What are you currently doing to make them feel this way?
- If not, what can you do to make them feel involved?

Building a loyal base of members by offering an innovative and positive environment can bring a new direction and sense of enthusiasm towards aquatics and your federation. A strategy based around loyalty lets your members feel secure in the present and dream about the future. This also means renewed memberships and long-term development for your federation.

Whether it is developing the skills, attributes and knowledge of your current members, making members feel positive and involved with the direction of your federation is very important.

Word of mouth is a powerful tool. By keeping your current members happy, this can lead to positive promotion. No matter how much effort, money and time you put into publicity and promotion, if your federation does not have a good image then all your efforts will be wasted. Being associated as an aquatics federation with happy and devoted members is the best publicity you can have.

Recruitment of new members

Gaining new members requires more strategic planning and an action plan. By coming up with a tailored strategy, your federation is more apt to finding the right path for successful expansion.

The key to growing your membership is having a plan and being visible.

Once again the strategic plan of your aquatics federation comes into play. As you grow your federation, keep in mind that growing your federation in numbers is one thing, but growing your federation with the right members is another. Having members who share the same vision and goals for the future of aquatics in your country can ensure that there is a constant stream of growth.

Developing an effective membership marketing and promotion plan that works cohesively with your overall development plan can ensure that you have the right strategies for success.

Visibility is an important aspect of growing your federation. Depending on your strategy, you may choose to be present and visible in certain areas versus others. Having a presence in the right areas can be an asset when promoting your federation's image.

Attracting new members can be easy, but finding the right members can be a challenge. Looking in the right places can help your federation in its quest to grow and develop.

There are several areas to look at when deciding to position your federation in the right markets, a few mentionable ones include:

- Developing partnerships
- Being present at the right events
- Website development

Developing partnerships can be interesting as your federation can open new markets which were once not an option. There is a variety of partnerships which can be interesting to your federation, such as governmental partnerships at the provincial, state, federal or through the educational level. Developing a relationship with the educational sector is an opportunity for your federation to expand to the youth within the internal structure of the educational system. As discussed in Chapter 3, promoting your sport by setting up swimming or water polo programmes through the educational system as part of the curriculum can enhance development of aquatics to youth in a very efficient and direct manner. Later in this development handbook we will discuss how to further develop partnerships and how partnerships are an important part of expanding aquatics in your country. (See Chapter 8).

Being at the right events is not only about attendance, but also about saying the right message when you are there. Taking opportunities to be a keynote speaker and give presentations about your federation, the (new) direction it is taking and the vision it has for the future allows you to promote your federation and the ability to be seen. For example, speaking at an educational seminar or an event with potential sponsors is a good platform to speak about your federation.

Developing your website is the opportunity to speak about your federation both internally and externally. It is your voice to the world, and you can decide how you want your message to come across. A website allows you to inform your members, staff and the public about new activities going on, as well as the successful accomplishments you have had. It also allows you to be seen in an age where most people are using the Internet to be seen. As was discussed in Chapter 3, having the right website and using the right digital media services allow your federation to not only be present online, but also to have a presence!

Useful tips

Growing your membership is about:

- Reactivating, renewing, retaining and recruiting members!
- Keeping good relations with your with your current members can reinforce loyalty to your federation and help in recruiting new members.

Chapter 5.2

Sponsorship

Benefits of this chapter

Any successful organisation – be it a private business, a non-profit organisation or a government agency, etc. – needs adequate financial resources to operate and achieve its mission and goals. The same is true for national sports federations.

Many sports federations develop sponsorship agreements with businesses and organisations that provide financial support in return for representation, promotion and a role in certain aspects of the federation. This includes exclusive opportunities to display signage at competition venues, supply apparel for team uniforms and sell consumer goods at federation events.

Because partnerships can be very lucrative for your federation, this chapter presents some of the basics of sponsorships. Your federation can use these basics to gain a better understanding of the current sponsorship market and learn how to attract and develop relationships with sponsors to provide your federation with greater and steadier sources of income.

Introduction

Sports federations are constantly on the lookout for ways to increase revenues. The typical revenue streams for most federations include commercial sponsorships, membership fees and the sale of television and media rights. Of these, commercial sponsors are often the main source of revenue.

Revenues from sponsors are important to every federation – big or small, local or international. However, the commercial sponsorship market is increasingly challenging and overcrowded, and sports federations are finding it more difficult to attract and retain new sponsors. Commercial sponsors have also become more sophisticated and demanding, which can lead to conflicting interests. In some cases, sponsors have even created their own events to achieve their sponsorship objectives. These events often compete with events owned by national sports federations.

So how can your federation maximise opportunities with sponsors and navigate some of the current challenges in the sponsorship market? This chapter is designed to help you do exactly that by covering the following topics:

- What are the basic trends in sponsorship?
- How do these trends affect sports federations?
- What strategies can federations use to attract and retain sponsors?

Using this information and these strategies, you can find ways to strengthen your federation's financial base while deepening important partnerships that create a "win-win" situation for everyone.

What are the basic trends in sponsorship?

For many years, commercial sponsorships have been the primary source of revenue for many sports federations. And although more competition in the sponsorship marketplace has required federations to diversify their sources of revenue, sponsorships will continue to play a very important role.

The most significant change for your federation to be aware of is the way sponsorships are being used by commercial companies. Being mindful of these developments and making strategic adjustments accordingly can help your federation continue to build successful relationships with commercial sponsors going forward.

Sponsorship has traditionally been used by commercial entities as a tool for building brand awareness and promoting a company's image. Sports federations (and their events) have provided a new instrument for building that awareness and promoting that image, but sponsorship has still to be an integrated element of the communications mix along with classic advertising, public relations and direct marketing.

In other words, commercial sponsors have been "brand-centric" in their approach to partnering with sports federation. Through this approach, businesses have tried to transfer the values of the event into their brand to build an image

of their brand that would be attractive to consumers. For example, Kodak, a leading international photography company, is one of the Olympic Games' top sponsors because the company wants to use the excitement and emotion of unique moments at the Games to reinforce its image as a company that can "capture" special moments like those.

Increasingly, companies are less focused on brand awareness and more concerned with building relationships with consumers to generate brand loyalty. As such, companies are shifting from a brand-centric approach to a consumer-centric approach to sponsorship. Greater competition for consumers has led companies to focus on showing consumers how the brand adds value to the consumers.

How do these trends affect sports federations?

Sponsorship continues to offer unique opportunities for brands to reach consumers, but the idea behind sponsorship is changing, at least from the perspective of commercial companies. So what does this changing trend mean for sports federations?

First, federations must realise that brands are looking for sports and events that provide an authentic link with the consumer. They need to appeal to what consumers like, what consumers are interested in and what consumers need. When businesses identify such a sport or event, the brand gets involved and offers its financial support. In turn, this pleases consumers, who recognise and appreciate the brand's involvement with the sport or event. Therefore, the more attractive the sport or event, the more satisfied the customers will be not only of the sport/event but also of the brand. The stronger the relationship between the customers and the brand become, the more the customers are likely to stay loyal to the sport/event and the brand.

Considering this consumer-centric approach to sponsorship, it can often be difficult for sponsors to find just the right event that provides this authentic link between event and consumers. That is why some brands have created events or rights instead of buying them. This trend is likely to grow steadily over the coming years.

However, all trends are relative and sponsors still have many different reasons for sponsoring federations and their events. The so-called "donating sponsor," whose sponsorship decisions are based not on any marketing related considerations but merely on personal preferences for certain sports or events, are still in play. In general, sports federations need to begin by identifying the objectives of the potential sponsor, and from that point, federations can try to find ways to help potential sponsors achieve those objectives.

In many ways, these sponsorship trends are good news for sports federations because they have created more options that sports federations can use to approach potential sponsors. For example, federations do not necessarily need to offer sponsors huge media coverage for the naming rights of an event because that might not be what sponsors are looking for. Rather, they may be more interested in doing something new or special for their potential customers.

Therefore, federations need to identify how the federation itself or its events and activities can help the sponsor achieve its goals.

Even though sports sponsorship is developing fast and becoming increasingly sophisticated, it basically comes down to one thing: every company is constantly looking for ways to build better relationships with customers and other groups who are important to them (e.g investors, media, and vendors). How can sports federations help? Finding clever and value-added answers to this question is the key getting more sponsors and generating more revenue for your organisation.

What strategies can federations use to attract and retain sponsors?

So how can your federation adapt to these trends and attract and retain sponsors? The following hints outline some basic strategies that you can integrate into your operations to ensure that your federation is financially secure and growing toward the future:

1/ Know the strengths of your federation

Before you approach potential sponsors, you need to know exactly what your federation can offer them. The first step is understanding and articulating the strongest assets of your federation and how those make you a unique partner. These assets include your values, mission, goals, athletes and events.

2/ Identify potential sponsors logically

Not every potential sponsor is a solid match for your federation. Even though sponsorship revenue is important, in today's changing sponsorship market, there needs to be an authentic connection between you, your sponsors and your sponsor's target audience. For example, many sports federations used to receive sponsorship revenue from cigarette companies. However, today's sports audiences are much more conscious of their health, and smoking is widely seen as a detractor from health and sports performance. To stay current, identify sponsors that share your values and have a logical, authentic connection to aquatics sports.

3/ Understand your sponsors' consumer base

In today's sponsorship market, sponsors are looking to please their consumers by supporting sports federations and events that connect with the consumer. By knowing who your sponsors' primary consumers are (age, gender, economic status, etc.), you can highlight ways that your federation and its events will appeal to those demographics and strengthen consumer's loyalty.

4/ Show interest

When approaching prospective or existing sponsors, take an active interest in learning about their consumers. Sponsors are increasingly focused on the loyalty of their consumers rather than simply the promotion of their brand. As such, you need to understand their consumers so you can demonstrate how aquatics sports and your events can help strengthen consumer loyalty. In the process, you

deepen your relationship with your sponsors by showing you care, which can lead to more opportunities in the future.

5/ Add value

In a competitive market, sponsors will be most attracted to federations and events that can differentiate themselves from others. The best way to set yourself apart is to add value. This includes creating events (finding new ways to promote consumer loyalty through events) and managing your working relationship with sponsors being mindful of resources, responsive to inquiries, proactive in communications and genuinely interested in the strength of the relationship in a way that adds value.

In aquatics sports, the athletes that rise to the top are often those that not only work harder, but also work smarter. The same is true for your federation and how it attracts sponsors. It takes a lot of hard work to identify sponsors, finalise agreements and manage the relationship. However, and perhaps even more importantly, it takes creative and innovative thinking perhaps more importantly to attract the right kinds of sponsors and appeal to them in ways that take your federation to the head of the pack.

Useful tips

Sponsorship trends are increasingly changing; here are some useful ideas to keep in mind when looking for sponsors:

- Make sure to that you federation's long-term strategies and values are inline with those of your sponsors.
- Think about how your event and activities can help a sponsor achieve its goals.
- Take a proactive approach to sponsors, be in-tune to their customers and their interests. Do your research!



Chapter 5.3

Working with public sector

Benefits of this chapter

In the previous section, you considered how to attract and retain commercial sponsors. And there is no doubt that commercial sponsors play an important role in generating revenue for your federation. But commercial sponsorship is not the only way.

The most successful sports federations diversify their approach to generating revenue beyond commercial sponsorships. One practical way of diversification is to develop partnerships with the public sector. This chapter outlines the potential opportunities of working with the public sector to strengthen your financial position.

Introduction

In an increasingly competitive market, it is challenging for sports federations to maintain existing sponsorship revenues, let alone increase overall income through commercial sponsorships. How then can federations increase revenues through diversification?

One potential solution is to develop new relationships with the public sector. Many sports federations have never considered the financial potential of partnering with the public sector, but evidence suggests that real synergies and compatible interests exist between sport and the public sector that can generate revenue for sports federations.

Public sector entities – cities, regions and countries – are becoming increasingly interested in playing an active role in sports and sports events for a variety of reasons, and they often have a more authentic, long-term interest in building relationships with federations. This makes the public sector a good partner to work because your federation can work with them over a longer period of time and establish more consistent streams of revenue. Moreover, the public sector is often less experienced in partnership agreements than the private sector, which means public sector partners are less demanding and potentially easier to work with and manage.

So, how can the public sector help your organisation, especially in terms of financial support and revenue generation? The topics covered in this section will outline some of the basic elements of the public sector and how partnering with cities, regions and countries can benefit your federation, aquatics sports and the public sector.

These topics include:

- Why is the public sector interested in sport?
- How are sports federations adjusting to work with the public sector?
- How can your federation stand out as a good partner for the public sector?
- Are there benefits to creating circuit events with the public sector?

The commercial future of your federation will increasingly depend upon the relationships you build with the public sector. Your federation can become a valuable partner in helping cities, regions and countries develop and promote their brands, and these public sector entities can offer access to healthy government budgets that can support those branding efforts and your federation's own development goals.

Why is the public sector interested in sport?

Before considering how your federation can partner with cities or regions, it is important to understand why the public sector is even interested in sport in the first place. Knowing this will help you position your federation and appeal to public sector entities in the most impactful way possible.

The public sector today is interested in sports because sports and sports events offer a wide variety of benefits to a city, region or country. In particular, by hosting events, cities can become identifiable with certain sports and align with certain values and images that promote the city's brand.

The relationship between sports events and their host cities, regions or countries is often discussed in terms of the physical legacy that the events leave behind (e.g. stadiums, training centres, transportation networks, etc.). While other “softer” benefits exist, the physical, tangible infrastructure and urban regeneration are often seen as the most positive and lasting to make hosting events worth the investments required.

Sports can undoubtedly play a major role in the development of a city, not only by providing new facilities, but also through the much broader and long-term values that sport can bring in terms of social benefits. If sports events are properly leveraged by the host city as a first step in driving social programmes (e.g. fitness programmes, after school programmes, social integration and inclusion programmes), they can improve health and wellness practices around the city or country and bring different communities closer together.

Considering that sports events (if organised effectively) can help achieve social objectives, then it would seem that “legacy” projects and physical infrastructure are not the only reasons why the public sector would be interested in aligning with sports federations. So, what are the other primary drivers behind hosting such events?

The answer is branding, or more precisely, place branding. As places have to compete more and more to attract the attention and money of business, tourists and media, they have to distinguish themselves and stand out. Thus, place branding is the art of influencing people's perception of a specific place.

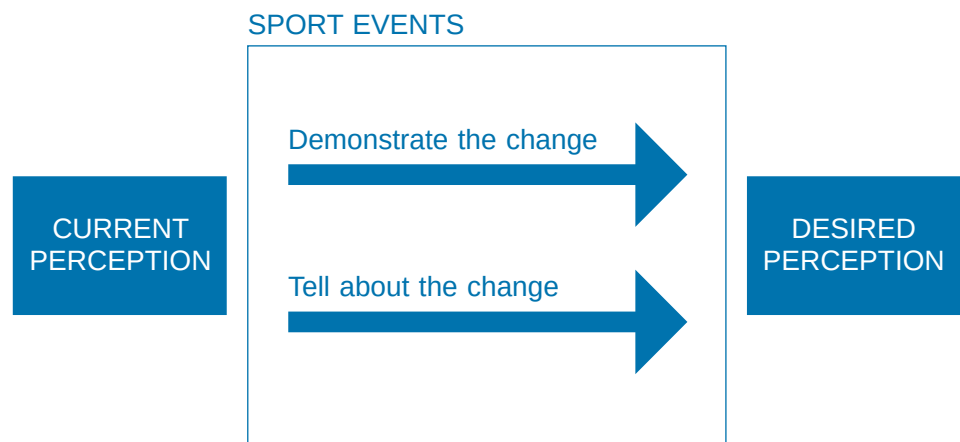
To start with, it is extremely difficult to change the perception that people have of a place. Place branding is about changing perceptions, which is in itself a challenging goal to achieve. That is why sports events have become such a valuable branding tool – when organised and conducted well, they can have real impact on the perceptions of a place.

What sport events can do for branding of a place?

Sports events can be extremely powerful for branding a place for two main reasons: first, they can demonstrate that the place is actually different than how the public has perceived it to date, and secondly, the high profile of sports events provide a unique platform to tell the public how the place is different.

In the 2006 FIFA World Cup, Germany showed the world that it is a warm and welcoming place. But demonstrating this did not happen automatically. The organising committee used the event to build on the long-standing impression of Germany. The organisers wanted to show that Germany is not only a place that can produce high quality products in an organised and efficient manner; they also wanted to show that Germany can do all that in a welcoming and friendly way.

Diagram 5.3 a



Chapter 5.3
Working with public sector

By bringing the World Cup to the streets and engaging all of Germany in a big party, they managed to demonstrate a new angle on Germany's brand. The world expected to see a perfectly run World Cup on television, and on the pitch, Germany delivered a well organised event. However, the organisers also delivered a radically different picture of Germany by organising one of the biggest parties the world had ever seen. Through the organisation of the event, Germany actually demonstrated a new aspect of the German brand.

But more than just demonstrating, Germany also told the world that it was a friendly and welcoming place. They did this by taking reporters and journalists to the fan parks and street parties during the event so that stories and images of these huge parties during the World Cup were reported worldwide when the media spotlight was on them. Germany's desired shift in perception was also expressed and told through the official slogan – "A time to make friends" and a logo depicting three friendly faces.

Germany's efforts actually advanced their reputation. Germany became the second-most admired country brand (up from sixth) on the Nation Brand Index, a measurement system that ranks countries according to the popularity of their brand around the world. Perhaps Germany's Interior Minister, Dr. Wolfgang Schäuble, summarised best the reason why the public sector is interested in sport. Following the 2006 World Cup, he said "Germany projected a fabulous image abroad – so good it's almost scary. Our nation has rarely enjoyed such a positive image."

And it's not just major events like the World Cup or Olympic Games that are attractive to the public sector. Smaller cities, regions and countries are also experiencing the benefits of partnering with sports federations and smaller events to promote place brand objectives. Big or small, sports events are unique because they provide their hosts with an "all-in-one" opportunity: first, the chance to demonstrate the brand image and values, and second, the tremendous media platform that will enable them to talk about it to the world.

How are sports federations adjusting to work with the public sector?

Sports federations have already been working with the public sector for years, especially in the development and production of their events. Since federations actually have experience working with the public sector, why and how can federations adjust their approach to maximise the financial benefit of the relationship?

The answer is that federations must look at the public sector as more than just venues to host an event. Instead, federations must look at cities and regions as real partners in the overall success and development of their sport. It may have been that the public sector was just a logistical piece of organising an event, but the increasingly competitive sports market – along with the financial requirements to compete in it – have changed the playing field.

As governments become more knowledgeable of and specific about what their brand image should be, they are ready to invest much more when they see a fit between their message and the specific message that a sport represents, including the way certain sports events are organised.

As equal partners, sports federations must allow the public sector to be an integral part of organising their events. In doing so, these public partnerships and the communication platform they represent could become the most powerful marketing tool sports have ever seen – the public learns more about the place because it is the setting for the event, and the public learns more about the sport by watching it on television, reading about it in newspapers or following it online.

Chapter 5.3
Working with public sector

How can your federation stand out as a good partner for the public sector?

Because the public sector offers a unique platform that can help take your federation to the next level, it is important to consider what practical strategies your federation can use to develop and benefit from public sector partnerships.

The following section offers some strategic approaches to maximise your relationship with cities, regions and countries with whom you partner with:

1/ Begin with bidding

Federations usually make first contact with potential public sector partners during the early phases of the bidding process to host sports events. Therefore, the way your federation conducts the bidding process will make important first impressions about what a relationship in the future may look like. So, make the bid process easy to understand and be as transparent as possible.

2/ Treat interested partners like you would treat members of your federation.

Your federation should take pride in the cities and regions that show interest in hosting your event. And the higher profile these public sector candidates become, the more attention they can bring to your sport. However, the bidding process should not be about you

and your federation – it's about finding the best partner for your federation. As such, show all candidates the respect, responsiveness and customer service you show members of your federation. Doing so will help your federation develop a reputation as organisation that the public sector wants to partner with, which will attract higher profile cities and regions that offer greater prospective revenues.

3/ Make sure partners win even if they lose

Countries, regions and cities rarely enter a bidding race unless they can honestly answer the following question: "If we do not win this bid, will we gain something from the process that makes the bid worthwhile?" In other words, every bidder must believe that they will "win even if they lose."

Your federation should ensure that the bidding process allows all candidates including the losing candidates to gain something from the bidding process. This ensures that you preserve future relationship (losing cities may want to bid again for future events) and demonstrates to the public sector that a partnership with your federation brings added value, even when they lose a bid.

4/ Communicate change quickly and honestly

Any city, region or country that has hosted sports event in the past knows that changes are going to happen between winning the bid and hosting the event. Some of these changes are outside your federation's control (e.g. weather, natural disasters, national economic challenges, etc.), but others are very much a part of your federation's oversight and management. Whatever changes might occur, be sure to communicate those to your public sector partners quickly and honestly. Better yet, allow public sector partners a seat at the table when coming up with strategies to adapt to these changes. This will promote trust, cooperation and a deeper partnership.

5/ Give public sector partners some creative freedom

Very often, public sector partners are welcomed into a federation during the bidding phase and then made to sign a rule book and guidelines that prevent them from creatively leveraging the sport and the event to achieve their objectives in this new partnership. While your federation should protect the quality of its own brand and reputation, allow public sector partners to engage, collaborate and cooperate with you. Remember, it is a partnership – learn from each other, ask questions and seek advice. Public sector professionals have expertise in areas that your federation may be able to benefit from, so keep an open mind.

Are there benefits to creating circuit events with the public sector?

As mentioned, public sector partnerships offer a place to host your events on top of solid financial support. But to have the biggest positive impact possible – for both you and your public sector partner – the real trick is daring to be dif-

ferent and be open to new ways of organising events. Change can be difficult to implement, and many within your federation may be resistant, but the most successful federations are capable of staying current and relevant while balancing business-as-usual with change.

One way public sector partnerships can be win-win for both sides is to create a circuit format for your events. It may sound like a big departure from your federation's typical approach, but there are some key benefits that a circuit format offers both your federation and your host cities that a one-off event cannot.

These benefits include:

1/ Added value for public sector partners.

Like commercial sponsors, host cities are not always able to optimise the benefits of hosting an event on their first attempt. After hosting one-off events, cities have gained a lot of experience and are often eager to make improvements and host again, but they have to wait for another chance which can take years. Circuit events put that experience to use quickly by providing regular opportunities e.g. yearly to implement better ways of organising an event.

Circuit events foster long-term partnerships that afford cities and regions multiple years to introduce themselves and build their brand. Unlike one-off events, which are often forgotten in a crowded sporting calendar, the return of the event to the same city year after year makes people more aware of the place. This adds value to your public sector partners by giving them more opportunities to connect with people, make lasting impressions and change perceptions.

For example, many people may forget where the Diving World Championships were had two years ago, which means the host city may not have benefited as much as it could have if events returned there on a regular basis. However, mention Wimbledon, and people instantly think of elite tennis and London, England. When events return to the same city year after year, your federation can build a true partnership that brands the host, promotes the sport and generates more revenue for both.

2/ Added value for sponsors

It can take years for sponsors to see the benefit of their investment in a sports event, especially when that event only takes place once a year, or even once every two or four years. Hosting multiple circuit events each year with the same sponsors increases exposure for sponsors, which means they have a better chance of seeing a faster return on their investment and reaching a wider audience. Sponsors can also adapt their sponsorship approach from event to event rather than having to wait until the next year.

3/ Added value for fans

Your federation knows that fans are fundamental to the success of aquatics sports. A circuit structure provides fans with more content to consume. It gives fans a string of events to enjoy throughout the season instead of just one that occurs once a

year at most. More competitions also mean more statistics for fans to follow and discuss throughout the season. For example, when Michael Phelps has more swimming events to participate in, he has that many more opportunities to break world records – and other swimmers have that many more chances to beat him. This promotes interest and discussion in the sport, which is always good news for a federation. Circuits also provide increased access to events for the sports fans. With a circuit format, elite athletes from aquatics sports can move around your country or region in a single year, bringing fans closer to aquatics sports.

4/ Added value for media

Your federation and your public sector partners want your events to attract media attention. As such, the media need a reason to believe that the event is important and relevant. For aquatics sports, a circuit structure can provide a seasonal calendar of events that regularly attract media attention. The media can plan ahead and cover events as part of a larger season, which generates regular coverage and spectator interest.

Consider the Professional Golf Association in the United States and Europe. Events take place regularly each year and typically provide a lead up to the “major” events such as the Masters, the US Open and the British Open. The media cover golfers who are doing well in the circuit events and speculate about their chances of winning one of the majors. A similar effect could develop in aquatics sports with the right level of partnership between your federation and interested public sector partners.

5/ Develop organising expertise

Having regular circuit events allows organisers from your federation and the public sector to improve their skills year after year. This provides consistency and can help your events grow each year without having to train new staff each time.

Useful tips

Public sector partners are a critical piece of your federation’s financial future, here are some things to keep in mind:

- Where your events are is just as important as who wins the competition.
- Strong partnerships between your federation and cities and regions interested in being a part of aquatics sports can create mutually-beneficial opportunities that strengthen your federation’s financial position.
- New markets, new venues and new fans are just some of the exciting potential that public sector partners can provide.
- Diversify your partnerships to include the public sector and you can experience rewarding benefits – financial and otherwise.

Chapter 5.4

Alternative funding opportunities

Benefits of this chapter

Funding your federation can be done through traditional means like sponsorship deals, grants from the government, selling television rights, etc. However, in some countries aquatics doesn't get the recognition it deserves and as such doesn't get the funding either.

Therefore, alternative ways of funding your federation need to be considered. In these situations your federation will need to rely on creativity and dedication in order to be successful in the different methods of fundraising.

This chapter will look at the tools you will need when using alternative funding as well as different funding opportunities your federation can use.

Introduction

Discovering powerful new ways of raising funds for your federation can be a challenge, however by being creative and very dedicated to the goals and objectives of your federation you can find ways of integrating alternative opportunities in order to keep your programmes continuously running.

Some alternative ways of funding include:

1/ In kind gifts

Just because your federation is not able to get the amount of monetary funding necessary to fund all your projects does not mean that it cannot be carried out. "In kind" donations can often be easier to come by than monetary funds. Your federation can usually approach companies that sell or manufacture the equipment you are looking for. More often, these companies are more willing to discuss funding your federation with in-kind services or gifts rather than with monetary funds.

For example, if your federation needs to get to national championships or continental championships, consider asking your national airline to donate some flights or upgrades flights rather than asking for monetary donations. Corporations like to give in-kind services because they are less obtrusive to their bottom line, yet they still give a good all-around image to the community.

2/ Dinners, auctions and donations

Another alternate funding opportunity can be hosting an event to honour achievements within your federation, or for a cause such as accomplishments of your athletes, coaches, etc. Coordinating a fundraising dinner and combining it with an auction can help you raise funds for your federation's cause.

Holding an auction is a smart way to raise funds because each participating attendee will leave with something tangible to show for their donation. However it is important to remember that this is a big commitment and therefore requires a lot of planning.

3/ Annual Events

Creating an annual event such as a swim-a-thon is a good way of fundraising. First because it involves your sport and athletes of all levels, and second because it raises money and awareness of the sport.

By hosting a yearly event, your are ensured that grassroots initiatives are constantly being renewed, your sport is getting good promotion and marketing and that your are also gaining some funding.

4/ Tools for success

Raising funds can be a challenge; however there are ways for your federation to ensure it has success when using these alternative means.

5/ Organisation

When raising money, especially when using an alternative method, make sure your federation is extremely organised. Know what you are aiming for, how you will achieve the specific goal and share this information with your support team. Ensuring that all your team is familiar with the goals will help motivate your team to be successful. Furthermore, when your goal is shared this can also be useful to help potential funding opportunities

6/ Donations

When accepting donations, figure out the minimum donations you are willing to accept or offer donors a set amount from which they can donate.

7/ Advertising

If you are hosting a fundraiser, make sure to advertise as much as possible. Get the word out about your event to all your contacts. Use your methods of communication to ensure that your federation gets as much attention as possible.

8/ Make good impressions

No matter who you are speaking with, may it be donors, businesses or government officials, always be extremely courteous, understanding and grateful. Do not force them into making a donation, or make them feel uncomfortable in any way, and always thank them for their time. Making a good impression can go a long way in the run.

Useful tips

Helpful ideas to keep in mind when finding alternative funding:

- Think outside the box, sometimes the most untraditional ideas can bring new funding opportunities to your federation
- Network, network, network! – Speaking to people about your federation and its strategy can help build relationships and create opportunities



Chapter 5.5

Winning story

USA Swimming

**Mike Unger Assistant – Executive Director
USA Swimming**

“We make swimming a sport that is in the public’s mind every week, month and year...”

USA Swimming is the National Governing Body for swimming in the United States. It is made up of nearly 300,000 athletes from all 50 states. The organisation also has 12,000 coaches, 2,800 clubs and some 30,000 volunteers. Each year there are approximately 5,000 competitions sanctioned within USA Swimming.



Over the years your federation has developed a strong and solid base of members, what initiatives have contributed to that continued growth?

The strong base of swimming in the U.S. can be directly attributed to a few key reasons:

- There are thousands of coaches in the country who are well-trained professionals. These coaches are devoted to training athletes and helping them reach their potential.
- Grassroots swimming at young developmental ages focuses on teaching skills and making swimming fun.
- The U.S. has a great history of Olympic and World Championship success, and the athletes that reach this level serve as heroes and role models for tens of thousands of young athletes in our sport.

How has your federation been able to maximise its value in order to establish a secure stream of revenues and sponsorship?

USA Swimming has had the benefit over the last years to have some marquis athletes, such as Michael Phelps, who have increased the exposure of the sport of swimming to non-swimming fans in America. This has greatly helped USA Swimming's goal to make swimming a sport that is in the public's mind every week, month and year, versus just a sport that appears in the public once every four years. Television exposure has also greatly enhanced our ability to attract national sponsors. We have a secure relationship with NBC Sports, the U.S. Olympic network, along with a cable partner, Universal Sports. Approximately 7-8 events are on television in the U.S. each year.

What sponsorship trends are becoming more relevant and useful?

In the U.S., sponsors have become incredibly discriminating when it comes to sponsorships. One of our long-time sponsors at USA Swimming, an insurance company, said that when it comes time for renewing the sponsorship, the high-ranking executives will not be the ones making the decision to renew or discontinue the sponsorship. The ones making the decision will be the 4,500 insurance agents around the country. If these individual agents are able to improve their business and make more sales due to the sponsorship of USA Swimming, then the sponsorship will continue. Essentially, when it comes to sponsors, you need to make sure to ask the question, "How can we (the National Federation) help you improve your business?"

What advice would you give to federations, big or small, as they develop financial structures and attempt to increase their revenues?

USA Swimming's leading source of revenue, over 55% of its \$28 million USD annual budget, comes from membership dues from athletes, coaches, volunteers and clubs. This fee is about \$45 (U.S.) per person. All federations should evaluate the benefits they offer to their members and ensure that the benefits have the right "price tag" – what is a reasonable amount to charge athletes, coaches, volunteers, etc. for being a member of your organisation? Membership dues are an acceptable way to raise revenue for your federation provided you appropriate benefits.

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Winning story
USA Swimming

How have you found working with the public sector? How has your federation benefited from this relationship?

USA Swimming does not receive any funds from the public sector (government) at any level. The USA Swimming Foundation has received a small amount of funding to help with our learn-to-swim initiative, Make A Splash, but that amount is quite small, and is being used to fund swimming lessons for children that have not had the opportunity to learn to swim.

From your personal experience, what challenges did you meet when exploring different areas of funding? And how did you overcome them?

About seven years ago, USA Swimming instituted a dues increase to its membership fees from \$25 annually to \$40 annually, with a \$1 increase for the next 10 years after that, until the amount reached \$50 per year. This dues increase needed approval from the USA Swimming House of Delegates (about 500 people), and getting this approved by the House of Delegates took much time and effort politically. Fortunately, we were successful in getting this approved, and it has helped raise millions of dollars in added revenue for USA Swimming.

Note: USA Swimming receives about 57% of its revenue from membership dues, about 16% from corporate sponsorship, and about 13% from the U.S. Olympic Committee (the remaining 14% comes from about 7-8 various sources such as fundraising, event registrations, investments, etc.).

6



Supporting your sport

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Amateur Swimming Federation of Fiji



Chapter 6.1

Supporting athletes

Benefits of this chapter

In order to help athletes achieve national, international and even Olympic honours, much support needs to be given to encourage individual athletes to reach their potential.

Making it possible for athletes to participate in competitions at a local, national and international level is an important part of developing aquatics in your country. Your federation can support all levels of athletes, from grassroots to elite levels by organising and planning athlete support initiatives. This chapter will take a closer look at some programmes which your aquatics federation can develop.

Introduction

Ongoing support may be one of the most important factors influencing sports performance. The encouragement and support of an athlete is a key factor to building confidence and can lead to success in high-pressure sporting events.

As a National aquatics Federation, it is important to provide your athletes with the foundation and support that will enable them to succeed. But where do you start? How can your federation provide the necessary support for your athletes?

Over the years many aquatics federations have been organising programmes to support their athletes, since winning medals on the international scene is seen as a key indicator of achievement most of these programmes are focused on supporting elite athletes and targets medal success in quadrennial segments.

From development grants to training camps, support of athletes comes in various ways. It is important that your aquatics federation find the right system to achieve your goals of winning in water.

Getting started

Resource availability

Supporting the up and coming young aquatics athletes as well as the elite athletes within your federation can be costly. Knowing which resources are at your federation's disposal can make it easier to support your athletes and achieve your goals of success.

Locating resources and creating partnerships where your federation can receive funding or access resources can be a challenge; however as discussed in Chapter 8 – National Partnerships, there are various means in which your federation can take advantage of.

Since most aquatics federations do not generate income, the aim of your federation should be to secure sponsorship by drawing upon every fundraising opportunity and partnership available (All by keeping in mind the overall strategy and vision of your federation of course!).

FINA's development programmes can help provide the resources to develop your federation – See Chapter 8 – FINA Programmes for more information on how to apply for specific programmes.

Setting targets

Once your federation knows what resources are available, deciding on the targets your federation would like to aim for in the future should be your next thought. Whether it is initiating development programmes for your grassroots divers or training camp programmes for your national water-polo team, your federation should review your annual targets and performance expectations.

An important aspect when setting up the targets of your aquatics federation is to make a clear outline of those initiatives which are a priority. As a National Federation you must remember to keep the balance between the emphasis on sporting elites and the wider promotion of participation in aquatics. Sport is

not just about medals and a celebrity culture, but about the benefits of taking part. So when setting your development goals remember that both world class aquatics and mass participation are important.

Supporting your athletes

The support of your athletes can be in a variety of forms. From providing access to the right facilities, the proper coaching, the right nutritional knowledge, travel grants, etc, each programme you initiate contributes to the pursuit of excellence of your aquatics athletes, enabling them to pursue their dreams.

Most programmes you will initiate will be providing support to your athletes in the forms of athletic support or financial rewards. For this reason it will be important to set out programme objectives for each of the initiatives you want to develop.

Key factors to consider:

- 1/ Who may apply?
- 2/ What are the requirements of eligibility of your aquatics programme?
 - a/ Age
 - b/ Citizenship
 - c/ Qualifying status
- 3/ How does the programme/grant work?
 - a/ What are the deadlines for application?
 - b/ When does the programme start and end?
 - c/ What does the programme include?
 - d/ How many athletes will your federation approve?
- 4/ How are applications evaluated?
 - a/ Are there any additional documents which need to be included in the application?
 - b/ Who reviews the application process?
 - c/ Where the applications should be sent?
 - d/ When will applicants be notified?



Chapter 6.2

Supporting coaches

Benefits of this chapter

Many factors can greatly influence an athlete's behaviour. Athlete's commitment and drive can greatly be affected and influenced by their environment, their team mates, and especially their coach.

As a leader in the national aquatics federation in your country, the values that aquatics carries and the impact the sport can have on athletes of all levels is understandable. For this reason it is important that coaches, who are often the one who personify these values and ideal, should be aware of their responsibilities and act accordingly. But they cannot do it alone, as the leaders in aquatics; your federation needs to be there to provide them with the right tools and guidance.

This chapter takes a look at ways of supporting your coaches.

Introduction

The philosophy of a team is commonly initiated, implemented and determined by coaches. The impact of a coach on athletes is immense; they have the ability to influence positively or negatively the outcome of performance. With this in mind, it should be understood that the educational background and the quality of a coach should be at the highest level.

As sporting authorities, coaches have the responsibility to maintain the balance between developing and educating an athlete all in keeping a professional demeanour. They have the ability to motivate or deteriorate a player's ambition, and as such they themselves should be supported and inspired by your National Federation so that they can bring success to future generations of aquatics athletes.

Creating an adequate base for coaching education and development can help bring aquatics to a winning level in your National aquatics Federation.

Getting started

As a vital member of FINA, your aquatics federation has access to many of the development programmes available for coaches. From the coaching development programme for elite coaches to development training programmes for grassroots coaches, there are support programmes at the disposal of your aquatics federation.

Further to the support programmes of FINA, your federation can also put into place further structures to support your coaches. These can include:

Coaching Association

Forming a Coaching Association in which all your aquatics coaches should become members can serve as a strong link between your federation and all your coaches.

The aim of the Coaches Association would be to improve the educational level of coaches through scientific ways. Coaches can use the Coaching Association to draft proposals, suggestions and initiatives for all coaching related topics. As well, all criteria and standards for coaching license as well as the coach's license themselves can be issued through the Coaching Association. Last but not least, the Coaching Association can organise clinics, seminars, refreshment courses, conferences and round tables for coaches on a regular basis.

Keep in mind that your National Federation would be providing all the input from the sporting perspective as to tailor the programmes to aquatics.

Code of Conduct

Implementing a Code of Conduct within your federation or within the Coaches Association is a necessary document. The main purpose of the Code will be to set adequate standards and guidelines that each Coach should respect in the best interest of aquatics.

Coaches Code of Conduct should at least include the following inputs:

- Coaches should be role models and educators for the athletes and community and they should take care of their status and reputation.
- Coaches shall conduct themselves in a manner that reinforces their place as leaders and role models, and encourage positive communication between themselves and athletes, referees, administrators and general public.
- Coaches shall at all times conduct themselves in a manner that reflects the spirit of fair play and sporting behaviour.
- They shall give due regard to the authority of officials and the rights of opponents, spectators and others.
- Coaches shall not give, make, issue, authorise or endorse any public statement which would damage best interest of aquatics.
- Coaches should respect the rights of others to hold values, attitudes and opinions that differ from their own.
- Coaches shall perform their duties on the basis of careful preparation and be reasonable in demands on athlete's time, energy and enthusiasm.
- Coaches should take an active role in prevention of drug, alcohol and tobacco abuse.
- Coaches should take reasonable steps to ensure their skills are regularly updated.

Chapter 6.2
Supporting coaches

Educational programme

Creating an educational programme for all the aquatics coaches in your country is a large task. There are ways of implementing the process to ensure that the knowledge transferred easily across your country. One possibility is to link the coaching programme with a school or University and another is to create a coaching programme all on its own to include seminars, clinics or practical workshops.

Building an educational coaching system can set a benchmark for people who pursue coaching. As aquatics are evolving, coaching has become a position which requires individuals with experience, education and knowledge. By developing a coaching system in your country, this will ensure that your aquatics federation will have consistent standards of developing coaches and athletes as well as develop a strong and solid base of confident athletes who are both mentally and physically prepared.

Whichever programme your federation implements, your coach education system should increase confidence and competence in coaching ability and promote ongoing progressive improvement of knowledge and expertise. It should incorporate all aspects of coaching from sport science to sports ethics in order to enable coaches to gain a better understanding and more in depth approach to coaching.

Coach education should:

- Increase enjoyment of sport for all coaches and athletes
- Encourage the development of innovative coaching techniques
- Be relevant and meet the requirements of aquatics
- Be flexible and user friendly
- Promote sports ethics and fair play



Chapter 6.3

Supporting officials

Benefits of this chapter

Being an aquatics official is more than a job, it is a responsibility to the integrity for the future of our sport.

These responsibilities include teaching others about the rules and regulations of the many disciplines which make up aquatics, it teaches young athletes about the ethical behaviour they should display both in and out of the pool and it teaches the fundamentals about following the rules and regulations.

This chapter explains the importance of officials and how your federation can contribute to their success as they contribute to the success of aquatics.

Introduction

Any successful national aquatics federation needs to have in place a structure to support officials. Along with athletes and coaches, they are essential to aquatics. Implementing a structure which supports their development, would include policies, procedures and programmes, important in promoting the sport of aquatics.

Taking a look at the role of aquatics officials and the motivation which drives them to keep involved in aquatics can ensure that your federation can recruit, develop and keep officials and ensure that the sport keeps a solid structure for the future.

Role of an official

What are the different roles of aquatics officials?

Officiating in a capacity must be based on sound understanding of the rules of the sport. Since aquatics has five disciplines, the official within each discipline must understand the basic rules of that sport. For example, turn judges at a swim meet must know the basic rules of stroke technique in swimming to be able to do their job in an official capacity.

As a general rule, an official should be:

- 1/ Independent & neutral
- 2/ A good communicator
- 3/ Have an excellent Rule knowledge but know how to interpret and adjust the rules
- 4/ Honest
- 5/ Courageous, fair and tolerant
- 6/ Professional
- 7/ A good listener, polite and cool
- 8/ Understand the sport and be able to manage it
- 9/ Make judgments that people understand

Why are officials important?

The essential role, responsibility and privilege of any official are to apply the rules of the aquatics discipline they find themselves officiating in order to create the right conditions for a competition to be well executed. Proper application of the aquatics rules creates these conditions. The contributions from officials in ensuring that the proper rules are enforced can allow spectators and athletes alike to value the outstanding performances within the competition.

How can your federation retain officials?

The most common reasons why officials tend to stop officiating can be because of other commitments, family reasons, or in some cases poor treatment.

However, your aquatics federation can overcome some of these obstacles:

- 1/ Code of behaviour
Implementing a code of behaviour within your national aquatics federation for players, coaches, administrators, official and spectators

can be a useful tool. The main purpose of the code will be to set adequate standards and guidelines of behaviour so that the interest of each official is respected.

2/ Education

Educating your members on the importance of officials in aquatics can help alleviate any potential obstacles. By providing outlines on the roles of officials during competition, spectators and members of your federation can be informed and understand decisions of officials.

3/ Promote quality training

Implementing an officiating system similar to that of your coaches can improve the structure of training your officials. By investing in their knowledge and experience, this can encourage them to become better at their position and more committed to the sport of aquatics.

Helpful hints on ways to retain officials:

- Apply the codes of behaviour for players, coaches, administrators, officials and spectators.
- Educate and inform spectators of the importance of officiating in aquatics.
- Provide quantity and quality evaluating/coaching at all levels of officiating.
- Promote and utilise role models already in the system.
- Provide stronger support and backup for inexperienced officials by being available to mentor, discuss and advise.

Motivators for keeping officials involved:

- 1/ Fun
- 2/ Love of aquatics
- 3/ Being involved with aquatics
- 4/ Social aspect
- 5/ Being recognised
- 6/ Taking a leadership role
- 7/ Enjoy handling and organising competitions
- 8/ Teaching life lessons



Chapter 6.4

Competition and events

Benefits of this chapter

An aquatics competition brings together a large number of participants and supporters to a specific area. Because they are held at a specific point in time, a project plan with clear tasks and timelines can and should be developed.

Many aspects go into planning an aquatics competition. From the original idea and concept over developing, running and finally closing the event after the competition, there are many activities involved in the process of hosting an event.

This chapter will help your aquatics federation to identify key principles in organising an aquatics event.

Introduction

Organising and hosting a good aquatics event can be a challenge for any national aquatics federation. For an event to be successful, it is important that it part of the overall strategy and goals of your aquatics federation. Without adequate planning, the event will most likely become a one-off event that is not inline with the overall strategic objectives of your federation.

Every event brings a certain number of risks and opportunities, however by understanding the complexity and planning involved your federation can start to organise itself for success.

As you are well aware, events can be affected by a number of unknown factors, like athlete participation, participation of communities, public contributions, sponsorship involvement, etc. And are also susceptible to conditions outside your federations control like weather, politic, media etc.

Although these items can be seen as obstacles, they also provide opportunities for you federation to build partnerships and establish relationships with certain parties which can help you in the future. For example, while political factors may be an issue in the initial stages of planning for hosting an aquatics event in your country, building a relationship with key political influencers in favour of the event can help not only sway support in the present but your federation can gain a supporter for future endeavours.

Understanding and identifying the right operational principles for your federation can be helpful to successfully organise an aquatics competition.

Getting started

Deciding to put on an aquatics event

Organising a competition is very dependant on your aquatics federation's strategic plan. This is mainly due to the amount of organisation and resources involved in the entire process. The decision to organise a particular aquatics event should ideally meet the strategic objectives of your federation and fall within the available resources. Your federation should only bid for an event after you have established why you wish to bid.

When deciding whether to organise an aquatics event, ask yourself if you are achieving the following:

- Will this event help achieve the aquatics objectives of my federation?
- Will this event challenge the talented athletes within my federation?
- Will this event raise the profile of aquatics within my country?
- Will this event further the development of the aquatics discipline?

Each of these items helps your federation achieve your strategic goals for your federation and aquatics in general. Hosting and organising a major event in your

country is the perfect platform to challenge your most talented athletes by allowing them to prepare for an elite competition in the comfort of their own home.

Hosting an aquatics competition can increase the visibility of a discipline which may not normally get media coverage thus gaining a higher sporting profile. Furthermore, staging an event helps your federation develop by providing the opportunity to improve and increase infrastructure, develop partnerships and generate new resources.

Organising an aquatics event

While aquatics competitions come in different sizes and different forms, staging a successful event goes through the same four phases every time. Design, development, implementation and dissolution of the event.

Designing an aquatics event

This is the starting point and is generally also the decision phase of a bid. First, your federation must decide upon the feasibility of organising the event. Does your federation have the funding and resources to be able to carry out this project? If so, then your design concept for the event must be submitted with a proper bidding file.

Developing the aquatics event

This phase involves planning. Detailed planning of tasks to be achieved in order to efficiently and successfully operate must be implemented. Keep in mind that budget planning is also a key factor in this stage, as costs, quality and time must find the right balance.

For an example timeline for a FINA World Championship please see Annex D

Implementing the aquatics event

The event has begun, however it must be kept on track. Your federation should appoint an event leader who can identify and anticipate any potential problems.

Post-event strategy

The event was a success, now what? All that is left is to do is putting together a report on the efficiency of the activities done, an evaluation of the results achieved, dissolving the team and determining what lessons your federation can learn from the event for the future.

Sport sites and more

In addition to the aquatics complex where the competitions will be held, surrounding areas and sites are just as important when hosting an aquatics competition. Many factors go into deciding where to have these sites, such as: duration of event, number of athletes expected, number of spectators, level of expected hospitality, etc.

There are some areas which are common to most events:

- Event headquarters and administration site
- Receptions sites for VIPs and sport delegations
- Accreditation sites
- Accommodation sites
- Athletes village

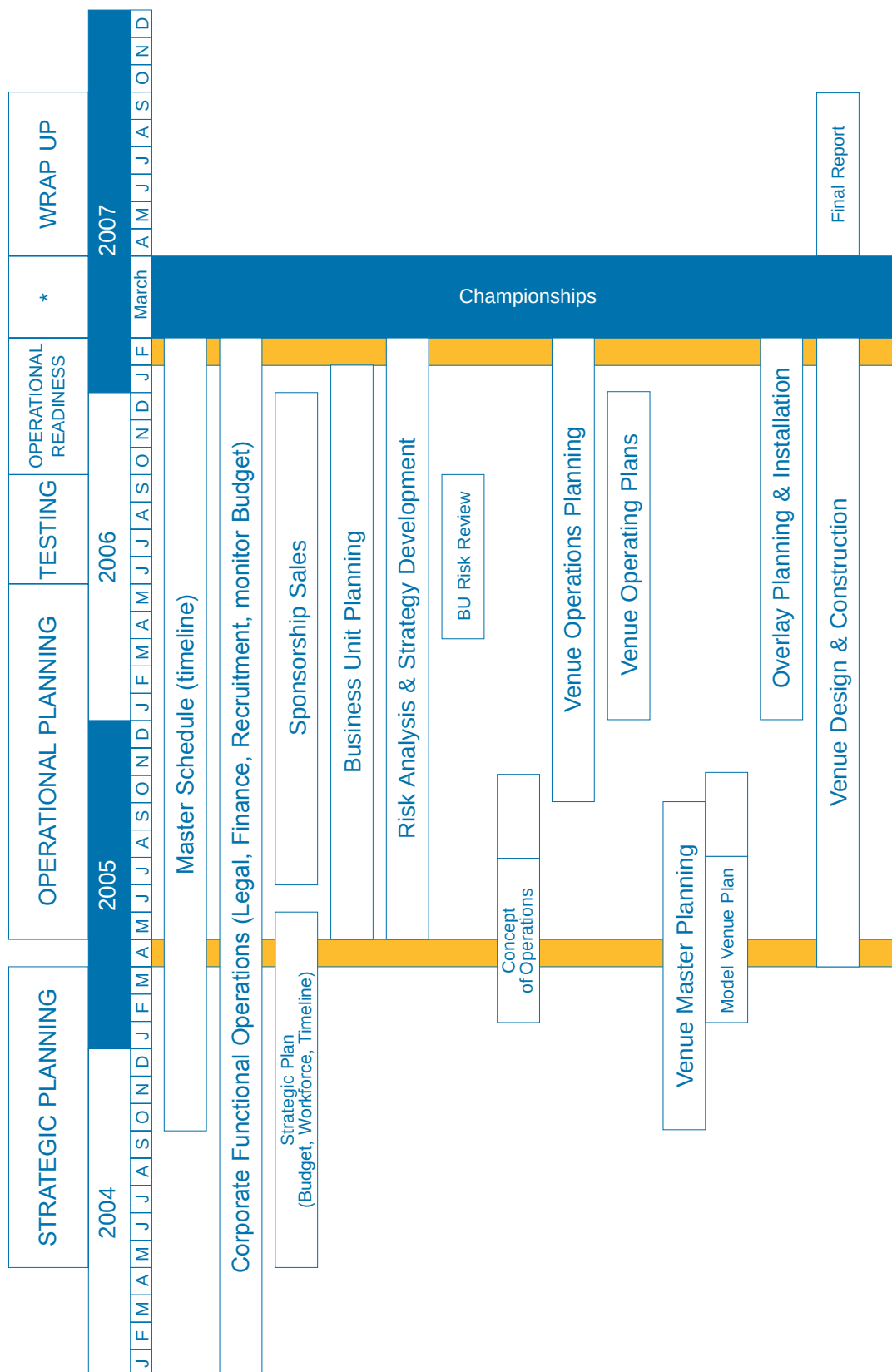
Useful hints

- Ensure the benefits of organising an aquatics event are inline with your overall strategy
- Ensure you allocate the necessary time and resources for each task
- Ensure your technical requirements are met and that additional spacing is accounted for

Annex D

FINA World Championships timeline

Melbourne 2007





Chapter 6.5

Winning story

Amateur Swimming Federation of Fiji

**Dennis Miller – President
Fiji Swimming Federation**

“We are developing a more professional approach in the way they deal with matters related to the sport”

Fiji Swimming is made up of an Executive Committee (President, 2 Vice Presidents, Secretary and Treasurer), the Executive Board (2 club representatives and Executive Committee members), and seven sub-committees (Sponsorship Marketing & Communication Committee, High Performance Committee, Development Committee, Registration Accreditation Committee, Technical & Competition Management Committee, Selection Committee and Appeals Committee). There are currently seven clubs affiliated with Fiji Swimming, (five in Suva City and one in Nadi Town). All officials, administrators and coaches work on a voluntary basis.



How have you contributed to the development of the key players in your federation?

We have organised and coordinated technical workshops for officials, squad camps and regular board meetings. We have also created “learn to swim” programmes to develop the sport across the Fijian population, particularly in the rural areas of Fiji.

What kind of programmes have you used to put your athletes, coaches and officials in the best position for success?

We have done several things to position our athletes, coaches and officials for success. These include:

- Scheduling regular training camps for the two squads we have developed – the Development Squad and the Youth Squad.
- Scheduling annual weekend swimming conferences for coaches and managers
- Establishing official selection criteria to choose the swimmers and coaches who represent Fiji at international competitions
- Encouraging Fiji Swimming Clubs to participate in a range of events, including off-shore, international swimming championships and swimming meets outside of Fiji (e.g. Arafua Games in Darwin, Australia; Wharenui Winter Gala in Christchurch, New Zealand; and New Caledonia Nationals in Noumea, New Caledonia)
- Developing an appropriate code of conduct for Swimming
- Creating a long-term development plan for Fiji Swimming

In your opinion, how have these programmes helped develop your athletes, coaches and officials?

These programmes and initiatives have helped create an environment that supports the development of Swimming in Fiji. Those involved in Fiji Swimming as officials and managers are developing a more professional approach in the way they deal with matters related to the sport. This is especially important as swimming continues to grow in Fiji and we need more sophisticated procedures to organise meets and maintaining proper conduct and administration of the sport here in Fiji.

When deciding to organise an aquatics event, what are key elements your federation takes into consideration?

Fiji Swimming considers several key elements when deciding whether (and how) to organise a swimming event. These elements include:

- Budget
Identifying a realistic budget for various events
- Venue
Determining whether the proposed venue is FINA-compliant
- Participants
Knowing how many swimmers will be participating in an event
- Volunteers
Ensuring we have enough volunteers to run a successful meet
- Expertise
Ensuring we have qualified stroke judges, starters and officials to run a meet
- Weather
Making sure weather conditions will be conducive for a successful event, especially for open water swimming events

7

Improving your skills

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Chapter 7.1

The importance of continuous improvement

Benefits of this chapter

Developing your National aquatics Federation takes time, especially for smaller federations just starting to establish aquatics sports in their country. Setting up effective management systems, promoting your brand and growing your membership can be challenging and chances are, you may have to try multiple strategies before determining what methods work best.

Refining processes at all levels of your federation is part of continuous improvement. The most successful organisations in the world – business, non-profit, political, etc. – have developed formal continuous improvement programmes that aim to make all organisational functions and resources work better and more efficiently over time. Your federations can do the same thing, and in this chapter, you will learn the basics of continuous improvement and how to integrate the concept into your National aquatics Federation.

Introduction

Every competitive swimmer, diver and water polo athlete has gotten to the elite level through years of practice and dedication. But these athletes have not simply repeated the same training exercises day after day. Instead, these athletes and their coaches have regularly evaluated and refined their training methods to ensure that the athlete's using the best techniques to stay as competitive as possible in the water.

As the leading organisation supporting aquatics athletes in your country, your federation should reflect the same principles athletes use to stay competitive and perform at their full potential. By committing to the idea of continuously improving your approach to managing and developing aquatics sports, you can instil performance-driven values into your federation at every level. This can have a significant impact on how your federation develops and how supportive and inspiring you can be for the athletes you champion.

In this chapter, you can begin to understand the basic elements of continuous improvement and strategies to implement the concept in your federation. Topics covered include:

- What is continuous improvement?
- What are the advantages of continuous improvement?
- How and when should continuous improvement strategies be used?
- What are the obstacles to continuous improvement and how can we overcome them?

While many companies and organisations implement highly sophisticated and complex continuous improvement strategies, your federation should not feel overwhelmed by the concept. Instead, by focusing on the basics of continuous improvement and the simple notion of always striving to do better – just like your athletes do – you can help your federation grow in significant ways.

What is continuous improvement?

Company executives and human resources professionals have various definitions of continuous improvement. But despite all the theoretical and academic study of continuous improvement, the concept is quite simple.

A solid definition of continuous improvement is:

The belief that an organisation must constantly measure the effectiveness of its processes and strive to meet more difficult objectives to satisfy customers.

In other words, continuous improvement is about setting clear goals, having ways to measure progress toward those goals, refining goals and strategies based on those measurements and setting new goals over time to satisfy your customers.

So what are the basics of continuous improvement? It is more than just being committed to doing a better job over time – it is about involving employees at all levels to make doing a better job an inherent aspect of the way your federation functions. For example, consider your athletes. When they dive in the pool

each morning to practice, they probably are not thinking about the long-term benefits of that morning's practice. Rather, diving in the pool each morning is an inherent part of their lifestyle (the way they function). They do it because getting better at their "job" is simply part of who they are. The same can be true of your federation with basic continuous improvement strategies.

The following list includes some of the most important elements of continuous improvement:

1/ Everyone is involved

Continuous improvement involves more than federation executives and managers. All employees at all levels must be part of continuous improvement, including its development, implementation and evaluation.

2/ It is incremental

Continuous improvement is a step-by-step approach. It is not something your federation can do over the course of a week, month or year and then stop doing because a goal has been achieved. Rather, by incrementally improving the way your federation works, you can integrate the concept into everything your federation does.

3/ It is cyclical

In addition to being incremental, continuous improvement is a cycle instead of a single goal – the process never ends. Goals are set, steps are taken to achieve them, the effectiveness of those steps are evaluated and refined, goals are accomplished and new, more challenging goals are set and the process starts again.

4/ It is measurable

Swimmers would not be able to improve if they did not know their times in each event. Similarly, your federation cannot improve the way it functions if the strategies and processes being used at all levels – executive, management and staff – are not measurable. With strategies for measurement and review, your federation can more accurately determine how each process can be improved.

What are the advantages of continuous improvement?

It is easy to say that doing a better job over time is good for an organisation. But continuous improvement has specific advantages that can help your federation improve its processes and become more influential over time.

The following list highlights some of the most important advantages:

1/ Generates "buy-in" and support from all employees

By involving every employee – from the CEO to the maintenance staff of your federation – all employees can have a sense of ownership and contribution to the federation's larger mission. This is particularly true for larger federations where the size of the organisation can begin to make individual employees feel less significant or more detached from the central mission.

2/ Creates synergy between management and staff

Synchronised swimmers rely on synergy, communication and mutual trust and understanding to deliver their most precise and impressive performances. Your federation also needs synergy between your executive management, department managers and general staff to be efficient and portray a positive image to your customers. By bringing all levels of the organisation together to develop continuous improvement strategies, each employee can have a better understanding of why certain changes are being made and how those changes are good for aquatics sports and internal federation operations.

3/ Provides factual, objective basis for decision making

In many organisations, well-intentioned changes to internal operations can be perceived as arbitrary decisions made by executives who do not really understand what it takes for general staff to do their jobs. By creating measurable, quantifiable strategies, your federation can explain how and why you are doing certain things based on objective criteria. This increases transparency and makes staff and customers feel more understanding and trusting of the decisions your federation makes.

4/ Reinforces your image as an organisation driven by performance

In the sports community, many organisations and federations operate in a way that is at odds with the basic concept and ideals of athleticism which are striving to improve, dedication to achieving goals and motivated by a desire to be the best. By creating continuous improvement strategies, you demonstrate to your staff, your customers and your competitors that your federation is driven by the same thing that your athletes are – performance. This image is a key element to being perceived by the sports community as a serious, credible national aquatics federation. With credibility, you can become more influential in sport at home and internationally.

How and when should continuous improvement strategies be used?

Many executives and managers think that the only time to develop improvement strategies is when something is going wrong in an organisation. However, improvement strategies should take place all the time, even when operations are running smoothly. In other words, there is always a better way to do something – and never a best way. Instilling this concept across your organisation can help make your organisation less process-driven and more project and performance-driven.

The following list includes some helpful tips for creating an effective continuous improvement programme within your federation:

1/ Start now

There is no reason to delay creating and implementing continuous improvement strategies. The sooner you do, the sooner you can see the benefits.

2/ Communicate before you create strategies

If continuous improvement is a new concept for your federation, you will want to share with all employees why you are making this change. The best way to communicate is having the leader of the organisation – perhaps the CEO or Executive Director – share why the federation is instilling continuous improvement strategies and what the benefits are for each employee. It is crucial to share with employees how they will be affected and how federation leadership needs their help to drive the federation, and aquatics sports in general, forward. Also, be sure to communicate in a personal manner. Most national aquatics federations should be small enough that all employees can be brought together and communicated in a face-to-face, personal manner. This will go a long way to creating buy-in and support at all levels.

3/ Think big picture, then little picture

Once federation executives have communicated the importance of continuous improvement, individual department managers should be responsible for communicating more specifics to general employees. Employees will likely have questions about what continuous improvement is, why it is necessary and how it will affect the way work is done at the federation. Department managers are best equipped to handle these specific questions, and it will create stronger bonds in the process.

4/ Create goals and strategies

Each department (managers and staff) should sit down as a group and determine what goals they want to achieve and develop strategies for accomplishing them. The goals and strategies must be measurable to determine how effective they are, and dates for review must be set up in advance so everyone knows when progress will be reviewed.

For example, if the federation wants to get more exposure in sports media, then the marketing department should sit together as a group and develop the goals and the strategies. A measurable goal could be increasing the number of magazine articles written about the federation by 25% over the next year. Measurable strategies could include increasing the number of media contacts in your contact database, increasing the amount of contact the department makes with media in the database and increase the volume of information supplied to the media. And the interval for review could be every three months.

5/ Assign roles clearly

Each member of the department should clearly understand what his or her role is in executing strategies to achieve the stated goal. In the example of increasing media exposure, the Marketing Manager may be responsible for oversight, while the Marketing Coordinator is responsible for making more contact with the media and increasing the volume of information supplied to them. The Marketing Assistant would be responsible for increasing the number of contacts in the contact database.

6/ Evaluate progress and refine strategies

As agreed to by the entire department, there should be a review of progress every three months. First, the goal should be reviewed – have you achieved or made progress toward your goal? Assume that 100 magazine articles were written last year, so this year, your federation wants to increase that to 125. Over the first three months since setting your goal, there have been 30 articles written, which is an improvement over the 25 written during the same time period last year. So progress has been made, but more may need to be done to achieve your goal of 125 by the end of the year.

So, the next step is evaluating your strategies and making adjustments to drive the overall goal forward. The Marketing Manager determines that her oversight of the goal should improve, so instead of checking in on progress once every two weeks, she will check progress once every week. The Marketing Coordinator has made more contact with the media by emailing more contacts and providing more information about an aquatics sport not typically covered – in this case, Open Water Swimming. Over the next three months, he will provide more information about open water swimming and synchronised swimming. And the Marketing Assistant has entered 20 new contacts into the contact database. Over the next three months, she will try to add 30 more.

Once the next three months are over, the same process of evaluation and refinement should take place to track progress and improve the approach for achieving the goal.

Elevate your goals

Once you have achieved your goal, it is crucial to elevate your goals to a higher level using the same process for setting and pursuing your goals. In the media exposure example, assume that the Marketing Department achieved its goal of increasing magazine coverage by 25%. The next step would be to broaden the scope of the department's goals. In this case, that could mean increasing magazine coverage by an additional 30% over the coming year, or perhaps increasing exposure in other media – television, online, etc.

Remember to celebrate

The emphasis on constantly doing better can potentially lead some employees to feel like his or her work is never good enough. That is why it is crucial to celebrate wins when they occur. Accomplishing goals should not be taken for granted or gone unnoticed. Rather, those moments should be celebrated and communicated at all levels of the federation. Doing so can inspire other departments and motivate everyone to continue the cycle of continuous improvement.

What are the obstacles to continuous improvement and how can we overcome them?

There will always be obstacles to implementing new philosophies or organisational strategies within your federation. Change can make some people feel uncomfortable or resistant, which is quite natural. Understanding that can help

you address those challenges and get everyone in your federation on-board with the concept of continuous improvement.

The following list highlights some of the most common challenges, including tips for overcoming them.

1/ Challenge: The emphasis on continuous improvement makes managers and staff think that executives are not satisfied with their work.

Tip: From the very beginning of any new continuous improvement programme, make sure that the purpose of the programme is clearly communicated to all employees from your federation's leadership. It is typically best to communicate what continuous improvement is, why it is important and how it will affect and enhance work within the federation. Be as transparent as possible and allow employees to ask questions and share their thoughts

2/ Challenge: Employees seem confused or concerned about changes related to continuous improvement.

Tip: Before employees can make contributions to the federation in general, they need to know how continuous improvement will affect them and how they do their job. Make sure department managers are fully informed and equipped to answer employee questions and explain why continuous improvement is a good thing for all employees on a personal level (e.g. they will develop new skills, have greater ownership of their role and have direct impact on the work being done and decisions being made). Once employees are comfortable with how change will affect them personally, they can begin to look beyond their own work and contribute to the larger mission of your federation.

3/ Challenge: Employees understand the importance of continuous improvement and want to improve, but they express that they do not have the resources or know-how to improve certain operations within the federation.

Tip: Human and financial resources will vary between National Federations, so federation leaders must be realistic about what can be improved and how quickly. When availability of resources exists, provide your staff with useful training in areas that could improve productivity and efficiency – for example, computer training, presentation skills or negotiating skills training. Consult with employees to understand what skills they need and allow them to be a part of the process when selecting training courses. Also, consider developing opportunities for departments within the federation to share best practices with each other. This builds a sense of teamwork, and also reduces the cost of finding external training providers.

4/ Challenge: Employees have helped you develop new strategies and they are using those strategies in the way they work, but federation executives really do not know how well they are working.

Tip: Employee input should not end in the development phase of continuous improvement strategies. Rather, employee input should be a part of every step in the continuous improvement cycle. So, once strategies have been implemented, make sure that a feedback mechanism is in place to understand what employees think about the strategies. Potential feedback mechanisms could be monthly meetings, a suggestion box or sending out an email asking for regular feedback. In addition to receiving feedback, you will strengthen employee engagement and you may discover new ideas and suggestions that drive the continuous improvement cycle forward.

Continuous improvement is more than just a generic term that expresses the ideals of always striving to do better. Instead, continuous improvement is an actual strategy that high-performing organisations use to make “doing better” a real, tangible part of the way the organisation operates.

For national aquatics federation – many of which may be small and in the early stages of development – continuous improvement strategies may be quite simple. And that’s OK. The most important part is that the concept of continuous improvement be fully integrated into the way you work. Instead of simply checking projects off a list of things to do, there should be opportunities before, during and after projects are completed to engage employees in learning from each project and developing better, more impactful ways of completing them in the future.

Useful tips

- Communicate, communicate, communicate. With regard to continuous improvement, you cannot really over-communicate. By explaining the importance of continuous improvement and any changes associated with it, you can help employees overcome any initial hesitations so they can focus on improving the federation and driving the mission forward.
- Involve employees as much as possible. No employee ever wants to feel like they are simply reacting to what their bosses tell them to do. Instead, they want to feel like they have a voice, especially regarding matter that affects their jobs directly. So, allow employees to be part of developing, implementing and evaluating any continuous improvement strategy.
- Highlight improvements whenever possible. When new strategies prove to be useful within your organisation, make a dedicated effort to showcase that across the federation. Employees need to see the product of their work and know that it is appreciated – just like a swimmer needs to see his/her times get faster after making changes to his/her training routine.

Chapter 7.2

Presentation skills

Benefits of this chapter

As leaders of your federation, you will likely need to represent and speak on behalf of the federation in many different situations – both formal and informal. As such, it is very important that you make the best impression possible, and part of doing so requires strong, effective presentation skills.

In this chapter, you will learn some simple but impactful strategies and tips for developing and delivering presentation. By making strong impressions on audiences with which your federation interacts – international aquatics community, national sports community, media, athletes, sponsors, fans, etc. – you can develop more credibility as an organisation and have a large impact on the future of your federation and aquatics sports in general.

Introduction

Even the most successful CEOs and public officials can find giving speeches or presentations intimidating. And often times, these individuals have other people helping them draft what to say or design PowerPoint presentations on their behalf. Considering the limited resources that your federation may have, this extra help may not be possible. So, it may be entirely up to you to create effective presentations and make positive first impressions.

The effectiveness of any presentation is 20% what you say and 80% how you say it. So, the key is to approach the process from a step-by-step strategic approach. With simple techniques, you can take complex or high-volume information and condense it into a presentation that is easy to understand and accomplishes its desired impact.

In this chapter, you will learn about the fundamental aspects of effective presentations. Topics covered include:

- How can you design and deliver formal presentations?
- How can you present yourself in informal settings to have maximum impact?

These strategies may only be a starting point, but with practice, they can become a critical part of your skill set that will serve you and your federation for years to come. Even Michael Phelps and Ian Thorpe had to learn and practice the most basic stroke techniques before becoming world record holders and Olympic champions.

How can you design and deliver formal presentations?

The best presentations follow some very simple guidelines. By approaching your presentation from the following five-step process, you can greatly increase the chances that your presentation will have its desired effect.

These five steps include:

- 1/ Define the situation
- 2/ Create the storyline
- 3/ Design the visuals
- 4/ Customise the visuals
- 5/ Deliver the presentation

To illustrate these five steps, let's develop an example across all five steps. Imagine that as the Executive Director of your national aquatics federation, you are delivering a presentation to your National Olympic Committee (NOC) asking for more funding for the next four years. With the following five steps, you can make this challenging task manageable and results-oriented.

Step 1: Define the situation

Once you know that you will need to give a presentation, the first step is to ask yourself the following question: Why am I giving this presentation and what

precisely do I want to accomplish? By clearly identifying the goal of your presentation, you can craft your remarks in such a way that drives you toward that desired effect. And not all presentations are the same. Presentations can be used for many purposes – to inform, motivate, persuade, etc. Be clear with yourself about what you want to achieve.

Think of your presentation as the vehicle that will get your audience from Point A to Point B. Point A is where they are now – uninformed, unmotivated or unconvinced. Point B is where you want them to be at the end of your presentation – informed, motivated or persuaded.

In the case of presenting to your NOC, your goal is to convince the NOC to grant you more funding for the next four years. As such, you will want to make sure that you design and deliver your presentation in a way that persuades the audience.

To understand where your audience is now – Point A – you need to ask yourself a few questions, including:

1/ Who is the audience? Are you presenting to athletes, sponsor management, or perhaps to FINA? In our example, your audience is the Board of Directors of your NOC.

2/ How familiar are they with the subject of your presentation? As the organisation in charge of funding each Olympic sport in your country, you can assume that the audience knows the funding process quite well, as well as events and issues related to your sport. So, your presentation should not focus too much on informing the NOC about aquatic sports. Instead, you will want to highlight reasons why your sport should receive more funding.

3/ How interested are they in the topic? Knowing that will help you determine how much time you have to spend generating interest in your presentation. In this example, the NOC is likely to be very interested in hearing your request, so you should be able to get the main point of your presentation quickly after a few introductory remarks.

4/ What is their WIIFM (What's in it for me)? Getting your audience interested in your presentation is directly related to the impact that the topic has on the audience. If the audience does not perceive the presentation to be relevant to their interests, they likely will not be that engaged in the presentation or remember what you said during the presentation. In our example, the WIIFM for the NOC is clearly related to the potential to win more medals at international competition, including the Olympic Games, and developing sports that have many medal opportunities.

5/ Why might they be resistant or opposed to what you are going to say? You must understand the “climate” of the audience in order to develop effective remarks. If your audience has a reason to be suspicious of you or predisposed to disagree with you, you will have to make an effort to get them on-board before you try to persuade them. Other audiences may be more open and unbiased

to your remarks, in which case you may not have to strategise quite as much in this step. In the NOC example, imagine that your federation received more funding four years ago but did not win more medals at the Olympic Games. The NOC may not be sure whether granting additional funds to aquatics sports is worth the potential return on investment.

Now that you know where Point A is, you can start to think about where you want them to be at the end of your remarks – Point B. To do that, ask yourself the following questions:

1/ What do you want to achieve in ten words or less? Being able to articulate the goal of your presentation is key to making the presentation clear and impactful, especially when trying to persuade an audience. In our example, the goal could of the presentation is “receiving more funding for the next four years.”

2/ How will you know that you have moved your audience from Point A to Point B? Being able to determine the effect of your presentation is key to developing the presentation in the first place. To do that, you need to develop some form of measurement. When trying to persuade or motivate, this usually means that the audience has taken the action you wanted them to take. In this case, you will know you have moved your audience if they decide to grant your request for more funding.

3/ What will happen if you do not move your audience to Point B? Anticipating what you will do if you sense that you have not moved your audience is an important part of an effective presentation. Doing so can help you adapt your presentation, if necessary, to accomplish your goal, than at the very least, help you refine your presentation strategy in the future.

In addition to the content of your presentation, you will also want to define the situation externally, meaning the physical set up and organisation of the presentation venue.

Adapting your physical environment can have a big impact on influencing your audience, including the following elements:

1/ Seating

Make sure every member of the audience can see you. In smaller groups, seating the audience in a V-shape with you at the front can keep attention focused on you and your comments.

2/ Audio-visual equipment

Make sure you fully understand what type of equipment is available and how to use it. Practice ahead of time, especially if you need develop your understanding of how certain devices work. There is nothing more distracting during a presentation than a presenter that cannot operate equipment effectively. In addition, it can make you look unprepared, which can jeopardise your credibility.

3/ Position of the podium

If you are speaking at a podium, be as close to the projection monitor as possible. And in societies where individuals read from left to right, stand on the left side of any visual aides – this draws the audience to you before the focus on your visuals. In societies where they read from right to left, consider switching to the other side.

4/ Microphones

In larger settings where you may need a microphone, secure a wireless microphone if at all possible, even when speaking at a podium. This allows you to interact more freely with the audience and presents fewer distractions.

Step 2: Create the storyline

Your presentation must follow a clear, logical sequence for your audience to follow it easily and take interest in what you say.

Effective storylines for presentation typically follow a seven-part sequence, including:

1/ Opening

The opening is one of the most important parts of getting your audience to really listen. You have about 90 seconds to capture their interest. They will want to know why they should listen, and if you can answer that question convincingly, they will want to know how that can use what you will share with them.

Some good techniques for capturing interest in your opening remarks include:

- Asking a direct question to the audience
- Citing a striking statistic
- A look backward or forward
- An emotional anecdote or thought-provoking quotation

In our NOC example, an effective opening would take into account that the audience may not be exceedingly favourable to you because aquatics sports did not win more medals at the previous Olympics despite increased funding. So, you may want to cite specific statistics that demonstrate how aquatics sports athletes in your country have improved over the last four years (e.g. placement at World Championships, or overall improved placements at the Olympics even though more medals were not won). These statistics capture interest and may spark interest from your audience that gets them to listen further.

2/ Main arguments with the WIIFM

Following your opening remarks, you want to briefly explain why you are presenting and why it is important. You will want to express your strongest arguments and share with the audience the WIIFM. In the case of the NOC presentation, you would want to express how many medal opportunities are available in aquatics sports and

how much progress aquatics athletes have made in the previous four years with the funding they received – having more could drive performance results even further.

3/ Overview

Briefly provided an overview or outline of what you are going to share. This section is similar to a table of contents in a book. It is useful for the audience to have a sense of where the presentation is going so they can stay focused on what you are saying without being distracted about where all that information is leading. Showing them the logical order of your presentation will assure them that the presentation has a clear purpose.

4/ Housekeeping

Before starting the main body of your presentation, tell your audience how long the presentation should last, when breaks will occur (if necessary) and how questions will be answered (during the presentation or at the end). Doing these things gives your audience a sense of the structure, which allows them to focus their attention on the content.

5/ Main body

The main body of your presentation is where you take the focus of your presentation (in our example, requesting more funding for aquatics sports) and give it a flow that makes sense and moves your audience (showing how and why increased funding is a good investment for the NOC).

The main body should follow a logical, consistent flow, and there are some useful strategies to provide that structure and consistency.

The flow should be structured like a pyramid according to the following principles:

- Conclusions before arguments
- Concepts before examples
- Most important first

In addition to these pyramid concepts, your presentation should follow a flow structure that organises your ideas in a logical way. Examples include:

- Chronological
organise clusters of ideas along a timeline
- Numerical
present a series of loosely connected ideas, facts or arguments
- Physical
organise clusters of ideas according to geographic location
- Spatial
organise ideas conceptually according to a spatial arrangement (e.g. house, pyramid, building blocks, etc.)
- Problem/solution
describe a problem and provide solutions

- Issues/actions
organise the presentation around key issues and propose actions to address them
- Features/benefits
organise the presentation around a series of programmes or services and describe the benefit of each one

In the NOC presentation, you may want to consider the chronological flow structure. By presenting your case in terms of what happened during the previous four years (showing the progress made in aquatics sports during that time) and what will happen with increased funding over the next four years, you can provide structure and show your audience a step-by-step strategy for producing a solid return on the NOC's investment in aquatics sports.

6/ Summary

When you have finished the main content of your presentation, summarise the key points. But do not add any new information. Instead, clarify the WIIFM, reinforce the goal of the presentation, describe any further actions necessary and seek agreement or consensus from your audience.

7/ Conclusion

The conclusion is simply the end of your summary. Close your remarks with "next steps" to give your audience a sense that your presentation is actionable.

Step 3: Design the visuals

Visual aides are a critical part of an effective presentation. Many people are visually-oriented, meaning they process information more thoroughly through pictures, graphs and charts than they do through spoken words. As such, having visual aides can make your presentation more impactful, as well as provide visual interest for an otherwise monotonous series of speeches and spoken remarks.

The best option is to use presentation software such as PowerPoint. Programmes like these allow you to create simple slides that convey information clearly and cleanly. In the NOC example, PowerPoint slides could be especially useful to show the improvement in results over the previous four years with graphs or charts. You could also use a pie chart to show how money received from the NOC was distributed, and how you may alter the percentage of funds to target areas that could improve performance results even further.

In whichever way you choose to incorporate visual aides, there are some important things to keep in mind to make sure your visual aides have the strongest impact possible. These include:

1/ Keep the focus on you, not the visuals

While the visual aides should be pleasing to the eye, they should not become the focus of the presentation. By keeping slides simple and not overly-designed you can generate visual interest without distracting your audience.

2/ Refer to slides, don't read from them

The slides should assist you in delivering your main points – they should not be a word-for-word representation of your presentation. Presenters who simply read from their slides are not impactful and they quickly lose the attention and respect of their audience.

3/ Make slides simple

To keep interest on you and your main points, follow a minimalist approach to visuals. Use simple graphics, short words and phrases and limit your colour choices to one or two that are professional and easy to see. Bright colours may attract attention, but they can be distracting and appear juvenile. Instead, opt for dark background with white text, or white background with dark text.

4/ Use 4x4 principle

Don't overload your slides with lots of text. Instead, try to use a maximum of four lines with four words each. Those four lines should use fonts consistently and use capital letters sparingly. Keep fonts to 24 point or allow for lots of blank space of the slide – this helps the audience see more clearly and focus on specific points.

5/ Avoid abbreviations and jargon

You do not want to alienate or confuse your audience by assuming they know more than they do. Especially in audiences unfamiliar with your topic, spell proper names completely and define any jargon before using it in your presentation.

6/ Highlight quantitative data convincingly

Using graphs and charts can be very persuasive and effective, but you must present these visuals clearly and simply. The chart should convey an obvious message, which should be easy to understand without much explanation. Consider making the main point of the chart the actual title of the slide. Keeping things simple is key to making visuals effective.

Step 4: Customise your visuals

For presentations that you may deliver multiple times, it is imperative to customise visuals for each audience. This keeps the presentation precise and relevant for each audience, and also provides you as the presenter with some variety to keep you engaged.

Helpful ways to customise your presentation include:

- Customise the opening slide with the date, location and name of the audience
- Include a logo of the audience organisation on each slide (in corner or centered on the bottom)
- Show photos and visuals relevant to that specific audience

Step 5: Deliver the presentation

Once you have developed the content of your presentation, put that content into a logical structure and created visual aides that help you make your main points, you are ready to actually address your audience and deliver the presentation.

The following are some useful techniques to help you “make a splash” on the day of the presentation:

1/ Your appearance matters

Your audience will see you before they hear you, so first impressions will be partly based on how you look. Dress professionally for your audience and don't wear anything that is too bright, revealing or distracting.

2/ Review last minute details

Sometimes the smallest issues can have the biggest impact on how you present and how your audience perceives you.

These include:

- Be on time getting to the location at least 30 minutes in advance gives you time to prepare, set up equipment and relax before presenting
- Remember a copy of your speech (hard copy and digital), business cards, useful handouts and any other materials that may be requested from you

3/ Remember the four Cs

- Clarity
Speak loudly and clearly and act in a way that shows command of the material
- Consistency
Find your style and stick to it
(don't joke and then be really serious right after)
- Control
Stay in control of the audience, yourself and the time at all times
- Confidence
Know your material thoroughly, show that you know it and admit it when you don't know something

4/ Answer questions effectively

It may sound simple, but the way you answer questions can greatly impact the way your presentation is received, especially when trying to persuade your audience.

Consider the following hints when answering questions from the audience:

- Never interrupt a questioner, even if you already know the answer to their question
- Take a breath before answering a question – this keeps you from interrupting and shows the audience that you respect their question by taking time to formulate a thoughtful answer
- Maintain eye contact with the questioner while he or she is asking the question, then address the entire audience when answering the question
- Repeat the question to make sure the entire audience heard it – this is especially important when microphones are not available or groups are especially large

How can you present yourself in informal settings to have maximum impact?

Presentation skills can also be useful for more than only formal presentations. As leaders of your national aquatics federation, you will likely be in many environments – conferences, sporting events, press conferences, etc. – where opportunities to meet other people and share information about your sport present themselves. As such, there are some helpful and easy to use tips that can make the difference between a standard conversation and a dynamic interaction that leads to deeper relationships within the sports world.

These tips include:

1/ Be prepared

You never know when you may have an opportunity to discuss your sport or make a contact that could help you grow aquatics sports in important ways. Attending a sports conference or even sitting in the airport, you may find yourself with a unique chance to make an important first impression. Knowing what is happening in your sport, as well as knowing who's who in other sports (including trends in sports performance and sports business) can open doors you may not have known even existed.

2/ Know what you want to say

Even though you may be prepared to meet new people in diverse settings, you may not be fully prepared to make the critical first impression. A helpful way to make an impact in a short period of time is using a 30-second “elevator speech.” This technique gets its name from a scenario in which you are on an elevator with an influential person and you have 30 seconds to make your case. In the context of your National Federation, your elevator speech should summarise who you are and the mission, values and general direction of your sport and your organisation. Your “speech” should make people curious to learn more about you and your federation, so create some interest by including specific examples of what your federation has accomplished or is working to accomplish.

3/ Use the basics

Never underestimate the importance of a firm handshake, eye contact and active listening skills. By showing that you are a professional and know how to engage with other people, you can often set yourself apart from others who lack those basic skills.

4/ Have your business card handy

Always travel with plenty of business cards to hand out when you meet new people. Carrying them in your wallet or purse – even when you are not travelling on business – is a good idea because you typically always have these with you and you never know when you might meet someone who could be useful to your federation in the future.

Useful tips

Use this hint a starting point for your skills:

The key is practicing presentation skills is to make them a regular part of the way your federation operates. Just like a synchronised swim team has to demonstrate certain required elements in their routines, your federation can think of presentation skills as required elements of your federation's skills set that will move aquatics sports forward.



Chapter 7.3

Selling and influencing skills

Benefits of this chapter

Your ability to develop your federation – increase membership, attract more fans, sign more sponsors, etc. – is directly related to your ability to sell to and influence key audiences. Just like a coach has to convince a swimmer that an extra ten laps today will pay off in the future, your federation has to be able to persuade key audiences that being a part of your federation is a win-win situation for all parties involved.

In this chapter, you will learn the fundamentals of effective sales and influencing techniques. These techniques can be used in many facets of your federation, including developing presentations, developing strategic sales and marketing plans and getting elite athletes to help you promote and brand the sport in your country.

The point is not to become a salesperson or “trick” others to do something that is not in their interest. Rather, sales and influencing is about explaining to key audiences how partnering with your federation would be good for you and good for them. With proper planning and execution, you can convey the values of your sport and your federation in a way that grows participation, loyalty and financial support.

Introduction

No new business or non-profit organisation ever became successful without having to sell goods and services and influence important audiences (e.g. investors, consumers, vendors, etc.). The same is true for sports federations. While your organisation may not be primarily focused on generating profit, revenues are still important. Plus, you need to sell and influence in order to drive other growth and productivity markers, including membership, sponsorship and event attendance.

Selling and influencing are distinct yet interrelated concepts. For the purposes of this handbook, we will address each one separately and point out ways that they inform each other.

The following chapter will provide details on the following topics:

- What is the difference between marketing and sales and why are they important?
- How can you market effectively to existing aquatics sports partners?
- How can you market effectively to prospective aquatics sports partners?
- How can you turn good marketing into good sales?
- What are some basic hints to influence people in positive ways?

The key to any good marketing, sales or influencing strategy is to have good products and services and believe in the quality of them. Once others experience the quality of your brand, the power of “word of mouth” can develop your federation further and create a cycle that benefits your federation and those associated with it.

What is the difference between marketing and sales?

Marketing and sales are interrelated, but not entirely the same. They are both focused on your consumer or partner – for a national aquatics federation, consumers and partners include athletes, member clubs, media, sponsors, fans, vendors and other key groups with whom you partner to develop your federation. However, marketing is about understanding what your partners want. Selling is about understanding how your partners choose.

For example, if you know that sponsors want to gain more exposure to young swimmers, then you can market your federation's service offerings in a way that showcases your activities and events for young swimmers. To convince sponsors to partner with you (thereby “selling” your services), you have to understand what factors will influence their decision making. These factors could include the sponsor's financial resources, existing partnerships with competitors and who within the sponsor's organisation will make the final decision.

How can you market effectively to existing aquatics sports partners?

When approaching your federation's marketing strategy, it is important to make adjustments depending on whether you are marketing to a new or existing customer or partner. First, let's consider why marketing to existing partners is important and how your federation can approach it.

Marketing to existing partners is important because your federation can:

1/ Achieve high return on investment.

It is always easier to market and sell to existing partners because both sides have knowledge of each other's strengths and weaknesses.

2/ Access to more senior contacts.

The longer a partnership exists, the deeper your contacts will become with that organisation, which strengthens your federation's network of contacts.

3/ Access to more revenue-producing projects.

Once you have demonstrated the value of your service offerings, partners are more likely to pursue bigger projects and partnerships that can potentially generate more revenue for your federation.

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How you should market your federation to existing partners depends on whether or not the partner is aware of the need for your service offerings. If partners know there is a need, then you should be super-pleasing in your marketing strategy. That means:

1/ Going the extra mile on current engagements.

Show existing partners that you care by doing the best work possible on present projects.

2/ Increasing the amount of client contact.

Make sure the client sees and understands the quality of your brand and your personnel.

3/ Building the business relationship.

Strengthen the business connection between your federation and your partner by showing interest in helping your partner expand their business interests.

4/ Building the personal relationship.

Never underestimate the power of personal relationships. Being likeable and getting along with your customers and partners can go a long way in growing existing partnerships.

If a current partner does not know that a need exists, then your federation should take a nurturing approach to marketing. This means helping your partner discover the need without having to be too aggressive.

A nurturing marketing approach includes:

1/ Creating opportunities to demonstrate competence

Find opportunities as a federation to show your strength in certain areas (e.g. access to certain markets, values of your sport, reputation for excellence, etc.).

2/ Gathering evidence of the new need

Be able to point out examples of areas where the partner could benefit from your service offerings.

3/ Creating awareness of the new need

Once you have the evidence that a need exists, demonstrate to your partner that the need exists.

4/ Asking the right person at the right time

With examples in hand and forward planning, approach the person who can make decisions (or has access to the person who can) and choose your timing carefully – make sure he or she is in the right environment and in the right mood to hear what you have to say.

How can you market effectively to prospective aquatics sports partners?

In addition to deepening your engagement with existing partners, it is also important to consider attracting new partners.

Marketing to new customers and partners is important for your federation because you can:

1/ Become less dependent on each partner

The more diverse your partnerships and sources of revenue, the more freedom and leverage you have to create partnerships that more fully achieve your federation's specific goals.

2/ Develop new contacts

Marketing to new partners leads to more contacts, which are always helpful in developing new opportunities for your federation – even ones you may not have previously considered.

3/ Generate new types of projects

Marketing to new partners can lead to new types of projects for your federation, which can open doors to new markets and also keep your staff engaged in the work of the federation.

So, how can you market your federation to new prospective partners?

The key is to take a courting approach. This includes:

1/ Demonstrating, not asserting

Marketing works best when you use data and examples of the quality of your work to show prospective clients the value of your service – simply telling them will not motivate them to partner with you.

2/ Seducing, not assaulting

Marketing to new clients is an art, so be careful not to overwhelm

prospective clients with constant contact or ultimatums – instead, thoughtfully develop the relationship and find the right opportunities to introduce and promote your service offerings.

3/ Showing up in-person

Only face-to-face, in-person marketing will help you win a new partner. Talk with prospective partners at events and conferences, or set up face-to-face meetings during which you can share the value and quality of your services.

Although it may sound silly, marketing to new partners is actually quite similar to courting someone romantically. Before you can ask a potential mate to marry you (or make the sale), you have to demonstrate and not simply say that you care and would be a good mate, court them not force them into wanting to partner with you, and be available face-to-face to develop the relationship and establish trust.

How can you turn good marketing into good sales?

Good marketing is necessary for sales, but good marketing alone cannot produce any real revenue or solidify new partnerships. Once you have generated interest in partnering with your federation (or broadening an existing partnership), you can focus on finalising partnership agreements.

Chapter 7.3
Selling and
influencing skills

To sell effectively, you need to know that someone wants to buy what you are selling. In the case of a national aquatics federation, potential partners want to know two things about you:

1/ Can your federation do what you say you can do?

Potential partners will analyse your technical qualifications, track record of performance and objective documentation (e.g. data, financials, etc.) to answer this question.

2/ If your federation can do what you say you can, then does your potential partner want to work with your federation?

Potential partners will make subjective judgments to answer this question, including references from other partners, your federation's reputation, quality of personal interactions with your federation, etc.

Because the first question is more objective in nature, it is more difficult to influence. However, assuming your federation has the technical ability to provide certain services or opportunities to prospective partners, there are some key elements that a prospective partner may be looking for that could make it more likely that they want to work with your federation.

These include:

1/ Clues

Small actions that are meaningful for their symbolism, including being available at odd hours, returning phone calls quickly and remembering personal details about a person's life.

2/ Tailored preparation

When you interact with a potential partner, make sure your comments and presentation are specific to that partner. If a swimwear company is interested in sponsoring your federation, you may not want to emphasise parts of your general sales strategy that focus on grassroots development programmes or other topics that may not be of interest to your potential partner.

3/ Something new

If there is something new or unique that your federation offers to a prospective partner (e.g. access to new markets, new events, etc.), emphasise it. New opportunities usually spark interest, so they will get prospective partners to listen more carefully.

4/ Evidence of your competence and understanding

Be sure to have practical, tangible examples of the benefits of partnering with your federation.

5/ Focus on their interests, not yours

By making it clear that you understand and care about your partner's interests in a prospective engagement, you show them that you are not making a sale simply for the sake of making a sale.

6/ Help from the beginning

Be useful from the start and show prospective partners how quickly and proactively you can meet their needs.

7/ Sympathetic understanding

When interacting with individuals one-on-one, it is helpful to show the other person that you understand their role in an organisation – emphasise how a potential partnership could help them in their own job and they may be more likely to recommend a partnership with your federation to those who make the final decisions.

What are some basic hints for influencing people in positive ways?

A significant component of marketing and sales is influencing others in positive ways. Some people think that marketing and sales is about “tricking” people or getting them to do something that is not in their interest. However, as a national aquatics federation, influencing others should be seen in more positive terms. You want to influence important audiences – athletes, media, sponsors, fans – in a way that shows them how they can benefit from involvement in and support of aquatics sports. That should be seen as win-win for everyone.

So how can you influence people in positive ways? It all begins with developing trust. The following hints provide some useful strategies that your federation can integrate with its marketing and sales initiatives, as well as other important components of growing your federation.

These hints include:

1/ Talk about them, not you

Good sales people say “you,” not “I.” A key to influencing others is appealing to their interests – they will not be interested in working with you until they know what is in it for them.

2/ Details matter

When marketing to potential partners and building your relationship with them, it is critical to remember the smaller details of interpersonal interactions. Little things like dressing professionally, turning your cell phone off during meetings and sending thank you emails all make important impressions that highlight your professionalism and keep partners focused on the matter at hand.

3/ Timing is everything

It is crucial to approach prospective partners at the right time when proposing new engagements. As a general rule, people are generally more responsive and prepared to listen at the beginning of the day and at the end of the week. So Friday mornings can be a good time to market and sell your service offerings.

4/ Start small

Even though you may see the long-term benefit of an engagement with a new or existing partner, your partner may need more time to see how beneficial the partnership is. So, while it is useful to show prospective partners your vision of the entire engagement “chain,” just focus on selling them the “first link.” Additional links will come when you demonstrate how valuable your services are.

Useful tips

Keys to effective marketing and sales:

- Understand the nature of your relationship with current and prospective partners. By knowing what they want and how they decide how to get it, you can develop strategies that appeal to their needs and influence their decision making.
- Remember that you are trying to influence others because you care about aquatics sports in your country.
- Keep your passion in mind as you work hard to grow your federation. This will help motivate you, even when work gets challenging.



Chapter 7.4

Negotiation skills

Benefits of this chapter

Many think that negotiation is reserved for high-powered executives or lawyers sitting in the board room figuring out what big decision to make next. But the truth is, professionals at all levels can benefit from developing stronger negotiation skills.

Negotiation skills are useful in all aspects of a national sports federation. Executives must negotiate sponsorship agreements and departmental budgets. Managers have to negotiate conflicts within their departments and often negotiate staff salaries. And staff must negotiate with vendors to secure competitive rates and work with media to negotiate the terms of interview requests and access to athletes.

This chapter is designed to help you strengthen your negotiation skills and become more comfortable with the idea of negotiating. By practicing these skills and integrating them into your professional skill set, you can gain a competitive advantage over those with whom you are negotiating and advance the interests and development of your federation.

Introduction

Negotiation is typically required to settle some form of conflict. And not all forms of conflict are negative or adversarial in nature. Rather, when two (or more) sides have unique interests – in other words, the interests of the two sides are in conflict – coming to a resolution will likely involve negotiation.

And conflict is simply unavoidable. As a national aquatics federation, what is best for you, your staff, your members and your federation's development will not always be what is best for other relevant groups. This means that learning effective negotiating skills can help your federation represent its interest with as much influence and impact as possible.

Of course, the most desirable outcome of negotiation is a “win-win” resolution. So how can your federation use negotiating skills effectively so that everyone feels like their interests are understood, appreciated and represented in the final outcome? This chapter provides some fundamental strategies and hints that can take your negotiating skills to the next level.

Topics covered include:

- What is the key to effective negotiation?
- How should negotiations be structured to promote a “win-win” outcome?
- What does a successful negotiation outcome look like?

Negotiation is about more than simply solving a problem or a dispute – it is also an opportunity to understand your partners more thoroughly, prioritise the interests of your federation and strengthen your trust in and relationships with important audiences. By learning a good balance between “give” and “take,” your federation can advance its interests while staying mindful of the interests of other groups important to your federation's development.

What is the key to effective negotiation?

As mentioned, the goal of negotiation is a win-win resolution. This is particularly true for sports federations because they want to ensure their interests are being served, yet they do not want to alienate important partners in the process.

Effective negotiation depends on one key ingredient: clear communication. Both parties in a negotiation want to feel that they have fully expressed their position, that the other party has listened carefully and that the other part understands the basis of their position. Once the parties feel that these three conditions have been met, both parties can begin to consider mutually-beneficial solutions.

So, effective communication requires three essential skills: speaking, listening and understanding. Each of these skills is dependent on the others, which means you cannot achieve an effective negotiation without each one. Let's take a look at each skill and consider ways that you can demonstrate competence with each one.

Speaking

Each party in a negotiation wants to speak their mind, and sometimes the desire to be heard can become more important than the final outcome. Fortunately, there are some helpful hints that can make the speaking component of a negotiation organised and productive.

These include:

1/ Plan ahead

Planning your thoughts and remarks in advance can help the process run more smoothly. Waiting until the moment of negotiation could make you feel unprepared, which could make you defensive and a less effective negotiator.

2/ Agree on what the issue is

At the beginning of any successful negotiation, both parties should be able to agree a clear, concise statement that summarises the core issue. Verbally confirm that both sides understand and keep focus on that core issue.

3/ Prepare an opening statement

Before negotiating a resolution, both sides should present their position in an opening statement. No interruptions should occur during this time.

4/ Use “I” statements

During opening statements and throughout the negotiation process, use “I” statements – I feel, I think, I believe – that keep focus on what your position is. Using “you” statements – you didn’t, you wouldn’t, you seem – can be perceived by the other party as blaming, which will distract both sides from the goal of resolving the problem.

5/ Emphasise shared concerns

Shared concerns – not individual issues – should be the focus of the entire negotiation. This will keep resolution in mind and make the tone of the negotiation more cooperative and less combative.

Chapter 7.4
Negotiation skills

Listening

Active listening is a necessary skill for any successful professional, especially during negotiations. It is simply defined as concentrating all your attention of the other person when he or she is speaking. By listening actively, you can generate goodwill and understanding, which can drive discussions to a mutually desirable outcome.

Here are some helpful hints to demonstrate that you are actively listening during negotiations:

1/ Don’t interrupt

The fastest way to show that you are not listening is to interrupt. It shows the other party that you are only thinking about your own position and trying to defend it. Even if the other side says something that frustrates you or is factually inaccurate, just wait. You will have a chance to respond.

2/ Encourage the other side to share their thoughts

You can show interest and make the negotiation more like a conversation if you engage the other side with genuine questions about how they feel about certain issues and points you have made.

3/ Give feedback

Once you listen closely and completely to what the other side says, feel free to share how you feel. Just remember to present your feedback in a polite, diplomatic way. Do not become defensive or make accusations. Instead, make the dialogue a conversation that gets everyone moving toward a resolution.

4/ Maintain eye contact

Always look at the other party while they are talking. Looking down or around the room can suggest that you are not fully engaged and that you are not even considering what the other side is saying. Eye contact says that you care and that you are interested in working together to resolve the issue.

Understanding

No two people ever agreed on anything without having a common understanding of what the problem is and what the solution should be. Both sides need to feel understood before a resolution can be reached.

In addition to the listening skills listed above, consider these hints as other effective ways to promote understanding during negotiations:

1/ Ask for clarification

Once you have listened closely and completely to the other side, be sure to ask for any clarification that you may need. Questions such as “I understood you to say (insert summary of comments here) is this correct?” Doing so shows the other side that you are genuinely interested in understanding their perspective, which can also give you an opportunity to clear up any misperceptions, factual details or simple misunderstandings.

2/ Watch body language and facial expressions

Sometimes we are not conscious of our body language or facial expressions when we are talking to others. However, during negotiations, it is critical that you think about how you are being perceived. Blank expressions, poor posture, wild hand gestures and folded arms can suggest an unwillingness to listen and cooperate. Instead, nod your head, look alert and stay calm.

3/ Act on observations

If you feel like the other party is getting frustrated or having a hard time expressing themselves, reassure them that you want to be helpful. Comments such as, “You seem strained. Is there something I can do to help?” or “Would you like to take a five minute break?” can ease the tension in the room. They also indicate your desire to be helpful and reach a solution.

How should negotiations be structured?

Clear communication may be the key to effective negotiation, but the way negotiations are set up and conducted is also important to facilitating a timely, agreeable resolution. There are some basic guidelines that you can follow to make sure negotiations are fair, well organised and comfortable.

These guidelines include:

1/ Plan ahead

Make sure negotiations take place at a mutually agreed time and place. Negotiations can be biased even before they start if one side feels rushed or unprepared.

2/ Choose a neutral setting

Agree to a location that does not favour one side over the other. For example, if your federation is negotiating with a potential sponsor, neither organisation's headquarters would be a wise choice. Instead, agree to meet at a hotel conference room or other quiet, neutral location that is comfortable and convenient.

3/ If necessary, use a mediator

If the conflict is substantial and emotions are strong, you may consider using a non-biased mediator to oversee the negotiations. This person should have no financial, political or personal interest in the outcome of the negotiation. However, both sides should agree that he or she is the best person to do the job.

4/ Recognise and define the problem

As mentioned, allow both sides to make opening statements. From there, identify common areas of concern instead of focusing solely on selfish interests.

5/ Identify a variety of solutions

There is no "perfect answer" to a negotiation. Rather, the goal is that each side feels he or she has a role in the outcome and that his or her interests are represented adequately. By coming up with multiple solutions, both sides can find "pros and cons" in each scenario to create an outcome that is the most fair and most comprehensive.

6/ Collaborate

Working together to resolve the problem does not mean you are giving up or giving in. Effective negotiators can acknowledge that disagreement exists and put aside their anger, frustration and ego to advance an agreeable outcome. For the negotiation to succeed, you must acknowledge at the beginning that you will have to give something up in order to gain a common benefit.

What does a successful negotiation outcome look like?

Now that you have considered the essential elements of effective negotiation, how will you know if your negotiations have been successful?

The following list highlights some of the key components of a successful negotiation:

1/ There are no winners and losers, just winners

Both sides can leave the negotiating table feeling satisfied that their voices were heard and the outcome achieves most of their interests.

2/ Both sides surrendered something

Each party should have given up something in the process of negotiation to gain a common benefit. Doing so actually strengthens the outcome because both sides understand that each other had to sacrifice to make it work.

3/ A plan of action is in place

Successful negotiations often end with a plan of action, meaning certain parties will be responsible for fulfilling certain commitments.

4/ Commitments are kept

Be sure to honour your commitments. Not only is it the professional thing to do, it also gives you credibility as a negotiating partner in case you find yourself negotiating again in the future.

5/ The relationship is still strong, if not stronger

Negotiation should not be seen as adversarial or conflict-based. Instead, negotiation should be seen as cooperative and results-oriented. It is a “meeting of equals” where mutually-desirable outcomes can be achieved. Preserve (and strengthen) the relationship by separating personality from the issue being discussed and putting your ego aside to focus on the task at hand.

6/ Show your appreciation

It is never easy to give up certain elements of your self-interest to advance a larger goal. As such, be sure to recognise all parties involved and express to them your appreciation for their time, understanding and cooperation.

Useful tips

Keep in mind these useful strategies in order to develop your negotiating skills:

- By being respectful, open-minded and collaborative, your federation can build a reputation for being a cooperative partner dedicated to the growth and well-being of aquatics sports.
- Taking a seat at the negotiating table shows how much you care about your sport.
- While passions may run high at times, remember that your ability to negotiate calmly and professionally can have a positive impact on the future of your federation.



Chapter 7.5

Winning story

Papua New Guinea Swimming, Inc.

**Elizabeth Wells – President
PNG Swimming, Inc**

“We work together as a team and not as individuals”

Papua New Guinea Swimming, Inc. (PNGSI) is national governing body in Papua New Guinea for aquatic sports. PNGSI is affiliated with FINA, Oceania Swimming Association and the National Olympic Committee. In accordance with the rules of FINA, PNGSI's mission is to:

- Govern aquatic sports in Papua New Guinea
- Promote and encourage aquatic sports throughout Papua New Guinea
- Act alone or in conjunction with any affiliated Association or affiliated Club in any matter with respect to aquatic sports so far as they relate to Papua New Guinea
- Apply the profits (if any) or other income in promoting PNGSI objectives
- Prohibit the payment of any dividend or payment in the nature of a dividend to its members
- Do all such things as are incidental or conducive to the attainment of PNGSI objectives



In order to ensure that the skills of your volunteer staff are constantly improving, what have you done to enhance continuous improvement at every level within your federation?

In order to ensure that the skills of our volunteer staff are constantly improving, PNGSI management continually takes into consideration our environment. We look at the social, physical and performance environments to ensure that the mix of the three provide a place where our volunteers want to be.

We have put in place a 5-year Development Plan, with an Annual Strategic Plan for each year that includes mission statements, vision statements and objectives complementing our Development Plan.

The purpose is to provide quality service delivery in all of our key result areas, including:

- 1/ Administration
 - Management and Administration
 - Facilities and Equipment
 - Finance
 - Promotion and Marketing
 - Public Relations

- 2/ The Athlete and Volunteer
 - Volunteers
 - Coaching
 - Athlete Development
 - Competition
 - Technical Officials

Improving the way things get done is made possible through the unwavering support of the PNGSI executive members and providing a positive direction towards development in administration, coaching and technical areas that ultimately flow down to our athletes. This provides them with the best service we can produce. We work together as a team and not as individuals.

PNGSI affiliated members are encouraged to be all they can be and we have a tireless band of volunteers in our clubs who continue to give of themselves to the task of developing our sport and guiding our athletes towards becoming better people both in the sport and outside.

In administration, PNGSI has put together a Swimming Administration booklet that is available to all club members to learn more about administering our sport in a professional manner. The booklet outlines the responsibilities and roles of executive members, and includes financial planning and reporting to enable professional management of PNGSI and our clubs.

Each year we also produce a yearbook outlining our activities for the year. The yearbook includes:

- Contact details of executive members, Oceania Swimming Association and FINA members
- Behaviour code
- Calendar of events
- PNGSI Aquatic Excellence Squads qualifying times in Junior, Intermediate and Senior divisions
- Qualifying criteria for national and international events
- National championships SC and LC programs
- FINA competition and stroke rules
- Other relevant information for our members

Our affiliated clubs work alongside PNGSI to provide a more professional team of technical officials to run affiliated club carnivals and national competitions under FINA rules, providing fair play in competition. The clubs also play an important role in executing a strong swim programme from Learn to Swim, to Junior, Intermediate Seniors and Elite squad training programmes.

Coaching Courses and Technical Official Clinics are a priority held on an annual basis. We also provide this service to physical education teachers in the schools of Papua New Guinea who have pools in their school grounds to help develop the sport of swimming and teach our youngsters water safety and skill development.

We have in place two full scholarships for a coach and swimmer to attend the Australian Swim Camp in September each year. This is an ongoing scholarship to PNGSI and covers airfare, camp costs and accommodation and meals for the recipients.

An annual award system is in place through the Papua New Guinea Sports Federation National Olympic Committee and their sponsor, South Pacific Breweries, through which we nominate an administrator, coach, technical official and female and male athlete in the Junior and Athlete of the Year SP Sports Award categories.

We never waver in our belief that the coaches and swimmers of PNG will continue to strive for excellence if given the opportunity in competitions and education. We never lose sight of what sport is all about – giving our best whether in the pool or on the pool deck or at the administration desk, striving to be the best we possibly can be and being proud of our efforts.

The administration and competitions we have provided for our athletes continue to be of an excellent standard. We have seen affiliated members of our organisation develop a sense of belonging where sportsmanship, leadership, pride, and team spirit work together to develop our athletes to achieve in the pool and become great ambassadors of our sport.

The PNG National Aquatic Excellence Program has provided the motivational tool for our athletes to set goals and achieve. The three divisions are 9-11 year olds (Junior Category Silver and Gold standard), 12-14 year olds (Intermediate Silver and Gold Category), and BSP Kundu Silver and Gold Target Squad (Elite Category).

The sponsors' continued support has enabled our athletes to experience international and national competition at its best, helping them develop into finer athletes and better ambassadors.

To enhance continuous improvement, PNGSI is always looking for opportunities to applaud the successes of our organization and its members, no matter how small. And we work hard to find ways to recognise those achievements.

We have in place a public relations section that provides quarterly newsletters, regular news bulletins, and regular media releases to media outlets onshore and offshore.

As your federation grows, what “new” skills will you look for in people joining your federation?

The “new” skills we will look for in people interested in a position with PNGSI include strong communication skills, trustworthiness, and the desire to get things done in a positive, proactive and friendly manner.

We are always looking for people with public relations skills, marketing skills and coaching competence skills with performance measures.

We are an organisation that has developed from our volunteers, who have a love for the sport of Swimming and are able to make changes in a proactive environment for the betterment of our sport.

What useful strategies do you think have been the most useful for making a strong impression on audiences?

Useful strategies that have been the most useful for making a strong impression on audiences include our ability to project ourselves to the rest of PNG as a professional organisation that is community-oriented. Our communication skills, using the media to our best advantage, involving our sponsors at all levels, and hosting coaching have helped greatly in this area.

We also provide information to all members about the organisation's progress and development. This also communicating through and with the media and sponsors through regular newsletters, bulletins and monthly meetings to provide opportunities for direct and honest feedback from all involved in the sport.

The executive members take time to understand our members' aspirations for the organisation and create opportunities for them to be heard. This has enhanced communication and provided valuable input into the planning and development process of PNGSI.

We are able to meet deadlines for reporting and act in a professional manner when dealing with sponsors, media and other sporting organisations. We have a commitment to getting things done on time with the least disruption to our athletes and coaches.

The goal is always to produce results for the sport of Swimming in Papua New Guinea. In sum, we do this by observing the following methods and values:

1/ Create a positive atmosphere

This allows members to express ideas without fear of criticism. PNGSI's tone is set by example. A positive environment generates positive behaviour.

2/ Expect the best

Members are encouraged to be all they can be.

3/ Celebrate success

PNGSI seeks opportunities to applaud the successes of PNGSI and its members no matter how small. Small successes are the launching pads for bigger ones. Find ways to provide recognition for achievement, as we believe real recognition helps people experience what it means to succeed and it inspires members to strive toward future achievements.

4/ Listen

PNGSI takes time to understand the member's aspirations for Papua New Guinea and creates opportunities for them to be heard. Healthy dialogue in all parts of the organisation enhances communication and provides valued input into the planning and development process.

5/ Identify the critical team

We identify the critical "players" within and outside PNGSI and include them in the development process.

6/ Give regular feedback

PNGSI shares "success stories" by providing information to all members about the organisation's progress and development. Newsletters, bulletins and meetings all provide opportunities for direct and honest feedback.

7/ Trust and delegate

The executive committee cannot implement the development plan on their own, but with the help of trusted affiliated members, responsibilities can be delegated to promote a sense of belonging and commitment within Papua New Guinea Swimming.

8/ Seek help at hand

The planning process is enhanced by seeking advice from others who may have had previous experience. These helpful groups include the National Olympic Committee, Oceania Swimming Association, and people in business or from other sporting organisations willing to provide advice and assistance in the planning and development of PNGSI.

PNGSI accepts that planning is as an integral part of its operations. Planning is synonymous with success and achievement, and with continuous improvement efforts, the planning process can become more effective and lead to greater results.

8

Enhancing your development programmes

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Chapter 8.1

FINA National Federations Development Programme

Benefits of this chapter

Investing in development of partnerships
is investing in your future

Linking your federation with the right partners is important. It can determine just how successfully you can develop your sport and your aquatic goals. By investing in the development of partnerships, you are investing in the future of your federation.

But who are your partners? Clearly identifying your partners – those who have the same vision and goals as you – will help create positive reinforcement for your goals, bring you the support you need and help you drive your message to your members. Each partner carries a different message, so it is important that you know what objectives they are striving for because they might differ from yours. In the end, when the right link is made, your federation can benefit immensely from connecting to the right partners.

To be implemented from 2011

Introduction

FINA administers international competition and development in all five FINA aquatic disciplines: Swimming, Open Water Swimming, Diving, Water Polo and Synchronised Swimming.

As such, they are your most important partner. With access to resources, you can use FINA as a partner to further your federation's development. This chapter will help you get familiar with the policies and governance of FINA so you can apply them to your federation. Knowing which programmes are available and how your federation can access them are vital to the development of our sport and your federation.

This chapter gives you an overview of the events and programmes that FINA has developed over the last decade. Knowledge is a powerful tool and developing your federation's knowledge with the partnership of FINA can support your future success.

FINA governance and policies – how they apply to your federation

As the world governing body for the five FINA aquatic disciplines – Swimming, Open Water Swimming, Diving, Water Polo and Synchronised Swimming – FINA is continuously striving to help all 202 National Member Federations develop and grow in each discipline.

FINA's five main objectives are:

- 1/ To promote and encourage the development of Swimming in all possible manifestations throughout the world
- 2/ To promote and encourage the development of international relations
- 3/ To adopt necessary uniform rules and regulations to hold competitions in Swimming, Open Water Swimming, Diving, Water Polo, Synchronised Swimming and Masters
- 4/ To organise FINA World Championships and FINA events
- 5/ To increase the number of facilities for its five disciplines throughout the world

FINA has put a large emphasis over the years on the objective of promoting and encouraging the development of its five disciplines in all possible manifestations throughout the world.

By keeping this in mind, your federation can take advantage of a variety of programmes which FINA has put in place over the years. By providing educational programmes for Leaders and Administrators, Athletes, Coaches and Officials (Judges & Referees) at all levels, FINA aims to help National Federations develop and organise aquatic sports in a more efficient and effective way. So why not use these programmes to help enhance your federation!

To date FINA has created Schools for Water Polo Referees, Diving and Synchronised Swimming Judges, with the hopes of implementing the Swimming

and Open Water Swimming Schools for Officials in the near future. Furthermore, FINA also has Education Programme Clinics that can be carried out in three levels: basic, intermediate, and advanced Level.

To illustrate the success of these programmes between 2005 and 2008, FINA has organised 117 Clinics for Swimming, 22 for Open Water Swimming, 19 for Diving, 42 for Water Polo and 30 for Synchronised Swimming. 48 took place in Africa, 94 in the Americas, 52 in Asia, 10 in Europe and 26 in Oceania.

FINA National Federations Development Programme principles and elements

The mission of the FINA National Federations Development Programme is to elevate the importance of Aquatics worldwide by providing a framework for increased participation, enhanced promotion, and global competitive success in the sport.

The FINA National Federations Development Programme has four goals and seven principles:

Four goals of the FINA National Federations Development Programme:

- 1/ To increase the proficiency and effectiveness of Continental Associations and National Federations
- 2/ To provide progressive educational opportunities for Leaders and Administrators, Coaches and Officials in all five FINA aquatic disciplines
- 3/ To enable athletes in all five FINA aquatic disciplines to reach their full competitive potential
- 4/ To provide preparation opportunities for the young athletes in all five FINA aquatic disciplines to reach the level of participation in the FINA World Junior Championships

Seven principles of the FINA National Federations Development Programme:

- 1/ Inclusion of all five FINA aquatic disciplines
- 2/ Participation by all five continents, but with recognition of different needs and methods
- 3/ Based on characteristics of each Continent and needs of each National Federation, a global programme will be implemented for athletes selected to participate at the FINA World Junior Championships
- 4/ Usage of non-FINA resources, including the International Olympic Committee and Continental Olympic Associations
- 5/ Utilisation of globally-respected Coaches and Officials with established, consistent curricula

6/ Administrative support provided by FINA staff members, with necessary accountability for the usage of FINA funds

7/ Appreciation for technology and optimisation of Internet resources

FINA Development Commission

The FINA National Federations Development Programme is the initiative of the FINA Development Commission, the body responsible for development initiatives in all FINA disciplines.

For 2009-2013, it is comprised of the following members:

- Mr. Dale Neuburger (USA), Chairman
FINA Vice President for the Americas
- Mr. Sam Ramsamy (RSA)
FINA Vice President for Africa
- Mr. Husain Al Musallam (KUW)
FINA Vice President for Asia
- Mr. Nory Kruchten (LUX)
FINA Vice President for Europe
- Mr. Bill Matson (NZL)
FINA Vice President for Oceania
- Mr. Cornel Marculescu
FINA Executive Director

Elements of FINA National Federations Development Programme

The 2009-2013 quadrennial is already in place, and the FINA Development Commission has developed programmes which can serve as tools for your National aquatics Federation's future development.

The FINA National Federations Development Programme is intended to target the four FINA Development groups within each National Federation. In each of these groups, FINA has designed programmes created with the objective of growing and developing your federation. These development programmes are specified as such:

1/ Leaders and Administrators

FINA Sport Administrators Courses
FINA Management Initiatives Programme

2/ Athletes

FINA Scholarships for Athletes
FINA Scholarships for Young Athletes
FINA Team Support Grants

3/ Coaches

FINA Clinics for Coaches
FINA Coaches Certification Courses
FINA Scholarships for Coaches

4/ Officials (Judges and Referees)

FINA Clinics for Officials

FINA Schools for Officials

As you will discover, the guides within the FINA National Federations Development Programme offer your National Federation all the necessary information and tools for your federation to apply for and benefit from.

It also contains the financial procedures that must be followed by all National Federations when reporting back the successful outcomes of each programme. A standard application form and financial report form have been created to facilitate your work and to increase the understanding of the programme held in your country. You will be required to complete this report in order to guarantee financial transparency and full reimbursement.

Each application form has been formatted in an easy and simple way for your National Federation to complete. You can find the complete documents in this manual as well as on the FINA website (www.fina.org).

Should you require any further information or guidance, the staff of the FINA Office in Lausanne, Switzerland are at your disposal at all times. Using FINA's support, your National Federation can initiate, implement and follow-up all the activities organised within the framework of the FINA National Federations Development Programmes to grow and expand your federation.

8.1.1

FINA Leaders and Administrators Development Programmes

Overview

FINA has recently implemented two new Development programmes for National Federations:

- 1/ FINA Sport Administrators Courses
- 2/ FINA Management Initiatives Programme

Both are intended to help your National Federation Leaders and Administrators improve competences, utilise resources and create the right delivery of management and administration competences within your country.

Each is designed to educate and train your federation's management team and sports administrators on the best practices for the development and growth of your federation.

FINA Sport Administrators Courses Guidelines

Objective

This programme is aimed at sport leaders and administrators dealing with needs from grassroots to national level. It is designed to assist National Federation administrators as well as enhance the skills of current support staff. It is designed to ensure continuity, understanding of performance standards and expectations, and comprehensive knowledge transfer.

Beneficiaries

The programme is available to National Federations wishing to conduct FINA Sport Administrators Courses through internal training for their administrative team.

Each National Federation can nominate the persons they would like to attend these Sport Administrators Courses by completing the application forms included in this document.

Description

National Federations will be offered the opportunity to receive a Sports management and administration expert to host a development course based on the topics discussed in the FINA National Federations Development Handbook.

The topic of the course shall include minimum three (3) of the following topics:

- Creating your plan
- Securing your structure
- Promoting your brand
- Choosing your people

- Increasing your income
- Supporting your sport
- Improving your skills
- Developing your partnerships

The chosen topics should be adapted to the local situation and to the need and interests of the participants (based on their activities, knowledge, background, etc.).

1/ Courses format

The duration must be between three (3) and five (5) days. National Federations may choose to organise the entire course consecutively over a long weekend or a week-long session.

The course should provide administrative training to attendees led by the nominated expert on the chosen topics.

2/ Teaching modalities

The courses should guarantee an adult learning environment and include ample time for group work (case studies, role-plays, etc.) and discussions. It is recommended that lectures include interactive activities, questions, discussions of issues presented and group work. Use of additional materials, such as videos, computer projected presentations and other didactic material is encouraged to highlight the subject matter being discussed.

3/ Course location

The Host National Federation shall ensure that the course location has adequate conditions for learning.

4/ Participant's applications

National Federations are encouraged to allow many administrators and staff to attend the course in order for the federations to gain maximum knowledge from the specific lectures.

Once the preliminary list of participants is approved, the Host National Federation will take care of the participants' registration. During the course, the Host National Federation is requested to complete the participants list included in the Host National Federation Report Form.

5/ Manuals and Certificates

Each course participant will receive recognition by means of a FINA Certificate of Participation confirming completion from the attended course.

Application Procedure

The Host National Federation shall provide the completed Host National Federation Application Form to FINA, which shall be accompanied by the following materials:

Technical information such as:

- Topic(s) of the Course
- Dates and location
- Materials available

NOTE: Each application form MUST be submitted 3 months prior to the planned start of the course. Courses organised before receiving FINA's approval will not be supported.

Analysis and Approval

FINA will review and assess each application.

The proposals for each programme will be analysed and approved by FINA according to the following criteria:

- Compatibility with the objectives and guidelines of the Programme
- Guaranteed attendance numbers
- Feasibility of the project

All National Federations will be contacted directly from FINA regarding approved application and allocated funding.

Financial conditions and follow up

The amount allocated to each National Federation will depend on the scope of the proposed FINA Sport Administrators Course and budget availability.

In order for applicants to receive all financial funding assigned, FINA must receive the following documents, no later than 3 months after the end of the programme:

The Host National Federation Report Form completed clearly and in detail by the Host National Federation, including an attached list of all expenses. For each expense, the original invoice must be attached.

Once all expenses have been approved by FINA, the monetary funds will be transferred accordingly to the Host National Federation.

Annexes

- 1/ FINA Sport Administrators Course Host National Federation Application Form
- 2/ FINA Sport Administrators Course Host National Federation Report Form

The National Federation of:	
-----------------------------	--

Please complete the following form and include as much detail as possible about the programme your National Federation would like to prepare/attend:

Name of activity				
Dates	from		to	
Location (city & country)				

☐ Creating your plan ☐ Securing your structure ☐ Promoting your brand		
☐ Choosing your people ☐ Increasing your income ☐ Supporting your sport		
☐ Improving your skills ☐ Developing your partnerships		
Number of participants:		
Language of the course:		

Please describe the FINA Sport Administrators Course you would like to host:

FINA SPORT ADMINISTRATORS COURSES
Host National Federation Application Form

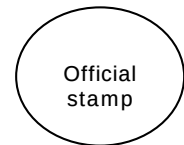
What is the strategy of your National Federation for 2011 in the area of sport administration training? And what will be the focus of the training requested?

What results/improvements do you wish to achieve with this course?

Has your National Federation benefited from FINA's support through the FINA Sport Administrators Courses? If so, has it resulted in better functioning of your National Federation? Please describe how.

FINA SPORT ADMINISTRATORS COURSES
Host National Federation Application Form

I, the undersigned, confirm that our National Federation will carry out the development programme presented above and that the participants nominated will take part in the activities as noted:



(Name, Title and Signature)

(Date)

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>)

***PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (Switzerland) BY FAX (41-21) 312 6610 OR BY EMAIL: sportsdep@fina.org***

FINA SPORT ADMINISTRATORS COURSES
Host National Federation Report Form



Please complete the following form to include as much detail as possible regarding the FINA Sport Administrators Course your National Federation has hosted.

The National Federation of:	
------------------------------------	--

Programme details

Description of course:	
Dates of course:	
Location of course (city & country):	
Total participants:	

Programme information

Please complete the following:

Topics:

Invited Lecturer (name and area of expertise):

FINA SPORT ADMINISTRATORS COURSES

Host National Federation Report Form

Course Evaluation

Please provide below your National Federation's overall evaluation of the course (if possible, include the feedback provided by the course participants):

Which topics were rated as most relevant and practical among the participants (i.e. those areas found to be most useful to improve their skills within)?

Which topics were rated least relevant among the participants?

In which areas did the participants indicate that additional training would be helpful?

FINA SPORT ADMINISTRATORS COURSES
Host National Federation Report Form

Course Organisation

What presentation tools were used (PowerPoint presentations, slide projection, videos, etc.)?

Were small group sessions, open discussions and other types of interactive activities included the course? If so, what was the participants' feedback relating to these activities?

Overall Course Conclusions

Please provide your National Federation's overall impressions/satisfaction with the course

FINA SPORT ADMINISTRATORS COURSES

Host National Federation Report Form

Participant Summary List

Please list all participants in the course:

No.	Last Name, First Name	Gender (M/F)	Current Position	Sport Organisation
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

Financial form

Please list all expenses of your course (to receive full reimbursement of costs, please include all original receipts):

Activity	Details of purchase	Cost
TOTAL:		

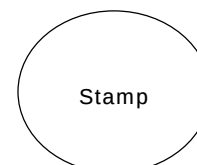
**Please attach course programme*

FINA SPORT ADMINISTRATORS COURSES
Host National Federation Report Form

Please complete the bank details of your federation for reimbursement:

Beneficiary details	
Family Name or company	
First Name	
Personal Address <i>(Street, City, Postal Code, Country)</i>	
Phone Number	
Fax Number	
Email address	
Wire Transfers	
Account Holder <i>(Name appearing on account; Street, City; Postal Code and country if different from above)</i>	
Name of Bank	
Bank Address <i>(Street, City, Postal Code, Country)</i>	
Bank Code (ABA) <i>(if applicable)</i>	
Agency or Branch Code <i>(if applicable)</i>	
SWIFT (BIC code)	
Account Number	
IBAN Account number <i>(All European countries and some overseas)</i>	

I, the undersigned, certify that the information provided above is accurate and complete.



Name, Title (National Federation President or Secretary General) and signature

Date

Electronic version of this form is available on the FINA Development sub-page
(<http://www.fina.org>).

**PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (Switzerland) BY FAX (41-21) 312 6610 OR BY EMAIL: sportsdep@fina.org**

FINA Management Initiatives Programme Guidelines

Objective

This programme is designed to assist National Federation leaders (professional staff and volunteer governance) to gain specific administrative and management skills to improve the leadership of their National Federation.

Beneficiaries

The FINA National Federations Management Initiatives Programme is available to National Federations wishing to nominate members of their senior management team to attend external courses approved by FINA.

Each federation can nominate the person(s) they would like to participate in the FINA National Federations Management Initiatives Programmes by completing the application forms included in this document.

Description

National Federations will be offered the opportunity to send their nominated person(s) to an existing training programme.

The subject of the training must be based on the topics discussed in the FINA National Federations Development Manual.

The programmes should include at least one (1) of the following topics:

- Strategic development
- Governance and structure
- Branding and promotion
- Motivating and learning
- Finances and income
- Supporting sport
- Skill enhancement
- Partnership development

Chapter 8.1
FINA National Federations
Development Programme

8.1.1
FINA Leaders and Administrators
Development Programmes

1/ Programmes format

The programmes submitted to FINA must be adapted to these guidelines. Depending on the project's consistency and Budget submitted, FINA will negotiate a subsidised amount with the National Federation.

2/ Participant's applications

Each programme participant should complete the Participants Application form (and National Federations should keep a copy for their records). The FINA Management Initiatives Programme Participants Application Form is included in this document.

3/ Manuals and certificates:

Each programme participant will receive recognition by means of a certification and letter confirming completion from the attended programme.

Application Procedure

The National Federations who wish to nominate one of their members shall provide the completed FINA Management Initiatives Programme Participants Application Form.

The application form shall be accompanied by the following materials.
Technical information, including:

- Name and topic of the programme
- Dates and location
- A complete curriculum vitae of the nominated member
- A cover letter from the nominated member

NOTE: Each application form MUST be submitted 3 months prior to the FINA Management Initiatives Programme

Analysis and Approval

FINA will review and assess each application.

The proposals for each programme will be analysed and approved by FINA according to the following criteria:

- Compatibility with the objectives and guidelines of the programme
- Feasibility of the project

All National Federations will be contacted directly from FINA regarding approved application and allocated funding.

Financial conditions and follow up

The amount allocated to each National Federation will depend on the scope of the proposed FINA Management Initiatives Programme and budget availability.

In order for applicants to receive all financial funding assigned, FINA must receive the following documents, no later than 3 months after the end of the programme:

The Participants Report Form completed clearly and in detail by the National Federation, including an attached list of all the supporting payment receipts, duly itemised. For each payment, the original invoice must be attached.

Once all invoices have been received and approved by FINA, the monetary funds will be transferred accordingly to the National Federation.

Annexes

- 1/ FINA Management Initiatives Programme Participants Application Form
- 2/ FINA Management Initiatives Participants Report form

FINA MANAGEMENT INITIATIVES PROGRAMME
Participants Application Form



The National Federation of:	
------------------------------------	--

Participant Information

Surname(s)				First Name(s)	
Date of Birth		Age		Nationality	
Marital Status	Single / Married	Sex	M / F	Title	Mr / Mrs / Ms / Other
Address for Correspondence				Telephone	
				Fax	
				E-mail	

Education: General (Diplomas, Certificates, etc.)

Year	Training	Diplomas awarded

Language (s)	Speaking	Writing	Reading
	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5
	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5
	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5

Please circle the appropriate figure (1 = beginner / 5 = fluent)

FINA MANAGEMENT INITIATIVES PROGRAMME

Participant Application Form

Programme Plan

Please complete the following form and include as much detail as possible about the programme your Leader or Administrator would like to attend:

Name of programme and School / Centre				
Dates	from		to	
Location (city & country)				
Language:				

Please indicate a minimum of one (1) anticipated topic(s):

- Creating your plan
- Choosing your people
- Improving your skills
- Securing your structure
- Increasing your income
- Developing your partnerships
- Promoting your brand
- Supporting your sport

Please describe in detail the Management Initiatives Programme you wish to undertake:

FINA MANAGEMENT INITIATIVES PROGRAMME

Participant Application Form

What is the objective of your Management Initiatives Programme? How does this fit with your National Federation's development plan?

[illegible]

Please outline the timeline of your Management Initiatives Programme?

[illegible]

FINA MANAGEMENT INITIATIVES PROGRAMME
Participant Application Form

Has your National Federation benefited from FINA's support through the National Federation Management Initiatives Programme? If so, has it resulted in better functioning of your National Federation? Please describe how.

I, the undersigned, confirm that our National Federation will carry out the development programme presented and that the participants nominated will take part in the activities as noted:

Official
stamp

(Name, Title and Signature)

(Date)

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>)

***PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (Switzerland) BY FAX (41-21) 312 6610 OR BY EMAIL: sportsdep@fina.org***

FINA MANAGEMENT INITIATIVES PROGRAMME
Participants Report Form



Please complete the following form including as much detail as possible regarding the Management Initiatives Programme.

The National Federation of:	
Name of participant:	

Programme Details

Name of programme:	
Description of programme:	
Dates of programme:	
Location of programme (city & country):	
Total participants:	

Programme Information

Topics:	
---------	--

FINA MANAGEMENT INITIATIVES PROGRAMME

Participants Report Form

Course Evaluation

Please provide below your National Federation's overall evaluation of the programme (if possible, include feedback provided by course participant):

Overall Course evaluation and conclusions:

FINA MANAGEMENT INITIATIVES PROGRAMME

Participants Report Form

Financial form

Please complete the following form regarding all expenses of your development programme (to receive full reimbursement of costs as per approved allocated FINA funds, please include all original receipts):

Activity	Details of Purchase	Cost
TOTAL:		

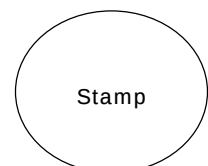
**Please include course programme*

FINA MANAGEMENT INITIATIVES PROGRAMME
Participants Report Form

Please complete the bank details of your federation for reimbursement:

Beneficiary details	
Family Name or company	
First Name	
Personal Address <i>(Street, City, Postal Code, Country)</i>	
Phone Number	
Fax Number	
Email address	
Wire Transfers	
Account Holder <i>(Name appearing on account; Street, City; Postal Code and country if different from above)</i>	
Name of Bank	
Bank Address <i>(Street, City, Postal Code, Country)</i>	
Bank Code (ABA) <i>(if applicable)</i>	
Agency or Branch Code <i>(if applicable)</i>	
SWIFT (BIC code)	
Account Number	
IBAN Account number <i>(All European countries and some overseas)</i>	

I, the undersigned, certify that the information provided above is accurate and complete.



Name, Title (National Federation President or Secretary General) and signature

Date

Electronic version of this form is available on the FINA Development sub-page
(<http://www.fina.org>).

**PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (Switzerland) BY FAX (41-21) 312 6610 OR BY EMAIL: sportsdep@fina.org**

Additional Development Activities for Leaders and Administrators

FINA World Aquatics Convention

The FINA World Aquatics Convention includes a comprehensive programme of meetings, conference sessions, and networking events with three major objectives:

- To assist National Federations in improving their management and governance procedures, including emphasis on organising and promoting aquatic events
- To present the current publication – “FINA National Federations Development Handbook” which will help National Federations in developing guidelines to achieve their organisational goals
- To support National Federations in activating the essential components of sport development, including implementation of methods to promote clean sport, motivate volunteers, and generate additional revenue

The overarching objective of the FINA World Aquatics Convention is to give participants the best possible information to help them achieve success in their respective countries. The Convention will assist FINA in the growth and development of other Aquatic Festivals around the world to further enhance the five FINA aquatic disciplines and promote world-class athletes.

The first edition of the FINA World Aquatics Convention will be staged in Punta del Este, Uruguay in September 2010. The Convention will be hosted every two years, with the next site to be selected by a competitive bidding process. The Convention features a dynamic exhibition area where organisations can display their products and services and cities interested in hosting future FINA events can showcase their hometowns. There will also be dedicated networking events and scheduled meetings that allow exhibitors and delegates to interact with existing clients, meet prospective partners, and build relationships that will support the development of aquatics worldwide.

Through discussion, debate, and networking, delegates from FINA's 202 National Federations can share knowledge, exchange ideas, and develop stronger relationships – all of which contribute to the growth of aquatic sports worldwide. National Federations have been encouraged to invite current and potential partners to show to them the unique strengths and spectacle of FINA events.

FINA has conducted two similar events previously, both of which were highly successful and helped FINA achieve its most important objectives:

1/ Fina World Seminar on Sports Management, Media & Marketing (2001, Barcelona, Spain)

For the first time in its history, FINA gathered all its constituents in one setting to analyse and evaluate new procedures to improve results in several areas. The primary goal of the seminar was to help the FINA Family better prepare for the future and provide ways to promote innovation and progress.

More than 250 delegates from 99 National Federations participated in the seminar. It was a unique opportunity to analyse the evolution of FINA activities, taking into account the changes and technological developments in these important areas.

2/ Fina World Conference (2006, Madrid, Spain)

The FINA family gathered in Madrid for the 1st FINA World Conference, and after three intensive days of discussion, the general sentiment of the 280 participants representing 103 FINA National Federations was that the occasion represented a unique moment of unity and exchange of ideas.

During the Conference, FINA's diverse constituencies – partners and sponsors, event organisers, potential host cities, and delegates from the National Federations – analysed the factors that help make the FINA image and events prestigious and successful worldwide. The motto of the conference reflected the three brand priorities specified in the “2005-2009 FINA Strategic Plan”: reinforce, communicate, and expand.

The delegates had a chance to learn more about the FINA marketing programme, specifically FINA's partnership with the Japanese company, Dentsu. Delegates also explored the continuous commitment and support of strong FINA allies, with FINA's four main commercial partners discussing their successful relationships. Additionally, the television production and broadcast of FINA events were discussed in great depth.

The FINA World Aquatics Conference brings together the entire FINA Family, with an emphasis on exchanging new ideas and advancing worldwide development of the five aquatic disciplines.

FINA National Federations Development Handbook

The FINA National Federations Development Handbook has been formulated with the objective of assisting in the development of expertise and capability for FINA National Federations by providing practical, actionable information on topics that are addressed on a regular basis in effective management of the sport worldwide. It is intended to be equally helpful and informative to National Federation leaders in National Federations that are recent members of FINA, as well as those that have been in existence for a century or more.

In simple terms, the FINA National Federations Development Handbook has been developed to assist each National Federation in achieving higher goals.

The FINA National Federations Development Handbook is the result of the work of a range of international experts in many fields and it will provide guidelines in the following topic areas (chapter titles):

- 1/ Planning your future
- 2/ Securing your structure
- 3/ Promoting your brand
- 4/ Choosing your people
- 5/ Increasing your income
- 6/ Supporting your sport

- 7/ Improving your skills
- 8/ Enhancing your development programmes

The FINA National Federations Development Handbook is a “living” document that will continue to be supplemented with new information to assist National Federation leaders in reaching the full potential of the sport.

Chapter 8.1
FINA National Federations
Development Programme

8.1.1
FINA Leaders and Administrators
Development Programmes

8.1.2

FINA Athletes Development Programmes

Overview

FINA currently provides excellent programmes for athlete Development.

These programmes include:

1/ FINA Scholarships for Athletes

To assist elite athletes nominated by their respective National Federation in their preparation and qualification for the FINA World Championships, with a particular attention to athletes and National Federations having financial difficulties.

2/ FINA Scholarships for Young Athletes

The aim of this programme is to identify, qualify and prepare a small number of young Athletes aspiring to participation in FINA World Junior Championships and Youth Olympic Games.

3/ FINA Team Support Grants

FINA Team Support Grants are intended to assist elite teams who want to meet the qualification standards of the FINA World Championships.

National Federations supply athlete support in a variety of contexts on a daily basis. FINA recognises these efforts and wants to continue the support of athletes worldwide as they prepare for International Competitions.

It is recognised that the period immediately preceding FINA World Championships and FINA World Junior Championships has become an increasingly important determining factor for success for athletes. FINA wants to give a platform in which to support athletes on their journey towards aquatics success.

FINA Scholarships for Athletes

Guidelines

Objective

To assist elite athletes nominated by their respective National Federation in their preparation and qualification for the FINA World Championships, with a particular attention to athletes and National Federations having financial difficulties

The aim of this programme is to identify, qualify and prepare a small number of athletes aspiring to participation in FINA World Championships. As part of the development of your National Federation, preparing athletes for international competition is important to their development and to the future of your national teams. Partnering with FINA can help you access these funds.

Description

The FINA Scholarships for Athletes offer National Federations the possibility to obtain financial and technical assistance for a select number of elite athletes who are training, and attempting to qualify for the FINA World Championships.

Through financial assistance in the following areas:

Training camps

FINA offers to cover some of the costs relating to the organisation of training camps for a limited number of athletes that want to qualify to FINA World Championships

Training centres

Based on the results of these talents at continental and regional competitions, FINA will offer variable terms for training courses at approved training centres

Application procedure

National Federations wishing to nominate their athlete(s) must provide a completed Participants Application Form, included in this document.

The Participants Application Form should then be submitted to FINA before the requested deadline.

Analysis and approval

FINA will review and assess each application.

Each athlete who will be awarded a FINA Scholarship will sign a contract with FINA and his/her National Federation that will clearly list the responsibilities associated with receiving the grant.

All National Federations will be contacted directly from FINA regarding approved applications.

Financial conditions and follow up

The amount allocated to each Athlete will depend on the scope of the proposed FINA Scholarships' Programme and budget availability.

In order to receive all financial funding, FINA must receive no later than 3 months after the completed programme the Participants Reimbursement Form, including an attached list of all the supporting payment receipts, duly itemised.

Annexes

- 1/ FINA Scholarships for Athletes Participants Application Form
- 2/ FINA Scholarships for Athletes Participants Reimbursement Form

FINA SCHOLARSHIPS FOR ATHLETES

Participants Application Form



The National Federation of:	
------------------------------------	--

Participant Information

Surname(s)				First Name(s)	
Date of Birth		Age		Nationality	
Marital Status	Single / Married	Sex	M / F	Title	Mr / Mrs / Ms / Other
Address for Correspondence				Telephone	
				Fax	
				E-mail	

Discipline: (Please check one)	☐ Swimming	☐ Open Water Swimming	☐ Diving
	☐ Water Polo	☐ Synchronised Swimming	

Education: General and Sport Training (Diplomas, Certificates, etc.)

Year	Training	Diplomas awarded

Sports Experience (clubs, athletes coached, past achievements, etc.):

FINA SCHOLARSHIPS FOR ATHLETES

Participants Application Form



Language (s)	Speaking	Writing	Reading
	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5
	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5
	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5

Please circle the appropriate figure (1 = beginner / 5 = fluent)

Information about the training

Centre chosen	
Course or Seminar (exact title)	

Address				
	City		Country	
Contact Person (Surname / First name)				

Length of course	Start date (dd/mm/yyyy)		End date (dd/mm/yyyy)	
	Total duration (months)			

Final qualification (diploma, certificate)	
---	--

Attachments

The following documents must be enclosed with this form (originals or copies)	Enclosed
1. Letter of interest or acceptance from the centre/university	☐
2. CV of the candidate	☐
3. Cover letter from the candidate	☐
4. Detailed description of the training course	☐

Note: To receive full consideration, each application must be accompanied by all required documents and sent to FINA **at least 3 months before the start of the training programme.**

FINA SCHOLARSHIPS FOR ATHLETES
Participants Application Form



Name of National Federation:

I, the undersigned, President / Secretary General of the above-mentioned National Federation, certify that the information provided above is accurate and support the below-mentioned athlete's application for a FINA Scholarship for Athletes.

(Name, Title and Signature)

(Date)

STAMP

The candidate for a FINA Scholarship for Athletes:

I, the undersigned, certify that the information provided on this form is correct. I promise to follow the requested course diligently and subsequently, to use the experience I have acquired to promote sport in my home country.

(Name, Title and Signature)

(Date)

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>)

**PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (SWITZERLAND) BY FAX (41-21) 312 6610 OR BY EMAIL: sportsdep@fina.org**

The National Federation of:	
Name of participant:	

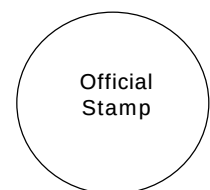
FINA NATIONAL FEDERATIONS DEVELOPMENT PROGRAMME 2010

FINA SCHOLARSHIPS FOR ATHLETES
Participants Reimbursement Form

Please complete the bank details of your federation for reimbursement:

Beneficiary details	
Family Name or company	
First Name	
Personal Address <i>(Street, City, Postal Code, Country)</i>	
Phone Number	
Fax Number	
Email address	
Wire Transfers	
Account Holder <i>(Name appearing on account; Street, City; Postal Code and country if different from above)</i>	
Name of Bank	
Bank Address <i>(Street, City, Postal Code, Country)</i>	
Bank Code (ABA) <i>(if applicable)</i>	
Agency or Branch Code <i>(if applicable)</i>	
SWIFT (BIC code)	
Account Number	
IBAN Account number <i>(All European countries and some overseas)</i>	

I, the undersigned, certify that the information provided above is accurate and complete.



Name, Title (National Federation President or Secretary General) and signature

Date

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>).

**PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (Switzerland) BY FAX (41-21) 312 6610 OR BY EMAIL: sportsdep@fina.org**

FINA Scholarships for Young Athletes Guidelines

Objective

The aim of this programme is to identify, qualify and prepare a small number of young athletes aspiring to participation in FINA World Junior Championships or Youth Olympic Games. Youth is the future of any sport. As part of the development of your National Federation, preparing young athletes for international competition is important to their development and to the future of your national teams. Partnering with FINA can help you access these funds.

The eligible athletes must qualify for the FINA World Junior Championships or Youth Olympic Games and show the potential to qualify for the FINA World Championships in the future by producing outstanding results at international or continental youth competitions.

Description

This programme offers National Federations financial assistance to identify, qualify and prepare young talented athletes for FINA World Junior Championships and Youth Olympic Games.

The FINA Scholarships for Young Athlete allows National Federations to focus on their young athletes and their preparation for the FINA World Junior Championships or Youth Olympic Games in all the aquatics disciplines.

Through financial assistance in the following areas:

Training camps

FINA offers to cover some of the costs relating to the organisation of training camps for a limited number of athletes that will participate in the FINA World Junior Championships or Youth Olympic Games

Training centres

Based on the results of these young talents at continental and international junior competitions, FINA will offer variable terms for training courses at approved training centres

Application procedure

National Federations wishing to nominate their athlete(s) must provide a completed Participants Application Form, included in this document.

The Participants Application Form should then be submitted to FINA before the requested deadline.

Analysis and approval

FINA will review and assess each application.

Each athlete who will be awarded a FINA Scholarship will sign a contract with FINA and his/her National Federation that will clearly list the responsibilities associated with receiving the grant.

All National Federations will be contacted directly from FINA regarding approved applications.

Financial conditions and follow up

The amount allocated to each athlete will depend on the scope of the proposed FINA Scholarships Programme and budget availability.

In order to receive all financial funding, FINA must receive no later than 3 months after the completed programme the Participants Report Form, including an attached list of all the supporting payment receipts, duly itemised.

Annexes

1/ FINA Scholarships for Young Athletes Participants Application Form

2/ FINA Scholarships for Young Athletes Participants Reimbursement Form

FINA SCHOLARSHIPS FOR YOUNG ATHLETES

Participants Application Form



The National Federation of:	
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Participant Information

Surname(s)				First Name(s)	
Date of Birth		Age		Nationality	
Marital Status	Single / Married	Sex	M / F	Title	Mr / Mrs / Ms / Other
Address for Correspondence				Telephone	
				Fax	
				E-mail	

Discipline: (Please check one)	☐ Swimming ☐ Open Water Swimming ☐ Diving ☐ Water Polo ☐ Synchronised Swimming
-----------------------------------	--

Education: General and Sport Training (Diplomas, Certificates, etc.)

Year	Training	Diplomas awarded

Sports Experience (clubs, athletes coached, past achievements, etc.):

FINA SCHOLARSHIPS FOR YOUNG ATHLETES

Participants Application Form



Language (s)	Speaking	Writing	Reading
	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5
	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5
	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5

Please circle the appropriate figure (1 = beginner / 5 = fluent)

Information about the training

Centre chosen	
Course or Seminar (exact title)	

Address				
	City		Country	
Contact Person (Surname / First name)				

Length of course	Start date (dd/mm/yyyy)		End date (dd/mm/yyyy)	
	Total duration (months)			

Final qualification (diploma, certificate)	
---	--

Attachments

The following documents must be enclosed with this form (originals or copies)	Enclosed
1. Letter of interest or acceptance from the centre/university	☐
2. CV of the candidate	☐
3. Cover letter from the candidate	☐
4. Detailed description of the training course	☐

Note: To receive full consideration, each application must be accompanied by all required documents and sent to FINA **at least 3 months before the start of the training programme.**

FINA SCHOLARSHIPS FOR YOUNG ATHLETES
Participants Application Form



Name of National Federation:

I, the undersigned, President / Secretary General of the above-mentioned National Federation, certify that the information provided above is accurate and support the below-mentioned athlete's application for a FINA Scholarship for Young Athletes.

(Name, Title and Signature)

(Date)

STAMP

The candidate for a FINA Scholarship for Young Athletes:

I, the undersigned, certify that the information provided on this form is correct. I promise to follow the requested course diligently and subsequently, to use the experience I have acquired to promote sport in my home country.

(Name, Title and Signature)

(Date)

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>)

**PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (SWITZERLAND) BY FAX (41-21) 312 6610 OR BY EMAIL: sportsdep@fina.org**

FINA SCHOLARSHIPS FOR YOUNG ATHLETES
Participants Reimbursement Form



Please complete the following reimbursement form. List all expenses from your FINA Scholarship for Young Athletes (to receive full reimbursement of costs, please include all original receipts):

The National Federation of:	
Name of participant:	

Claimed expenses	Description of purchase	Financial Cost
Total		

FINA SCHOLARSHIPS FOR YOUNG ATHLETES Participants Reimbursement Form

Please complete the bank details of your federation for reimbursement:

Beneficiary details	
Family Name or company	
First Name	
Personal Address <i>(Street, City, Postal Code, Country)</i>	
Phone Number	
Fax Number	
Email address	
Wire Transfers	
Account Holder <i>(Name appearing on account; Street, City; Postal Code and country if different from above)</i>	
Name of Bank	
Bank Address <i>(Street, City, Postal Code, Country)</i>	
Bank Code (ABA) <i>(if applicable)</i>	
Agency or Branch Code <i>(if applicable)</i>	
SWIFT (BIC code)	
Account Number	
IBAN Account number <i>(All European countries and some overseas)</i>	

I, the undersigned, certify that the information provided above is accurate and complete.

Official
Stamp

Name, Title (National Federation President or Secretary General) and signature

Date

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>).

**PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (Switzerland) BY FAX (41-21) 312 6610 OR BY EMAIL: sportsdep@fina.org**

FINA Team Support Grants Guidelines

Objective

Many National Federations in developed countries provide training camps that help Teams prepare intensively for top-level performances, usually in proximity to the FINA World Championships site, and FINA would like to open this opportunity to all elite teams.

The purpose of FINA Team Support Grants is to:

- Provide the opportunity to elite teams to participate in training camps by offering high quality facilities where teams can train and prepare
- Provide financial assistance to national team to prepare and participate in FINA World Championships.
- Allow athletes to engage with one another in a learning environment

This programme is dedicated to National Federations with a team recognised as having an international competitive level.

Description

FINA Team Support Grants are intended to assist elite teams who meet the qualification standards of the FINA World Championships prepare for the competition.

National Federations may nominate an elite team by completing the Participants Application Form included in this document.

Training camp format

Should a team be awarded a FINA Team Support Grant, they must provide supporting documents which indicate that they will be provided with the following:

- Access to appropriate training facilities
- A coach specialisation in the relevant sporting discipline
- Regular medical and scientific assistance and control
- Access to technical information

All training camps should last five (5) days to eight (8) days.

Application procedure

National Federations wishing to nominate their team(s) must provide a completed Participants Application Form, included in this document.

The Participants Application Form should then be submitted to FINA before the requested deadline.

Analysis and approval

FINA will review and assess each application.

Each team who will be awarded a grant will sign a contract with FINA and their National Federation that will clearly list the responsibilities associated with re-

ceiving the grant. All National Federations will be contacted directly from FINA regarding approved applications.

Financial conditions and follow up

The amount allocated to each Team will depend on the scope of the proposed FINA Scholarships Programme and budget availability.

In order to receive all financial funding, FINA must receive no later than 3 months after the FINA World Championships the Participants Report Form, including an attached list of all the supporting payment receipts, duly itemised.

Annexes

- 1/ FINA Team Support Grants Participants Application Form
- 2/ FINA Team Support Grants Participants Report Form

FINA TEAM SUPPORT GRANTS Participants Application Form



The National Federation of:	
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Programme Plan

Please complete the following form and include as much detail as possible about the support programme your National Federation would like your team(s) to attend:

Name of the activity				
Dates of the activity	from		to	
Location of the activity (city & country)				

Please indicate the discipline:

Discipline: (Please check one)	☐ Swimming	☐ Open Water Swimming	☐ Diving
	☐ Water Polo	☐ Synchronised Swimming	

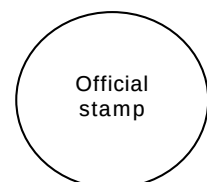
FINA TEAM SUPPORT GRANTS Participants Application Form

Participant List

Please list the participants you would like to nominate for the FINA Team Support Grant:

No.	Last Name, First Name	Gender (M/F)	Current Position	Sport Organisation
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

I, the undersigned, confirm that the participants nominated will take part in the activities as noted upon approval of this application:



(Name, Title and Signature)

(Date)

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>)

**PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (Switzerland) BY FAX (41-21) 312 6610 OR BY EMAIL: sportsdep@fina.org**

Competition linked to the preparation project	Location	Dates: From - To	
Results of the team at this competition:			

In what ways did the activity(ies) organised assist your team in its preparation for the above noted competition ?
Recommendations and/or comments from the National Federation in relation to conducting similar activities in the future:

FINA NATIONAL FEDERATIONS DEVELOPMENT PROGRAMME 2010

FINA TEAM SUPPORT GRANTS
Participants Report Form

List of participants

Please provide a complete list of all the selected players of the team that took part in the activity noted above.

Family Name	First Name	Family Name	First Name

FINA TEAM SUPPORT GRANTS Participants Report Form

Financial form

Please complete the following reimbursement form. List all expenses from your FINA Team Support Grants programme (to receive full reimbursement of costs, please include all original receipts):

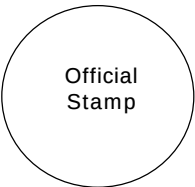
Activity	Details of purchase	Cost
TOTAL:		

FINA TEAM SUPPORT GRANTS Participants Report Form

Please complete the bank details of your federation for reimbursement:

Beneficiary details	
Family Name or company	
First Name	
Personal Address <i>(Street, City, Postal Code, Country)</i>	
Phone Number	
Fax Number	
Email address	
Wire Transfers	
Account Holder <i>(Name appearing on account; Street, City; Postal Code and country if different from above)</i>	
Name of Bank	
Bank Address <i>(Street, City, Postal Code, Country)</i>	
Bank Code (ABA) <i>(if applicable)</i>	
Agency or Branch Code <i>(if applicable)</i>	
SWIFT (BIC code)	
Account Number	
IBAN Account number <i>(All European countries and some overseas)</i>	

I, the undersigned, certify that the information provided above is accurate and complete.



Name, Title (National Federation President or Secretary General) and signature
Date

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>).

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Additional Development Activities for Athletes

FINA pre-Championship Training Camps

Recognising that it has become customary for elite athletes to participate in high-level Training Camps in the period immediately prior to important championship events, FINA has initiated a programme to assist National Federations in providing this opportunity for athletes from developing areas. FINA pre-Championships Training Camps are intended to assist elite athletes and teams who meet the qualification standards of the FINA World Championships prepare for the competition.

The purpose of FINA pre-Championship Training Camps is to:

- Provide the opportunity to elite athletes to participate in pre-Championships training sessions by offering high quality facilities where athletes can prepare
- Allow athletes to engage with one another in a learning environment

National Federations may nominate an elite athlete or team who has qualified for the Championships to attend a pre-Championship Training Camp.

Training camp duration is generally seven to ten days, depending upon specific circumstances and geographic location. Basic requirements include the following:

- Selection of an appropriate training facility to prepare athletes for the highest level FINA competition
- Availability of a coach or coaches with a high level of technical expertise
- Access to regular medical and scientific assistance and control
- Access to technical information relevant to the sport discipline

Additional Information for Athletes Travel Assistance for FINA World Championships

Objective

The FINA Travel Assistance is intended to support athletes in all disciplines and support staff in their journey to the FINA World Championships.

The main objective is to provide flight and accommodation to a set number of athletes and support staff per country. The number of athletes and coaches per country is pre-determined by FINA and will be made available to each country prior to the FINA World Championships.

To support successful performances, it is important that qualified athletes and their support staff be provided with the best environment before competition. Offering a platform where athletes and support staff need not worry about logistics helps your Federation succeed.

Description

FINA Travel Assistance offer National Federations the chance to obtain financial assistance to cover costs related to travel and accommodation for a select number of elite athletes and support staff.

Before each FINA World Championships, National Federations will be contacted with the specifics regarding the number of athletes and support staff eligible for this Scholarship.

For travel assistance, there are two options for National Federations:

- 1/ Request the transfer of funds from FINA for the total travel assistance amount and proceed by making their own reservations (bank transfer or cash)
- 2/ Request that FINA issue flights in accordance with standard FINA travel procedures (National Federations must indicate the number of tickets requested)

FINA and the Organising Committee of the World Championships will provide travel assistance per the following conditions:

- Travel assistance will be provided only to participants of National Federations who qualify for accommodation assistance.
- The allocation of travel assistance is per discipline.
- If the number of participants is lower than the number mentioned above, the travel assistance will be provided in accordance with the actual number of participants.
- Travel assistance will be provided only to athletes who participate at the FINA World Championships.
- The National Federation is responsible for all additional travel expenses.
- Any unsettled invoices from FINA or the Organising Committee from the FINA World Championships will be deducted from the travel assistance amount.
- Travel assistance will only be provided to the National Federations who have completed the FINA Travel Assistance Application Form and have returned it to the FINA Headquarters Office before the indicated deadline.
- The National Federation is responsible for checking that every participant has a valid passport and/or visa for the period of the FINA World Championships.

For accommodation assistance, there are two options for National Federations:

- 1/ Stay at the designated Official Hotel of the FINA World Championships with no additional charges – athletes and support staff from the National Federation will receive full board accommodation in a Hotel designated by FINA and the Organising Committee for the maximum period of their discipline. All additional expenses such as telephone, fax, laundry, mini-bar and others should be covered by each person and/or National Federation.

2/ Official Hotel chosen by the National Federation – if the National Federation chooses a hotel that exceeds the allowance for accommodation and board per day and per person, the National Federation will be responsible for the remaining amount.

The “principle of distribution” for the free accommodation and meals is based on the participation of a National Federation in the previous FINA World Championships.

Considering this principle, a National Federation will receive free accommodation as follows:

- in twin bedrooms,
- three (3) meals per person per day,
- for a maximum number of athletes (as specified by FINA)
- for a maximum period per discipline (as specified by FINA)

Additional assistance conditions:

- The accommodation assistance will be provided only if the National Federation arranges accommodation in any of the official hotels proposed by the Organising Committee
- No accommodation assistance will be provided if the National Federation chooses another hotel.
- The maximum number of days of free accommodation per discipline cannot be changed. The National Federation is responsible for all additional accommodation and meal expenses for the days exceeding the period allocated.
- The National Federation will be responsible for the cost of the accommodation and meals for the days exceeding the period allocated.
- The allocation of free accommodation is per discipline.
- Each National Federation participating in the World Championships has to cover for the accommodation and meals for all other members of its delegation not included in the FINA quota.
- All additional accommodation and meal expenses must be paid in full as indicated by FINA.

Financial conditions

For travel assistance:

- National Federations who choose cash payment:
The cash payment will be made at the World Championship in the currency of the location of the event
- National Federations who choose bank transfer:
The bank transfer will be made after the conclusion of the Championships

For accommodation assistance:

- For those National Federations who choose to stay at the Official Hotel of the World Championships:
 - All accommodation will be paid for by FINA
 - All additional expenses such as telephone, fax, laundry, and mini-bar should be covered by each person and/or National Federation
- For those National Federations who stay at an official hotel of their own choosing:

Each federation will receive an allowance per day and per person for the amount designated to the federation – any remaining costs will be the responsibility of the National Federation.

8.1.3

FINA Coaches Development Programmes

Overview

FINA currently provides excellent programmes for training coaches in each aquatic discipline.

These programmes include:

1/ FINA Clinics for Coaches

Currently Clinics to enhance coaching Development in all five FINA disciplines are being offered in various parts of the world. Each Clinic can be requested by National Federations through their Continental Associations.

2/ FINA Coaches Certification Courses

Each Course can be requested by National Federations through FINA. Currently there is only a Certification Programme for swimming coaches, with expansion to other disciplines in the near future.

3/ FINA Scholarships for Coaches

Offer to coaches who are active in their respective disciplines access to high-level training, knowledge and experience.

Training given by coaches around the world can vary from country to country. Each FINA Coaches Development Programme is designed to educate and train your federation's coaches to ensure that they are given every opportunity to develop their skills and further the development of aquatics within your National Federation.

FINA Clinics for Coaches Guidelines

Objective

The FINA Clinics for Coaches are intended to train coaches of all levels through courses led by an expert.

The main objective is to provide basic training to coaches through courses in their respective disciplines.

To support successful performances in the pool, your coaches need to be provided with the best education and training. Offering technical training and promotion of best practices can help your federation succeed.

Description

The FINA Clinics for Coaches are available to National Federations wishing to host a training clinic for coaches or attend a Clinic in the continental region. All training Clinics will be conducted by an international expert approved by FINA.

If your National Federation chooses to host a FINA Clinic for Coaches, it is important to remember these key details:

- There may be no more than one (1) Clinic for Coaches organised per National Member Federation per year, as part of the FINA Development Programme.
- Once a year, at a Regional or Continental Competition, no more than four (4) Clinics for Coaches may be organised.
- These Clinics must be proposed by a Continental Organisation.
- The exact dates of the FINA Clinic for Coaches must be communicated to FINA a minimum 60 days prior to the beginning of the Clinic.

If your National Federation chooses to participate in a FINA Clinic for Coaches, remember these important details: All Clinics can be carried out at one of three levels: basic, intermediate and advanced.

1/ Course format

Each Clinic must last a minimum of five (5) days and no more than ten (10) days. The Clinics should cover theory and practical training, final test, certification, etc.

National Federations may choose to organise the entire Clinic consecutively over a long weekend or a week-long session, or to extend the course over a longer period with the distribution of hours planned to best suit the clinic participants.

2/ Teaching modalities

The Clinics should guarantee an adult learning environment and include ample time for group work (case studies, role-plays, etc.) and discussions.

Use of additional materials, such as videos, computer projected presentations and other didactic material is encouraged to highlight the subject matter being discussed. There should be only one (1) lecturer per Clinic (if possible from the same continent or region.)

3/ Clinic location

Host National Federations are encouraged to hold programmes at a central location so that as many coaches can participate in the Clinic. Each Clinic should ensure that the course location has adequate conditions for learning.

4/ Manuals and certificates

Each Clinic participant should receive recognition by means of a certificate of participation.

Application Procedure

The National Federation has to send a request to host a FINA Clinic to its Continental Organisation.

Once the proposition has been approved by FINA, the National Federation needs to complete the Host National Federation Application Form. This document should be accompanied by the following materials:

Technical information, including:

- Topic of programme
- Dates and location
- Materials available

NOTE: Each Host National Federation Application form MUST be submitted three (3) months prior to the start of the Clinic.

Analysis and Approval

FINA will review and assess each application.

The proposals for each Clinic will be analysed and approved by FINA according to the following criteria:

- Compatibility with the objectives and guidelines of the programme
- Feasibility of the Clinic

All National Federations will be contacted directly from FINA regarding approved applications.

Financial Conditions and Follow up

The financial responsibility for all FINA Clinics for Coaches is as follows:

FINA will be responsible for:

- 1/ Lecturer (only one (1) per programme)
 - Travel: Flight ticket (economy fare)
 - Per diem: US\$ 100.00 per day (including travel days)
 - Accommodation: Full board (including three (3) meals) up to US\$ 100.00 per day
- 2/ Organisation
 - Up to US\$ 500.00 for the following:
 - Production of booklets or pamphlets
 - Room rental
 - Rental of audio & visual equipment
 - Other necessary materials for the programme
 - If a National Federation organises more than two (2) Clinics within the same year, FINA will provide up to US\$ 1,000.00 for the items mentioned above
 - Conference room
 - Rental of technical equipment
 - Other necessary materials
- 3/ Participants (coaches) Accommodation
 - FINA will provide US\$ 30.00 per day, per person for a maximum of ten (10) days, for up to 20 participants coming from outside of the country where the clinic is held.
 - These participants must provide a letter from their respective National Federation confirming their nomination to attend the clinic, and the hosting federation must provide a list of clinic participants with their signatures as proof of attendance.
 - Accommodation assistance will only be paid for participants coming from the same continent or region.

Note: This regulation does not apply for clinics held in conjunction with a Continental or Regional Competition.

National Federations will be financially responsible for:

- Participants (coaches)
- Travel: All travel expenses
- Accommodation

Note: ** For a detailed description, please refer to FINA's Principles for the Organisation of Clinics.

In order to receive all financial funding, FINA must receive the following documents, no later than 3 months after the end of the programme:

- For Host National Federations: Complete clearly and in detail the Host National Federation Report Form, including an attached list of all the supporting payment receipts, duly itemised.
- For foreign participants coming from outside of the country where the Clinic is held, have your National Federation complete clearly and in detail the Participants Reimbursement Form.

Once all invoices have been received and approved by FINA, the monetary funds will be transferred accordingly to the National Federation, lecturer and participants.

Annexes

- 1/ FINA Clinics for Coaches Host National Federation Application Form
- 2/ FINA Clinics for Coaches Host National Federation Report form
- 3/ FINA Principles for the Organisation of Clinics

FINA CLINICS FOR COACHES
Host National Federation Application Form



The National Federation of:	
------------------------------------	--

Programme Plan

Please complete the following form and include as much detail as possible about the programme your National Federation would like to prepare:

Name of activity				
Dates	from		to	
Location (city & country)				

Please indicate the discipline, discipline level, number of participants, language, etc:

Discipline: (Please check one)	☐ Swimming ☐ Open Water Swimming ☐ Diving ☐ Water Polo ☐ Synchronised Swimming
Discipline level:	☐ Beginner ☐ Intermediate ☐ Advanced
Number of participants anticipated:	
Language of the clinic:	
Full name and address of nominated lecturer, if any (including phone and fax numbers, email address, etc):	
Local contact person (including phone and fax numbers, email address, etc):	

FINA CLINICS FOR COACHES

Host National Federation Application Form

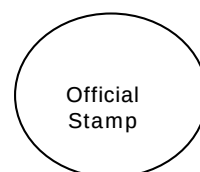
Please describe the FINA Clinic for Coaches you would like to host:

How will hosting a FINA Clinic for Coaches help develop aquatics in your country?

Has your National Federation benefited from FINA's support through the FINA Clinics for Coaches? If so, how have the coaches within your National Federation benefited?

FINA CLINICS FOR COACHES
Host National Federation Application Form

I, the undersigned, confirm that our National Federation will carry out the development programme presented and that the participants nominated will take part in the activities as noted:



(Name, Title and Signature)

(Date)

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>)

***PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (Switzerland) BY FAX (41-21) 312 6610 OR BY EMAIL: development@fina.org***

FINA CLINICS FOR COACHES
Host National Federation Report Form



Please complete the following form and include as much detail as possible regarding the FINA Clinics for Coaches your National Federation has hosted.

The National Federation of:	
------------------------------------	--

Programme details

Name of FINA Clinic:	
Description of FINA Clinic:	
Dates of FINA Clinic:	
Location of FINA Clinic (city & country):	
Total participants:	

Programme information

Please complete the following:

Topics:

Invited Lecturer (name and area of expertise):

FINA CLINICS FOR COACHES

Host National Federation Report Form

Course evaluation

Please provide below your National Federation's overall evaluation of the clinic (if possible, include feedback provided by the course participants):

Please provide your National Federation's overall impression of the clinic

Course Organisation

What presentation tools were used (PowerPoint presentations, slide projection, videos, etc.)?

FINA CLINICS FOR COACHES
Host National Federation Report Form

Participant List

Please list all participants from your clinic:

No.	Last Name, First Name	Gender (M/F)	Current Position	Sport Organisation	Coaching Level (FINA/National)
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					
19.					
20.					
21.					
22.					
23.					
24.					
25.					
26.					
27.					
28.					
29.					
30.					

Please duplicate this form if necessary.

FINA CLINICS FOR COACHES

Host National Federation Report Form

Financial form

Please list all expenses from your clinic (to receive full reimbursement of costs, please include all original receipts):

*Please attach clinic programme

Activity	Details of Purchase	Cost
TOTAL:		

FINA CLINICS FOR COACHES
Host National Federation Report Form

Please complete the bank details of your federation for reimbursement:

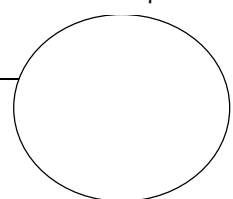
Beneficiary details	
Family Name or company	
First Name	
Personal Address <i>(Street, City, Postal Code, Country)</i>	
Phone Number	
Fax Number	
Email address	
Wire Transfers	
Account Holder <i>(Name appearing on account; Street, City; Postal Code and country if different from above)</i>	
Name of Bank	
Bank Address <i>(Street, City, Postal Code, Country)</i>	
Bank Code (ABA) <i>(if applicable)</i>	
Agency or Branch Code <i>(if applicable)</i>	
SWIFT (BIC code)	
Account Number	
IBAN Account number <i>(All European countries and some overseas)</i>	

I, the undersigned, certify that the information provided above is accurate and complete.

Name, Title (National Federation President or Secretary General) and signature

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>).

Official
Stamp



**PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (Switzerland) BY FAX (41-21) 312 6610 OR BY EMAIL: development@fina.org**

FINA DEVELOPMENT PROGRAMME 2010

PRINCIPLES FOR THE ORGANISATION OF CLINICS



1. REGULATIONS FOR THE ORGANISATION OF A CLINIC

- 1.1 There may be no more than **one (1) clinic organised per member Federation, per year**, as part of the FINA Development Programme.
- 1.2 Once a year, at the occasion of a Regional or Continental Competition, no more than four (4) clinics, either for coaches, judges or referees, may be organised. These clinics must be proposed by a Continental Organisation.
- 1.3 The minimum duration of a Clinic will be 5 (five) days and the maximum duration will be ten (10) days.
- 1.4 The exact dates of the Clinic must be communicated to the FINA Office minimum 60 days prior to the beginning of the Clinic.

2. ECONOMICAL SUPPORT

- 2.1 **LECTURER:** Only one (1) lecturer per clinic, **if possible from the same continent or region.**

- 2.1.1 **Travel:**

- FINA will provide the lecturers travel expenses (economy fare) if the Organising Federation does not.

- 2.1.2 **Per Diem:**

- FINA will provide a per diem of US\$ 100.00 per day including travel days as pocket money.

- 2.1.3 **Accommodation:**

- FINA will provide full board, including three (3) meals, up to US\$ 100.00 per day if the Organising Federation does not.

2.2 **PARTICIPANTS:**

- 2.2.1 **Travel:**

- Each National Federation must cover the participants travel expenses.

- 2.2.2 **Accommodation:**

- FINA will provide US\$ 30.00 per day, per person for a maximum of ten (10) days, for up to 20 foreign participants coming from outside of the country where the

FINA DEVELOPMENT PROGRAMME 2010

PRINCIPLES FOR THE ORGANISATION OF CLINICS



clinic is held, to assist with lodging expenses. Please note that these participants must provide a letter from their respective National Federation confirming their nomination to attend the clinic and the hosting federation must provide a list of clinic participants with their signatures as proof of attendance.

Accommodation assistance will only be paid for participants coming from the same continent or region.

This regulation does not apply for clinics which are held in conjunction with a Continental or Regional Competition.

2.2.3 Participants from National Federations will participate at the Clinic **without any kind of fee payment.**

The National Federation organising the Clinic can not implement any procedure for the payment of fees by the participants from National Federation members of FINA.

2.3 CLINIC ORGANISATION:

2.3.1 FINA may support up to two (2) clinics, with a maximum of US\$ 500.00 for the following:

- Production of booklets or pamphlets
- Room rental
- Rental of audio & visual equipment
- Other necessary materials for the clinic

2.3.2 For more than two (2) clinics, FINA will provide up to a maximum of US\$ 1,000.00 for the items mentioned above

2.4 REIMBURSEMENT PROCEDURE

In order to be reimbursed for the expenses mentioned above, the original receipt(s), **a copy of the flight ticket** as well as the bank details where the transfer should be deposited **must** be sent to the FINA Office in Lausanne, Switzerland. Only original receipts received within 60 days from the conclusion of the clinic will be reimbursed. Expenses for the participants from other countries will be reimbursed upon receipt of the letter from their respective Federation requested under Clause 2.2.2. Please note that in the FINA's auditor ruling there are no exceptions to the reimbursement procedure.

FINA Coaches Certification Courses Guidelines

Objective

The FINA Coaches Certification Courses are intended to offer coaches around the world the possibility to be acknowledged as certified coaches and to offer recognition for the work they have accomplished.

FINA would like to give the opportunity to all coaches to progress and have credit for their achievements. Currently the Coaches Certification Course is offered only to swimming coaches; however we are working diligently so that we can offer this Course to coaches from all disciplines in the very near future.

The FINA Coaches Certification Courses are open to coaches of all levels: from teaching children to swim at the grassroots level to coaching elite swimmers every coach will have the opportunity to develop their skills.

Description for Swimming

The FINA Coaches Certification Course in Swimming is divided into three levels. All training will be conducted by an international expert approved by FINA. Through this Course, we want all coaches to be able to progress to the level of their ambition should it be National, Continental or World.

Levels

Level 1: The Foundations of Coaching

The FINA Level 1 Coach Certification Course is for coaches whose swimmers are participating in or aiming for the National Championships. It has been developed from content used in the United States, The United Kingdom, and Australia.

It is a survey course with significant chapters on biomechanics, basic swim training for new or novice swimmers through intermediate level age group swimmers, and all the fundamental coaching skills of educational skills understanding, communication skills for coaches, and developing philosophies and sport psychology that will allow athletes of all levels to succeed. This is the first required course in a FINA Series of Level 1, 2 and 3 courses that will allow coaches world-wide to have their education tested and receive a Certification in Coaching from FINA.

The FINA Level 1 course test must be completed in order to achieve FINA Level 1 Certification.

The content of this course was developed from a collaboration of the American, Australian and United Kingdom Coaching Associations and is presented free of charge to coaches, by FINA.

Level 2: The Stroke School Course

The FINA Level 2 Course is for coaches whose swimmers are participating in or aiming for Continental Championships. It focuses exclusively on Technique in swimming strokes, starts and turns.

It is the “backbone” of world class coaching today, and puts emphasis on the correct teaching or construction, of the strokes, and starting and turning mechanics. Both scientific background and practical coaching expertise are represented, which include explanations of what world class swimmers today are doing, and specific instruction about teaching these same techniques to young swimmers which will allow them to have success today and in the future.

The FINA Level 2 course test must be completed in order to achieve FINA Level 2 Certification.

The content of this course was developed from a collaboration of the American, Australian and United Kingdom coaching associations and is presented free of charge to coaches, by FINA.

Level 3: Coaches for High-performance Athletes

The FINA Level 3 Course is for coaches whose swimmers are participating in or aiming for World Championships and the Olympic Games.

The emphasis is on the proper planning and execution of training of elite and near-elite athletes, with the objective of creating training sessions and seasons that will allow for maximum individual performance at the highest levels of our sport. Physiology, Biomechanics, sports psychology, nutrition, and dryland training are all components of this course for the senior coach.

Course Format

All training lasts three (3) days, and are usually organised consecutively over a long weekend session. Each FINA Coaches Certification Course covers theory and practical training, final assessments and certification.

Manuals and Certificates

The CDs of Level 1 & 2 materials have been sent to the FINA National Member Federations. A printed copy of the related materials will be distributed to all participants.

The participants who successfully pass the final test will be allowed to apply to the FINA Office in order to receive the Diploma and ID card as FINA CERTIFIED SWIMMING COACH (level dependant on course completed).

The FINA Office will issue the appropriate certification to each Coach which will be delivered through to the respective National Federations. Each certification will be valid for a four-year period and can be requested at a cost of USD 30.00 to FINA. Additional details will be available to all participants upon completion.

Application Procedure

National Federations wishing to host a FINA Coaches Certification Course must provide a completed Host National Federation Application Form, This form is found within this document.

The application form should then be submitted to FINA before the requested deadline. Registration of participants and arrangements will be done directly through the Host National Federation.

Analysis and Approval

FINA will review and assess each application. All National Federations will be contacted directly from FINA regarding approved applications.

Financial Conditions and Follow up:

The financial responsibility for all FINA Coaches Certification Course is as follows. FINA will be responsible for:

- Providing support funding of USD 1500.00 to the local Host to help defray costs for audio-visual equipment and related classroom expenses on site.
- Providing the FINA Coaches Certification to the coaches upon receipt of the payment of USD 30.00

The Host Federation will be responsible for:

- Promoting the course within its country but also neighbouring countries
- Organising the local transportation
- Hiring a suitable conference room and renting of the audio-visual equipment
- Printing of the course's materials for each participant
- In addition the Host will provide early registration services and local information to their own National Federation coaches and the coaches of neighbouring federations

Participating Coaches will financially be responsible for:

- Travel and accommodation costs for the duration of the three day courses. (The Host Federation will coordinate the local transportation and facilitate with accommodation arrangements)
- Certificate delivery – USD 30.00

Annexes

- 1/ FINA Coaches Certification Host National Federation Application Form
- 2/ FINA Coaches Certification Host National Federation Report Form

FINA COACHES CERTIFICATION COURSES

Host National Federation Application Form



The National Federation of:	
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Programme Plan

Please complete the following form and include as much detail as possible about the FINA Coaches Certification Course your National Federation would like to host:

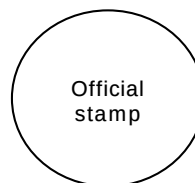
Name of the course				
Dates of the course	from		to	
Location of the course (city & country)				
Contact Person				
Address				
Phone number				
Fax number				
Email				

Please indicate the discipline, coaching level and minimum number of participants expected:

Discipline: (Please check one)	☐ Swimming ☐ Open Water Swimming ☐ Diving ☐ Water Polo ☐ Synchronised Swimming
Coaching level:	☐ Level 1 ☐ Level 2 ☐ Level 3
Minimum number of participants expected:	

FINA COACHES CERTIFICATION COURSES
Host National Federation Application Form

I, the undersigned, confirm that our National Federation will do the development programme presented and that the participants nominated will take part in the activities as noted:



(Name, Title and Signature) (Date)

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>)

***PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (Switzerland) BY FAX (41-21) 312 6610 OR BY EMAIL:
coaches.certification@fina.org***

The National Federation of:	
-----------------------------	--

Dates of FINA Coaches Certification Course:	
Location of FINA Coaches Certification Course (city & country):	
Total participants:	

National Federation's overall evaluation of the Course

FINA COACHES CERTIFICATION COURSES

Host National Federation Report Form

Course Organisation

What presentation tools were used (PowerPoint presentations, slide projection, videos, etc.)?

Programme and contents

Please give your opinion on the programme and taught lessons:

FINA COACHES CERTIFICATION COURSES
Host National Federation Report Form

Participant List

Please list all participants from your FINA Coaches Certification Course:

No.	Last Name, First Name	Gender (M/F)	Current Position	Sport Organisation	Current Certification Level (National / FINA)
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
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23.					
24.					
25.					
26.					
27.					
28.					
29.					
30.					

Please duplicate the form if necessary.

FINA COACHES CERTIFICATION COURSES

Host National Federation Report Form

Financial form

Please list the expenses related to the lecturer (lodging, etc.) for FINA's reimbursement. Please include all original receipts:

Activity	Details of Purchase	Cost
TOTAL:		

Please list all expenses related to the organisation of the course and use of FINA financial support to the Host National Federation. Please include all original receipts:

Activity	Details of Purchase	Cost
TOTAL:		

FINA COACHES CERTIFICATION COURSES
Host National Federation Report Form

Please complete the bank details of your federation for reimbursement:

Beneficiary details	
Family Name or company	
First Name	
Personal Address <i>(Street, City, Postal Code, Country)</i>	
Phone Number	
Fax Number	
Email address	
Wire Transfers	
Account Holder <i>(Name appearing on account; Street, City; Postal Code and country if different from above)</i>	
Name of Bank	
Bank Address <i>(Street, City, Postal Code, Country)</i>	
Bank Code (ABA) <i>(if applicable)</i>	
Agency or Branch Code <i>(if applicable)</i>	
SWIFT (BIC code)	
Account Number	
IBAN Account number <i>(All European countries and some overseas)</i>	

I, the undersigned, certify that the information provided above is accurate and complete.

Official
Stamp

Name, Title (National Federation President or Secretary General) and signature

Date

Electronic version of this form is available on the FINA Development sub-page
(<http://www.fina.org>).

**PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (Switzerland) BY FAX (41-21) 312 6610 OR BY EMAIL:
coaches.certification@fina.org**

FINA Scholarships for Coaches Guidelines

Objective

The main objective of this programme is to offer coaches who are active in their respective disciplines access to high-level training, knowledge and experience. The hope is that they can use this new information to benefit their respective national federation and create success in aquatics.

Description

The FINA Scholarships for Coaches is a programme that supports coaches going abroad for a one (1) to three (3) month period to develop more coaching skills in their discipline.

Each coach must meet the following criteria. He or she must:

- Belong to a National Member Federation of FINA
- Hold the rank of official national Coach recognised in his/her country and by FINA
- Be active and able to prove that he/she has practical experience as a coach at the national/international level
- Pass on his/her knowledge and continue developing the sport in his/her country after receiving the training

Coaches may go abroad to high-level sports centres or universities working with high performance athletes.

All training programmes must be recognised by FINA and be at a high-performance level for the particular discipline.

Application Procedure

National Federations and coaches must provide FINA with a completed Participants Application Form, which can be submitted throughout the year.

This document should be accompanied by the following materials:

- Detailed programme description of centre where the coach would like to obtain further training and an outline of the training they will have while abroad
- Confirmation from the centre/university that an opportunity is available
- CV of the coach
- Cover letter from the candidate

Analysis and Approval

FINA will review each application file and the training plan proposed. In doing so, it will consult the following partners, if necessary:

- Continental Association concerned
- Local National Federation (the contact partner where the training is taking place)
- Training centre of university that will host the scholarship recipient

After soliciting the opinions of these partners and reviewing all the related elements (available budget, feasibility of training plan, etc.), FINA will make a decision on whether or not to grant the coaching scholarship.

Financial conditions

The amount allocated to each coach will depend on the scope of the proposed FINA Scholarships Programme and budget availability.

In order to receive all financial funding, FINA must receive the following documents no later than three (3) months after the end of the programme:

For National Federations: Complete clearly and in detail the Participants Report Form, including an attached list of all payment receipts, duly itemised.

Follow up and monitoring

1/ During the Training

The National Federation is required to maintain close contact with both the centre and the scholarship holder. If necessary, it will inform FINA of any problems.

2/ Once the training is completed

The following must be provided to FINA as soon as possible:

- A final report from the centre containing a general assessment of the Scholarship holder and if any qualifications were obtained (diploma or certificate)
- A report from the Scholarship holder, via his/her National Federation, describing his/her experiences at the training programme
- Information about the position held by the coach upon return to his/her country

To improve the follow-up offered to the coach, National Federations should maintain contact with him or her and inform FINA of any particular results obtained in national, regional or international competitions, including the Olympic Games.

Annexes

1/ FINA Scholarships for Coaches Participants Application Form

2/ FINA Scholarships for Coaches Participants Report Form

FINA SCHOLARSHIPS FOR COACHES
Participants Application Form



The National Federation of:	
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Participant Information

Surname(s)				First Name(s)	
Date of Birth		Age		Nationality	
Marital Status	Single / Married	Sex	M / F	Title	Mr / Mrs / Ms / Other
Address for Correspondence				Telephone	
				Fax	
				E-mail	

Discipline: (Please check one)	☐ Swimming ☐ Open Water Swimming ☐ Diving ☐ Water Polo ☐ Synchronised Swimming		
Discipline level:	☐ Beginner ☐ Intermediate ☐ Advanced		
Current coaching certification level: (National Level, FINA Certified Level)			
Active coach?	Yes/No	Date of last activity	

Education: General and Sport Training (Diplomas, Certificates, etc.)

Year	Training	Diplomas awarded

FINA SCHOLARSHIPS FOR COACHES

Participants Application Form



Sports Experience (clubs, athletes coached, past achievements, etc.):

Language (s)	Speaking	Writing	Reading
	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5
	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5
	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5	1 / 2 / 3 / 4 / 5

Please circle the appropriate figure (1 = beginner / 5 = fluent)

Information about the training

Centre chosen	
Course or Seminar (exact title)	

Address			
	City		Country
Contact Person (Surname / First name)			

Length of course	Start date (dd/mm/yyyy)		End date (dd/mm/yyyy)	
	Total duration (months)			

Final qualification (diploma, certificate)	
---	--

FINA SCHOLARSHIPS FOR COACHES
Participants Application Form



Attachments

The following documents must be enclosed with this form (originals or copies)	Enclosed
1. Letter of interest or acceptance from the centre/university	☐
2. CV of the candidate	☐
3. Cover letter from the candidate	☐
4. Detailed description of the training course	☐

Note: To receive full consideration, each application must be accompanied by all required documents and sent to FINA **at least 3 months before the start of the training programme.**

Name of National Federation:

I, the undersigned, President / Secretary General of the above-mentioned National Federation, certify that the information provided above is accurate and support the below-mentioned coach's application for a FINA Scholarship for Coaches.

(Name, Title and Signature)

(Date)

STAMP

The coach / candidate for a FINA Scholarship for Coaches:

I, the undersigned, certify that the information provided on this form is correct. I promise to follow the requested course diligently, and subsequently, to use the experience I have acquired to promote sport in my home country.

(Name, Title and Signature)

(Date)

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>)

**PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (SWITZERLAND) BY FAX (41-21) 312 6610 OR BY EMAIL: sportsdep@fina.org**

FINA SCHOLARSHIPS FOR COACHES Participants Report Form



Please complete the following form and include as much detail as possible regarding the FINA Scholarship for Coaches that your National Federation has hosted.

The National Federation of:	
Name of participant:	

Programme details

Name of FINA Scholarship:	
Description of FINA Scholarship:	
Dates of FINA Scholarship:	
Location of FINA Scholarship (city & country):	
Total number of participants:	

FINA SCHOLARSHIPS FOR COACHES Participants Report Form

Course evaluation

Please provide your National Federation's overall evaluation of the programme (if possible, include feedback provided by the course participants):

Please provide your National Federation's overall impression of the course

Course organisation:

What presentation tools were used (PowerPoint presentations, slide projection, videos, etc.)?

FINA SCHOLARSHIPS FOR COACHES Participants Report Form

Financial form

Please list all expenses from your training programme (to receive full reimbursement of costs, please include all original receipts):

Description of expense	Reason for expense	Cost
TOTAL:		

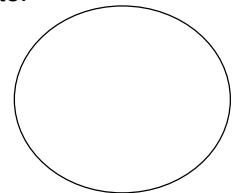
**Please attach clinic programmes and original receipts*

FINA SCHOLARSHIPS FOR COACHES
Participants Report Form

Please complete the bank details of your federation for reimbursement:

Beneficiary details	
Family Name or company	
First Name	
Personal Address <i>(Street, City, Postal Code, Country)</i>	
Phone Number	
Fax Number	
Email address	
Wire Transfers	
Account Holder <i>(Name appearing on account; Street, City; Postal Code and country if different from above)</i>	
Name of Bank	
Bank Address <i>(Street, City, Postal Code, Country)</i>	
Bank Code (ABA) <i>(if applicable)</i>	
Agency or Branch Code <i>(if applicable)</i>	
SWIFT (BIC code)	
Account Number	
IBAN Account number <i>(All European countries and some overseas)</i>	

I, the undersigned, certify that the information provided above is accurate and complete.



Name, Title (National Federation President or Secretary General) and signature

Date

Electronic version of this form is available on the FINA Development sub-page
(<http://www.fina.org>).

**PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (SWITZERLAND) BY FAX (41-21) 312 6610 OR BY EMAIL: sportsdep@fina.org**

Additional Development Activities for Coaches

FINA Manuals for Coaches

FINA has produced educational materials in a variety of formats (i.e., printed documents, CDs, and video) to assist coaches in acquiring the most recent and comprehensive technical information.

For example, based upon the efforts of the FINA Coaches Commission, a three-level coaching education programme for swimming coaches has been developed. It is recognised that swimming coaches have a variety of specialised needs, depending upon the level of achievement of Athletes within the National Federations, and these materials may be used to augment the presentations made by master coaches during FINA Clinics worldwide.

This includes:

- Level One: The Foundations of Coaching
- Level Two: The Stroke School
- Level Three: Coaching High-Performance Athletes

At this time, development of a similar programme for the other aquatic disciplines is being considered, with the ultimate goal of having a sequential educational programme in each of the five disciplines that can support the efforts of novice, intermediate, and elite-level coaches with appropriate educational materials that are easily disseminated globally through in either electronic or printed formats.

Chapter 8.1
FINA National Federations
Development Programme

8.1.3
FINA Coaches
Development Programmes

8.1.4

FINA Officials (Judges and Referees) Development Programmes Guidelines

Overview

FINA currently provides an excellent programme for the training of Officials (Judges and Referees) in each of the five FINA Disciplines.

This training occurs through two main offerings:

- 1/ FINA Clinics for Officials, which National Federations can request to host or attend through their Continental Association
- 2/ FINA Schools for Officials, which have been established in all five FINA Disciplines.

Each programme is designed to educate and train Officials to develop their skills and further develop aquatics in your National Federation.

The specifics related to the FINA Clinics for Officials and the FINA Schools for Officials are detailed in the following guidelines.

FINA Clinics for Officials Guidelines

Objective

The FINA Clinics for Officials (Judges and Referees) are intended to help your National Federation provide training to Judges and Referees through courses led by an Expert.

In order to support successful performances in the pool, your Judges and Referees need the best education and training. Offering technical training and promotion of best practices can help your National Federation succeed.

Description

The FINA Clinics for Officials are available to National Federations wishing to host a training Clinic for officials in their country or attend a Clinic in the continental region. All training clinics will be conducted by an international expert approved by FINA.

If your National Federation chooses to host a FINA Clinic for Officials it is important to remember these key details:

- There may be no more than one (1) Clinic for Officials organised per National Member Federation per year, as part of the FINA National Federations Development Programme.
- Once a year, at a Regional or Continental Competition, no more than four (4) Clinics, for either Judges or Referees may be organised.

- These Clinics must be proposed by a Continental Organisation.
- The exact dates of the FINA Clinic for Officials must be communicated to FINA a minimum 60 days prior to the beginning of the clinic.

If your National Federation chooses to participate in a FINA Clinic for Officials, remember these important details: All Clinics can be carried out at one of three levels: basic, intermediate and advanced.

1/ Course format:

Each Clinic must last a minimum of five (5) days – no more than a maximum of ten (10) days. The Clinic should cover theory and practical training, final assessment method, certification, etc.

National Federations may choose to organise the entire Clinic consecutively over a long weekend or a week-long session, or to extend the course over a longer period with the distribution of hours planned to best suit the clinic participants.

2/ Teaching modalities

The Clinics should guarantee an adult learning environment and include ample time for group work (case studies, role-plays, etc.) and discussions.

Use of additional materials, such as videos, computer projected presentations and other didactic material is encouraged to highlight the subject matter being discussed. There should be: Only one (1) lecturer per Clinic, if possible from the same Continent or region.

3/ Clinic location

Host National Federations are encouraged to hold programmes at a central location so that as many officials can participate in the FINA Clinic for Officials.

Participating National Federations are encouraged to allow their chosen persons to attend programmes so that as many officials can participate in the FINA Clinic for Officials. Each Clinic should ensure that the course location has adequate conditions for learning.

4/ Manuals and certificates

Each Clinic participant should receive recognition by means of a certificate of participation.

Application Procedure

The National Federation has to send a request to host a FINA Clinic for Officials to its Continental Organisation.

Once the proposition has been approved by FINA, the National Federation needs to complete the Host National Federation Application Form. This document should be accompanied by the following materials:

Technical information, including:

- Topic of programme
- Dates and location
- Materials available

NOTE: Each Host National Federation Application Form MUST be submitted three (3) months prior to the start of the Clinic.

Analysis and Approval

FINA will review and assess each application.

The proposals for each Clinic will be analysed and approved by FINA according to the following criteria:

- Compatibility with the objectives and guidelines of the programme
- Feasibility of the Clinic

All National Federations will be contacted directly from FINA regarding approved applications and allocated funding.

Financial conditions and follow up

The financial responsibility for all FINA Clinics for Officials is as follows:

FINA will be responsible for:

- 1/ Lecturer (only one (1) per programme)
 - Travel: Flight ticket (economy fare)
 - Per diem: US\$ 100.00 per day (including travel days)
 - Accommodation: Full board (including three (3) meals) up to US\$ 100.00 per day
- 2/ Organisation
 - Up to US\$ 500.00 for the following:
 - Production of booklets or pamphlets
 - Room rental
 - Rental of audio & visual equipment
 - Other necessary materials for the programme
 - If a National Federation organises more than two (2) Clinics within the same year, FINA will provide up to US\$ 1,000.00 for the items mentioned above
 - Conference room
 - Rental of technical equipment
 - Other necessary materials
- 3/ Participants (officials: judges and referees) Accommodation
 - FINA will provide US\$ 30.00 per day, per person for a maximum of ten (10) days, for up to 20 foreign participants coming from outside of the country where the clinic is held.
 - These participants must provide a letter from their respective National Federation confirming their nomination to attend the Clinic and the hosting federation must provide a list of Clinic participants with their signatures as proof of attendance.
 - Accommodation assistance will only be paid for participants coming from the same continent or region.

Note: This regulation does not apply for Clinics which are held in conjunction with a Continental or Regional Competition.

National Federations will be responsible for:

Participants (officials):

- Travel: All travel expenses
- Accommodation

Note: ** For a detailed description, please refer to FINA's Principles for the Organisation of Clinics.

In order to receive all financial funding, FINA must receive the following documents, no later than three (3) months after the end of the programme:

- For Host National Federations: Complete clearly and in detail the Host National Federation Report Form, including an attached list of all the supporting payment receipts, duly itemised.
- For foreign participants coming from outside of the country where the Clinic is held, have your National Federation complete clearly and in detail the Participants Reimbursement Form.

Once all invoices have been received and approved by FINA, the monetary funds will be transferred accordingly to the National Federation, lecturer and participants.

Annexes

- 1/ FINA Clinics for Officials Host National Federation Application Form
- 2/ FINA Clinics for Officials Host National Federation Report Form
- 3/ FINA Principles for the Organisation of Clinics

Chapter 8.1
FINA National Federations
Development Programme

8.1.4
FINA Officials
(Judges and Referees)
Development Programmes

FINA CLINICS FOR OFFICIALS (JUDGES AND REFEREES)
Host National Federation Application Form



The National Federation of:	
------------------------------------	--

Programme Plan

Please complete the following form and include as much detail as possible about the programme your National Federation would like to host:

Name of activity				
Dates	from		to	
Location (city & country)				

Please indicate the discipline, discipline level, number of participants, language, etc:

Discipline: (Please check one)	☐ Swimming ☐ Open Water Swimming ☐ Diving ☐ Water Polo ☐ Synchronised Swimming
Discipline level:	☐ Beginner ☐ Intermediate ☐ Advanced
Number of participants anticipated:	
Language of the clinic:	
Full name and address of nominated lecturer, if any (including phone and fax numbers, email address, etc):	
Local contact person (including phone and fax numbers, email address, etc):	

FINA CLINICS FOR OFFICIALS (JUDGES AND REFEREES)

Host National Federation Application Form

Please describe the FINA Clinic for Officials you would like to host:

[illegible]

How will hosting a FINA Clinic for Officials help develop aquatics in your country?

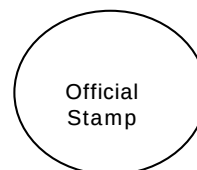
[illegible]

Has your National Federation benefited from FINA's support through the FINA Clinic for Officials?
How have the officials within your National Federation benefited?

--	--

FINA CLINICS FOR OFFICIALS (JUDGES AND REFEREES)
Host National Federation Application Form

I, the undersigned, confirm that our National Federation will carry out the development programme presented and that the participants nominated will take part in the activities as noted:



(Name, Title and Signature)

(Date)

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>)

***PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (Switzerland) BY FAX (41-21) 312 6610 OR BY EMAIL: development@fina.org***

FINA CLINICS FOR OFFICIALS (JUDGES AND REFEREES)
Host National Federation Report Form



Please complete the following form and include as much detail as possible regarding the FINA Clinics for Officials that your National Federation has hosted.

The National Federation of:	
------------------------------------	--

Programme details

Name of FINA Clinic:	
Description of FINA Clinic:	
Dates of FINA Clinic:	
Location of FINA Clinic (city & country):	
Total participants:	

Programme information

Please complete the following:

Topics:
Invited Lecturer (name and area of expertise):

FINA CLINICS FOR OFFICIALS (JUDGES AND REFEREES)
Host National Federation Report Form

Course evaluation

Please provide below your National Federation's overall evaluation of the clinic (if possible, include feedback provided by the course participants):

Please provide your National Federation's overall impressions of the clinic

Course Organisation

What presentation tools were used (PowerPoint presentations, slide projection, videos, etc.)?

FINA CLINICS FOR OFFICIALS (JUDGES AND REFEREES)
Host National Federation Report Form

Participant List

Please list all participants from your clinic:

No.	Last Name, First Name	Gender (M/F)	Current Position	Sport Organisation	Certification Level
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
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19.					
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21.					
22.					
23.					
24.					
25.					
26.					
27.					
28.					
29.					
30.					

Please duplicate this form if necessary.

FINA CLINICS FOR OFFICIALS (JUDGES AND REFEREES)
Host National Federation Report Form

Financial form

Please list all expenses from your clinic (to receive full reimbursement of costs, please include all original receipts):

**Also please include clinic programme*

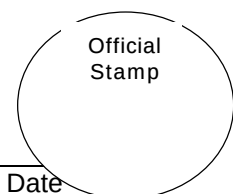
[illegible]

FINA CLINICS FOR OFFICIALS (JUDGES AND REFEREES)
Host National Federation Report Form

Please complete the bank details of your federation for reimbursement:

Beneficiary details	
Family Name or company	
First Name	
Personal Address <i>(Street, City, Postal Code, Country)</i>	
Phone Number	
Fax Number	
Email address	
Wire Transfers	
Account Holder <i>(Name appearing on account; Street, City; Postal Code and country if different from above)</i>	
Name of Bank	
Bank Address <i>(Street, City, Postal Code, Country)</i>	
Bank Code (ABA) <i>(if applicable)</i>	
Agency or Branch Code <i>(if applicable)</i>	
SWIFT (BIC code)	
Account Number	
IBAN Account number <i>(All European countries and some overseas)</i>	

I, the undersigned, certify that the information provided above is accurate and complete.



Name, title (National Federation President or Secretary General) and signature

Date

Electronic version of this form is available on the FINA Development sub-page
(<http://www.fina.org>).

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FINA DEVELOPMENT PROGRAMME 2010

PRINCIPLES FOR THE ORGANISATION OF CLINICS



1. REGULATIONS FOR THE ORGANISATION OF A CLINIC

- 1.1 There may be no more than **one (1) clinic organised per member Federation, per year**, as part of the FINA Development Programme.
- 1.2 Once a year, at the occasion of a Regional or Continental Competition, no more than four (4) clinics, either for coaches, judges or referees, may be organised. These clinics must be proposed by a Continental Organisation.
- 1.3 The minimum duration of a Clinic will be 5 (five) days and the maximum duration will be ten (10) days.
- 1.4 The exact dates of the Clinic must be communicated to the FINA Office minimum 60 days prior to the beginning of the Clinic.

2. ECONOMICAL SUPPORT

- 2.1 **LECTURER:** Only one (1) lecturer per clinic, **if possible from the same continent or region.**

- 2.1.1 **Travel:**

- FINA will provide the lecturers travel expenses (economy fare) if the Organising Federation does not.

- 2.1.2 **Per Diem:**

- FINA will provide a per diem of US\$ 100.00 per day including travel days as pocket money.

- 2.1.3 **Accommodation:**

- FINA will provide full board, including three (3) meals, up to US\$ 100.00 per day if the Organising Federation does not.

2.2 **PARTICIPANTS:**

- 2.2.1 **Travel:**

- Each National Federation must cover the participants travel expenses.

- 2.2.2 **Accommodation:**

- FINA will provide US\$ 30.00 per day, per person for a maximum of ten (10) days, for up to 20 foreign participants coming from outside of the country where the

FINA DEVELOPMENT PROGRAMME 2010

PRINCIPLES FOR THE ORGANISATION OF CLINICS



clinic is held, to assist with lodging expenses. Please note that these participants must provide a letter from their respective National Federation confirming their nomination to attend the clinic and the hosting federation must provide a list of clinic participants with their signatures as proof of attendance.

Accommodation assistance will only be paid for participants coming from the same continent or region.

This regulation does not apply for clinics which are held in conjunction with a Continental or Regional Competition.

2.2.3 Participants from National Federations will participate at the Clinic **without any kind of fee payment.**

The National Federation organising the Clinic can not implement any procedure for the payment of fees by the participants from National Federation members of FINA.

2.3 CLINIC ORGANISATION:

2.3.1 FINA may support up to two (2) clinics, with a maximum of US\$ 500.00 for the following:

- Production of booklets or pamphlets
- Room rental
- Rental of audio & visual equipment
- Other necessary materials for the clinic

2.3.2 For more than two (2) clinics, FINA will provide up to a maximum of US\$ 1,000.00 for the items mentioned above

2.4 REIMBURSEMENT PROCEDURE

In order to be reimbursed for the expenses mentioned above, the original receipt(s), **a copy of the flight ticket** as well as the bank details where the transfer should be deposited **must** be sent to the FINA Office in Lausanne, Switzerland. Only original receipts received within 60 days from the conclusion of the clinic will be reimbursed. Expenses for the participants from other countries will be reimbursed upon receipt of the letter from their respective Federation requested under Clause 2.2.2. Please note that in the FINA's auditor ruling there are no exceptions to the reimbursement procedure.

FINA Schools for Officials Guidelines

Objective

FINA Schools for Officials are intended to provide training and certification to judges and referees in all aquatic disciplines.

In order to be included in a FINA Officials List, Officials must attend a FINA School in the respective discipline and pass the test given at the end of the FINA School.

The purpose of FINA Schools is to:

- Increase the number of officials and enhance the quality of officiating
- Create uniform interpretation and application of rules across all aquatic disciplines, thus raising the quality of refereeing
- Develop and promote aquatics worldwide

Description

FINA Schools for Officials are available within each continental region for each of the FINA disciplines (FINA Schools for Swimming and Open Water Swimming are currently being developed):

- FINA School for Swimming Officials
- FINA School for Open Water Swimming Officials
- FINA School for Diving Judges
 - FINA Diving Judges Certification Course*
- FINA School for Water Polo Referees
- FINA School for Synchronised Swimming Judges

* Participants who are new to diving and have limited experience must first attend a FINA School for Diving Judges before attending a FINA Diving Judges Certification Course. More detailed information on the above is included in the Regulations for the Certification of FINA Diving Officials.

FINA Schools are conducted by FINA Technical Committee Members for each respective discipline.

National Federations may nominate an official to attend a FINA School by completing the Participants Application Form included in this document. The exact dates and detailed information of the FINA Schools will be forwarded to the National Federations of the respective Continent and published on the FINA website. National Federations will be invited to submit their nominations within the appropriate time frame.

1/ Course format

All Schools last three (3) – four (4) days (depending on the discipline), and are usually organised consecutively over a long weekend session.

Each FINA School covers theory and practical training, final assessments, certification, etc. Participants will be provided with the respective discipline manual in CD format for reference during the course.

2/ Certificates

Each FINA School participant will receive recognition by means of a certificate of participation.

Participants Application Procedure

National Federations wishing to nominate participants must provide a completed Participants Application Form. The application form should then be submitted to FINA before the requested deadline.

FINA will review and assess each Participants Application Form and National Federations will be contacted directly by FINA regarding approved applications.

Bid Procedure

National Federations wishing to host a FINA School must provide a completed Bid Form.

Analysis and Approval of Bids

FINA will review and assess each application.

The proposals for each School will be analysed and approved by FINA according to the following criteria:

- Guaranteed attendance numbers
- Feasibility of the Clinic

All National Federations will be contacted directly from FINA regarding approved applications.

Financial conditions and follow up

School Participants: Each National Federation is responsible for the travel expenses and accommodation of their nominated participants.

Host National Federation: In order to receive all financial reimbursements for hosting the FINA School, the Reimbursement Form, including an attached list of all the supporting payment receipts, duly itemised must be submitted to the FINA Office, no later than three (3) months after the end of the School.

Annexes

- 1/ FINA Schools for Officials Participants Application Form
- 2/ FINA Schools for Officials Bid Form
- 3/ FINA Schools for Officials Reimbursement Form
- 4/ FINA Schools for Officials Financial Regulations

FINA SCHOOLS FOR OFFICIALS (JUDGES AND REFEREES)

Participants Application Form



National Federation:	
-----------------------------	--

School Details:

Please complete the following:

Location of the school (city & country):				
Dates of the school:	from		to	
Discipline: (Please check one)	☐ Swimming ☐ Open Water Swimming ☐ Diving ☐ Water Polo ☐ Synchronised Swimming			
Please specify for Diving:	☐ School ☐ Certification Course			

Participant List:

Please list the participants you would like to nominate for the FINA School for Officials:

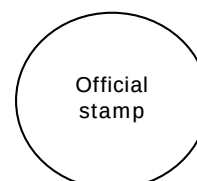
No.	Family Name, Given Name	Gender (M/F)	Current FINA Certification
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

(Please photocopy this form as needed)

**FINA SCHOOLS FOR OFFICIALS (JUDGES AND REFEREES)
Participants Application Form**



I, the undersigned, confirm that our National Federation will participate in the above mentioned FINA School for Officials and that the participants nominated will take part in the activities as noted:



(Name, Title and Signature)

(Date)

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>)

***PLEASE RETURN THIS COMPLETED FORM TO THE FINA OFFICE IN
LAUSANNE (Switzerland) BY FAX (41-21) 312 6610 OR BY EMAIL: schools@fina.org***

FINA SCHOOLS FOR OFFICIALS (JUDGES AND REFEREES)
Host National Federation Bid Form



National Federation:	
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Please consider our bid for the organisation of a FINA School for Officials in the following discipline:

☐ Swimming ☐ Open Water Swimming ☐ Diving ☐ Water Polo ☐ Synchronised Swimming

FINA School information

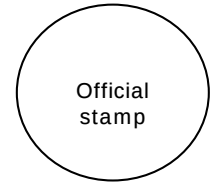
Intended dates of the school:	from		to	
Intended location of the school (city & country):				
For Diving please specify:	☐ School ☐ Certification Course			
For a FINA Diving Judges Certification Course, please indicate the type of competition:	☐ National Championship ☐ DWS ☐ FINA DGP ☐ World Cup ☐ Test event			

Estimated budget

Cost of rooms in official hotel	Full Board: Single _____ Double _____ Half Board: Single _____ Double _____
Price of conference room per day	
Price of rental equipment per day	

FINA SCHOOLS FOR OFFICIALS (JUDGES AND REFEREES)
Host National Federation Bid Form

I, the undersigned, confirm that our National Federation will participate in the development programme presented and that the participants nominated will take part in the activities as noted:



Name, Title (President or General Secretary) and Signature

Date

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FINA SCHOOLS FOR OFFICIALS (JUDGES AND REFEREES)
Host National Federation Reimbursement Form



National Federation:	
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Please complete the following reimbursement form according to the attached FINA School for Officials Financial Regulations (to receive full reimbursement of costs, please include all original receipts):

Claimed expenses	Dates of FINA School	Location of FINA School (City & Country)	Financial Cost (please indicate currency)
Total			

Please attach original receipts.

FINA SCHOOLS FOR OFFICIALS (JUDGES AND REFEREES)
Host National Federation Reimbursement Form

Please complete the bank details of your federation for reimbursement:

Beneficiary details	
Family Name or company	
First Name	
Personal Address <i>(Street, City, Postal Code, Country)</i>	
Phone Number	
Fax Number	
Email address	
Wire Transfers	
Account Holder <i>(Name appearing on account; Street, City; Postal Code and country if different from above)</i>	
Name of Bank	
Bank Address <i>(Street, City, Postal Code, Country)</i>	
Bank Code (ABA) <i>(if applicable)</i>	
Agency or Branch Code <i>(if applicable)</i>	
SWIFT (BIC code)	
Account Number	
IBAN Account number <i>(All European countries and some overseas)</i>	

I, the undersigned, certify that the information provided above is accurate and complete.

Official
Stamp

Name, Title (National Federation President or Secretary General) and signature

Date

Electronic version of this form is available on the FINA Development sub-page (<http://www.fina.org>).

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Financial Regulations for the Organisation of a FINA Schools for Officials



I. Expenses covered by FINA

- Rental of conference room (between 10-40 persons capacity) and presentation equipment (power point projector, screen, laptop, white board, microphones)
- FINA Lecturer accommodation

(Please note that the cost for the above items must be approved by FINA).

- School Material (respective Discipline Manual in CD Format) supplied to each participant

II. Expenses covered by the Host National Federation:

- Local transportation for all School participants and FINA Lecturers
- Any extra material provided to the participants

III. Expenses covered by the National Federations

- Travel and accommodation for their nominated participant(s)
 - Meals are to be covered by the National Federation if the participant is not provided full board
-

Additional Development Activities for Officials (Judges and Referees)

FINA World Swimming Officials Seminar

The FINA World Swimming Officials Seminar is organised on a bi-annual basis. The most recent edition was hosted in 2010 by the Singapore Swimming Association. The previous seminar in 2008 was conducted in Beijing prior to the XXIX Olympic Games.

The seminar has three major goals:

- To ensure uniform application of FINA swimming rules worldwide
- To enable discussion of rules changes enacted at the most recent FINA Technical Swimming Congress
- To promote strong working relationships among swimming officials

The programme for the seminar includes video, discussions and lecture to ensure that officials have full understanding and awareness of the following areas:

- Role and authority of FINA
- Rules application, including illegal strokes, turns, and finishes
- Difficult decision-making situations
- Standards of professional decorum for officials
- Duties of the Referee, Starter, and stroke and Turn Officials
- Underwater video judging
- Electronic timing
- Relay take-off judging

At the conclusion of each seminar, participants take a test concerning relevant swimming rules. They also have an opportunity to offer their feedback on course materials and the quality of instruction.

The FINA World Swimming Officials Seminar reinforces the work being done in FINA Clinics and FINA Schools for Officials.

Other similar Seminars are organised for the remaining FINA aquatic disciplines (Open Water Swimming, Diving, Water Polo and Synchronised Swimming).

FINA Manuals for Officials

FINA has produced educational materials in a variety of formats (i.e., printed documents, CDs, and video) to assist technical officials in acquiring information, consistent with current FINA rules, to perform their duties correctly and equitably.

For each of these programmes, FINA educational materials are developed to enhance the educational experience and to provide clarity to participants. Additionally, these materials can be used for reference by technical officials in their preparation for competitions worldwide. FINA has also produced manuals for specific topics, including materials designed to assist individuals who may serve as organisers of swimming competitions.



Chapter 8.2

Olympic Solidarity Programmes

The benefits of this chapter

Connect with the right partners

Knowing the right partnerships and how to connect with them is an important part to growing your federation. Another prominent partnership you can develop is found in within the Olympic Solidarity Programmes – a branch of FINA's Development policy.

Olympic Solidarity can be part of the many partnerships you can begin to know and associate with as you develop your National Federation. They are many benefits your partners can bring to your National Federation, Olympic Solidarity can assist you particularly when it comes to accessing resources for Development and programmes for your Athletes, Coaches and administrators.

Introduction

Olympic Solidarity provides assistance to National Olympic Committees (NOCs), especially those lacking the necessary resources to develop their aquatic sports. Its World Programmes hinge on four fields of action: Athletes, Coaches, National Olympic Committee management, and promotion of the Olympic values. As for its Continental Programmes, they take into consideration the socio-economic and cultural environment in order to adapt with the region's specific needs.

It is important to note that since Olympic Solidarity deals with the National Olympic Committee of your country directly, you must go through your NOC to access their development funding. So creating a closer partnership with your NOC can create better ties with Olympic Solidarity.

Olympic Solidarity governance and policies How they apply to your National Federation

Unlike most partners, Olympic Solidarity is not governed by their own charter, but by that of the International Olympic Committee (IOC). Its main mission is to plan, organise and control the execution of the support programmes for the National Olympic Committees, particularly those that need it most, as stipulated in the Olympic Charter. Since all their funding comes from the IOC, the allocation of funds must go to your country's NOC.

As noted earlier, your National Federation must apply for all grants and funding through the NOC of your country in order to receive funding. This can have certain advantages. For example, if aquatics are an important part of your NOCs plan, the chances of getting allocated funds can be to your advantage. If you are a smaller Federation, this can also be an opportunity for your National Federation to push for greater Development of Aquatic Sports. This is also an opportunity for your NOC to develop stronger relationships with Olympic Solidarity and the Olympic Movement.

Elements of the Olympic Solidarity Programme:

By offering an efficient consulting service to assist NOCs in gaining access to financial, technical and administrative assistance, Olympic Solidarity is responsible for approving and managing programmes that include: approving budgets, executing programmes and logistical needs, recording and controlling activities and all other actions related to the objectives of the programmes created. The main aim is to organise assistance for NOCs, particularly those with the greatest needs, so these federations can develop their own structures and expand their sport in their country.

The Olympic Solidarity Programmes for 2009-2012

There are three ways in which Olympic Solidarity supports NOCs:

- 1/ World Programmes, which cover and reinforce all areas of sports development
- 2/ Continental Programmes, designed to meet some of the specific needs of each continent

3/ Olympic Games subsidies, which complement the range of programmes and offer financial support to NOCs before, during and after the Olympic Games

World Programmes

These are divided into four areas:

- 1/ Athletes
- 2/ Coaches
- 3/ NOC management
- 4/ Promotion of the Olympic values

1/ Programmes for Athletes

There are four programmes for athletes structured to enable NOCs to provide technical and financial assistance to athletes of all levels who are preparing for different international competitions, especially the Olympic Games.

- Olympic Scholarships for Athletes “London 2012”
- Team Support Grants
- Continental and Regional Games – NOC Preparation
- Youth Olympic Games – Athlete Preparation

Olympic Scholarships for Athletes “London 2012” and Team Support Grants are the Programmes which can most benefit your National Federation.

Chapter 8.2
Olympic Solidarity Programmes

Olympic Scholarships for Athletes “London 2012”

This Programme offers substantial assistance to elite international athletes nominated by their respective NOCs for their preparation and qualification for the Games of the XXX Olympiad in London 2012, paying particular attention to athletes and NOCs with limited financial means.

This programme will be operational from 1 September 2010 until 31 August 2012, and can be accessed by all the NOCs.

How can this benefit your National Federation? Many athletes and National Federations have been able to use the funding from Olympic Solidarity in order to prepare their athletes for the upcoming Olympic Games.

Here are some figures from the previous scholarship programme for Beijing 2008:

- 1,088 athletes benefited from an Olympic scholarship
- 591 scholarship holders (389 men and 202 women) from 151 NOCs qualified and competed in 20 sports

Objectives

To assist elite athletes nominated by their respective National Olympic Committees in their preparation and qualification for the Games of the XXX Olympiad, London 2012 with a particular attention to athletes and NOCs having financial difficulties.

Description

The Olympic Scholarship Programme offers NOCs the possibility to obtain financial and technical assistance for a select number of elite athletes who are training, and attempting to qualify, for the London Olympic Games.

1/ Content of an Olympic Scholarship

Should an athlete be awarded an Olympic Scholarship, Olympic Solidarity and the NOC will ensure that he/she will be provided with the following:

- Access to appropriate training facilities
- A coach specialised in the relevant sporting discipline
- Regular medical and scientific assistance and control
- Accident and illness insurance
- Board and lodging costs
- Adequate pocket money
- A fixed subsidy to offset travel costs to participate in the required International Olympic qualification competitions
- Access to technical information on the London Olympic Games

2/ Athlete training options

In its decision to allocate an Olympic scholarship, Olympic Solidarity will strive to ascertain the optimum training environment for each athlete. Olympic Solidarity's decision as to whether athletes will train in their home country or abroad in a high level training centre will be exclusively focused upon the needs of the athlete and the requirements of his/her sport. The principal partner in this decision process will be the NOC, whose advice and proposals will be taken into consideration.

Two training options exist:

a/ Training centre option

Olympic Solidarity will assist certain scholarship holders to train in an international high level training centre with which Olympic Solidarity has a service agreement for this programme. The agreements should enable athletes to access training in all of the most popular sports within each Continent.

There are three types of options available:

- Individual training centres: Olympic Solidarity has entered into a limited number of service agreements with specialised training centres.
- Partner NOCs: Olympic Solidarity has agreed with a number of large and well-developed NOCs to place athletes in their national training centre network.
- Partner IFs: Olympic Solidarity has agreed with a number of International Federations to place athletes in their Continental or Regional training centres.

The choice of the high level training centre will be determined by Olympic Solidarity in collaboration with the NOC and, where need be, the Continental Association concerned on the basis of the personal profile of the athlete and their sporting needs. In these cases, the responsibility for the administration of the Olympic scholarship will be primarily with Olympic Solidarity and the training centre. Olympic Solidarity will ensure that the training centre provides the athlete with the content of the Olympic Scholarship as noted above.

Further information on the training centre network is available before and during the allocation of the scholarships from Olympic Solidarity directly.

b/ NOC Training option

Olympic Solidarity recognises that a majority of athletes are training within an environment in which they feel comfortable and which offers all the necessary facilities. This environment is normally within their national territory, however, in some particular circumstances, it could be in an independent training centre or university overseas that is not part of the training centre network noted above.

In this option, the responsibility for the administration of the Olympic scholarship will lie exclusively with the NOC. Olympic Solidarity will ensure that the NOC provides the athlete with the content of the Olympic scholarship as noted above.

The base of calculation for an “NOC training option” per athlete, per month will be negotiable and will be dependent upon the cost of training the athlete in his/her chosen training environment (i.e. in their home country or abroad).

3/ Olympic qualification process

Since the principal objective of this programme is the qualification of the Olympic Scholarship holders for the London Olympic Games, Olympic Solidarity will offer each athlete a fixed travel subsidy of up to USD 5'000.- to cover a limited number of air tickets for scholarship holders to participate in relevant Olympic Qualification competitions.

Athletes who manage to qualify and who are entered to participate in the London Olympic Games by their NOC will have their scholarships confirmed up until 31st August 2012. Scholarships awarded to athletes who fail to qualify for the London Olympic Games will be withdrawn from the date of the final qualification opportunity.

External Partners

The Summer Olympic International Federations will assist Olympic Solidarity in the analysis of the NOC candidatures, in offering technical advice and in the follow-up of the results of the athletes who are awarded scholarships.

Olympic Solidarity will work with certain Partner NOCs, IFs and independent training centres to provide training opportunities to the scholarship holders.

The Continental Associations of the NOCs and the IOC Sports Department will be regularly consulted and informed on the situation of the programme and of the results obtained.

For further information regarding application guidelines, processes and forms please refer to Olympic Solidarity, 2009-2012 World Programmes.

(<http://www.olympic.org/en/content/The-IOC/Commissions/Olympic-Solidarity/World-Programmes/>)

Team Support Grants

Objectives

Offer financial assistance to one national team per NOC to prepare and participate in regional, continental or world level competitions with a view of attempting to qualify for the Olympic Games.

Beneficiaries

The national teams must have the following profile before their inclusion in this programme can be considered:

- A men's or women's national team of a sport in the Summer or Winter Olympic Programme;
- A team recognised as having an international competitive level.

Description

This programme offers NOCs technical and financial assistance focused on the preparation of a team hoping to qualify for Olympic Games

1/ Summer Olympic Games

Olympic Solidarity will offer financial assistance towards the preparation and participation of one national team per NOC in the qualification events for the London Olympic Games. NOCs can benefit from a fixed budget over the four-year period that will be agreed at the outset with the NOC.

For NOCs that do not have teams that could feasibly qualify for the London Olympic Games, Olympic Solidarity will offer limited financial assistance towards the preparation and participation (where not already covered by the respective IFs or CA) of one national team per NOC in the following competitions:

- Continental and Regional Games
- World and Continental Championships (senior and junior)

2/ Winter Olympic Games

NOCs with teams who are qualified or are taking part in the final qualification rounds for the Vancouver Olympic Winter Games in ice hockey and curling can apply for an additional grant for the preparation of their team for Vancouver. These NOCs will exceptionally be able to benefit from 2 team support grants (summer and winter).

The programmes proposed by the NOCs should follow the rationale noted below and follow the two separate candidature phases:

Quadrennial plan

Planning over the quadrennial of the major competitions in which the team expects to participate, as well as the preparation projects envisaged for each. The NOCs will therefore be able to give priority to the competitions that they consider the most important according to their objectives. The NOCs will have the possibility to use the budget available for a limited number of different competitions or focus on one single competition.

Preparation Project(s)

The quadrennial plan can be composed of a number of preparation projects. For each competition identified within the NOC's quadrennial plan a preparation project should be approved separately by Olympic Solidarity. Each project can be composed of various separate activities (ex. International or national training camp for the team).

The grants allocated to the context of this programme can be used to finance the following activities:

- Costs relating to the organisation of national or international training camps for the team preparing for a specific competition
- Coaching costs for the team
- Costs relating to the organisation of friendly matches that are useful to the team's general training programme
- Costs relating to the participation in competitions where the relevant International Federation does not cover these

Chapter 8.2
Olympic Solidarity Programmes

External Partners

The International Federations and, if necessary, the Continental Associations will assist Olympic Solidarity in the analysis of the NOC proposals, in offering technical advice and in the follow-up of the results of the teams included in this programme.

For further information regarding application guidelines, processes and forms please refer to Olympic Solidarity, 2009-2012 World Programmes. (<http://www.olympic.org/en/content/The-IOC/Commissions/Olympic-Solidarity/World-Programmes/>)

2/ Programmes for Coaches

Three Programmes are available for Coach Development.

They take a variety of different forms and are targeted at different levels in order to respond in the best way possible to current athlete training requirements. During the 2005-2008 quadrennial plan:

- 1/ 142 NOCs held 980 "Technical Courses for Coaches"
- 2/ 529 "Olympic Scholarships for Coaches" were awarded to 145 NOCs for general sports science training or sport-specific training

3/ 171 projects within the framework of the “Development of National Sports Structure” programme were approved for 92 NOCs

Your National Federation can most benefit from all three of these courses.

“Technical Courses for Coaches”

Objectives

The main objective of the technical courses programme is to provide basic training to coaches – officially recognised as such – through courses led by an expert from abroad.

During the 2009–2012 Quadrennial, Olympic Solidarity will continue to ensure that the Technical Courses are held in line with the rules established by the International Federations (IF) for this kind of training.

The basic idea is to allow for a “standardisation” of the training given to coaches around the world, providing a quality and performance benchmark for NOCs and their national sports structures (national federations, coaches, athletes, etc.). During this quadrennial, NOCs will be asked to make a particular effort in terms of preparation of the courses: technical and financial aspects; selection and evaluation of candidates etc.

Furthermore, emphasis will be placed on making sure, in collaboration with the International Federations, that there is a certain coherence between courses already organised in the past and those planned in the future.

Description

All training courses will be conducted by an international level expert nominated by the respective IF.

On average, the training will last between 10 and 15 days, but in all cases it must respect the rules established by the IFs for this kind of training with regard to number of participants, number of hours of theory and practical training, final assessment method, certification etc.

1/ Planning

Contrary to the last quadrennial plan, Olympic Solidarity invites the NOCs to plan their activities annually. Olympic Solidarity will accept a maximum of 10 courses during the Quadrennial and a maximum of 4 courses per year. NOCs are nevertheless encouraged to plan their activities over the long term, with training objectives for the coaches up to the end of the quadrennial.

2/ Regional courses

Higher-level courses (level 2 or 3) can also be held, but only for coaches who have already attended a course on the level below. In order to ensure a large enough number of participants, these training courses may involve coaches from several NOCs and be organised at regional level.

3/ Promotion of women in sport

For many years, the IOC and Olympic Solidarity have been active in promoting the role of women in sport. In turn, NOCs are also encouraged to ensure that women occupy key positions within their National Olympic Movement. Conse-

quently, Olympic Solidarity wishes to recommend, where possible, that between 10% and 20% (or more) women be selected to participate in each technical course for coaches. The objective is to promote universality and to guarantee equal opportunities for women in the field of sport be they as athletes, coaches or administrators.

External Partners

These are the International Federations governing the sports included on the Olympic programme, whose training standards will be the benchmark for this programme.

For further information regarding application guidelines, processes and forms please refer to Olympic Solidarity, 2009-2012 World Programmes.

(<http://www.olympic.org/en/content/The-IOC/Commissions/Olympic-Solidarity/World-Programmes/>)

“Olympic Scholarships for Coaches”

Objectives

The main objective of this programme is to offer coaches, who are officially recognised as such and active in their respective sport, access to high-level further training, experience and knowledge, which they will then use to benefit their respective national sports structures.

Olympic Solidarity is looking to maintain the training possibilities available during the 2005-2008 quadrennial, and at the same time endeavour to offer increasingly specific solutions to NOC needs.

Chapter 8.2
Olympic Solidarity Programmes

Beneficiaries

1/ Candidate Profile

The candidate for an Olympic Scholarship will be a coach with the following characteristics. He or she must:

- Belong to a federation of a sport on the Olympic programme;
- Hold the rank of official national coach recognised in his/her country of origin and/or by the respective International Federation;
- Be active and able to prove that he/she has practical experience as a coach at national/international level;
- Undertake to pass on his/her knowledge and work to continue developing his/her sport in his/her country, after receiving the training.

2/ Promotion of women in sport

For many years, the IOC and Olympic Solidarity have been active in promoting the role of women in sport. In turn, NOCs are also encouraged to ensure that women occupy key positions within their National Olympic Movement. Olympic Solidarity would like to insist, where possible, that NOCs submit, during this quadrennial, at least one or two female candidates for an Olympic scholarship for coaches. The aim is to promote universality and to guarantee equal chances for women in the field of sport, be they as athletes, coaches or administrators.

Training Options

Except for specific cases and provided the necessary budget is available, Olympic Solidarity will, in principle, allocate one Olympic scholarship per year and per NOC.

NOCs may submit one application selected from one of the two available options (sports sciences / sport specific) and for only one training centre/university:

Training in Sports Sciences (option 1)

- Individual scholarship offered to coaches to follow basic training in sports sciences and obtain a high-level qualification (diploma or certificate), at university level in certain cases.
- To achieve this, coaches may go abroad to a high-level sports centre or a university working with Olympic Solidarity.
- The content of the training is determined by the centre/university.

Sport-Specific Training (option 2)

- This “à la carte” training allows a coach to refresh his or her knowledge and increase his or her practical experience in a specific sport.
- The coach scholarship holder can follow a medium- or long-term technical training programme: the length will be determined chiefly by the budget limits of the project.
- This training may take the form of a course in another country in a high-level training centre or in a recognised sports club.
- The training programme (content, duration etc) must nonetheless be recognised by Olympic Solidarity and the International Federation as being of adequate level and specific to a particular sport or discipline.

External Partners

Training Centres

1/ Training in Sports Sciences (option 1)

High-level training centres and universities work with Olympic Solidarity to host its coach scholarship holders.

Their differing training programmes correspond to the criteria of the coach scholarship programme, and the main ones are:

- Semmelweis University – Budapest (HUN)
- CAR – Barcelona (ESP)
- PAISAC – Montreal (CAN)
- CISÉL – Lausanne (SUI)
- ICECP – Delaware/USOC (USA)
- INSEP – Paris (FRA)

(For more details, please refer to the Olympic Solidarity list)

During the next four years, Olympic Solidarity will continue seeking to extend the range of training options on offer, depending on the budget available

2/ Sport-Specific Training (option 2)

This training can take place only if Olympic Solidarity and the International Federation concerned recognise it for its high level of theoretical and/or practical competence in a particular sport (high-level training centre, sports club, etc.). In certain cases, the Ifs may offer specific training packages in their sport, eg FITA, UCI, ITF etc. (see attached list). Information (content, location, duration) can be obtained directly from the International Federation concerned.

For further information regarding application guidelines, processes and forms please refer to Olympic Solidarity, 2009-2012 World Programmes.
(<http://www.olympic.org/en/content/The-IOC/Commissions/Olympic-Solidarity/World-Programmes/>)

Development of national sports structure

Objectives

The development of sport in certain countries is often hindered by the fact that the national sport and coaching structure is disorganised or even non-existent. The main objective of this programme is therefore to allow NOCs to develop their national sports and coaching structure by implementing a mid to long-term action plan for a specific sport.

Beneficiaries

All National Olympic Committees recognised by the IOC may benefit from this programme.

Nevertheless priority will be given to NOCs, which can demonstrate that the basic sports and coaching structure is weak but has a clear potential for development.

Description

Olympic Solidarity may accept one request per year, per NOC, in principle. NOCs will be offered the opportunity to receive an expert from abroad for a specific period of time averaging between 3 to 6 months.

The action plan should include the following:

- Establishing with the National Federation concerned, coherent and realistic mid to long term development plans
- Training of local coaches and/or persons susceptible to continue the work initiated by the expert once the project has ended;
- Improving the different training programmes for elite sport;
- Initiating projects for Sport for all and/or school sport;
- Putting in place talent identification programmes.

NOCs are encouraged to take advantage of projects elaborated by Olympic scholarship holders during their training abroad

Depending on specific needs and the budget available, it will be possible for the external expert to divide his mission into separate short term visits rather than one long term period. For example, setting up the project (visit 1), intermediate evaluation (visit 2), and final evaluation (visit 3).

In this case, it will be necessary to designate a local person who will be responsible for the management of the project during the periods of absence of the expert (e.g. national coach, former Olympic scholarship holder, technical director etc.)

External Partners

The international level experts will be nominated by the International Federations. They may also be proposed by the NOCs but in this case, must be approved by the International Federation concerned before being accepted. These experts must belong to a Federation of a sport on the Olympic programme. They must have practical experience as a coach at international level and demonstrate the educational and technical qualities necessary to run this type of project.

For further information regarding application guidelines, processes and forms please refer to Olympic Solidarity, 2009-2012 World Programmes. (<http://www.olympic.org/en/content/The-IOC/Commissions/Olympic-Solidarity/World-Programmes/>)

3/ NOC management

Four programmes are offered to the NOCs:

1/ NOC Administration Development- This programme is designed to support the NOCs' administrative structure by contributing to their general operating costs and to the improvement of specific aspects of their management, particularly financial management.

2/ National Training Courses for Sports Administrators – This enables the NOCs to organise courses for their management staff and that of their affiliated organisations. They are held on two levels (standard and advanced) and enable NOCs to spread knowledge of the Olympic Movement and develop the professional skills of sports administrators. 446 courses were organised for 103 NOCs during the quadrennial plan 2005-2008.

3/ International Executive Training Courses in Sports Management – Sports leaders receive a grant to acquire masters level training and help improve the management of their Olympic sports organisations. 175 scholarships were awarded to 111 NOCs between 2005-2008.

4/ NOC exchanges – These promote and facilitate the process of exchanging knowledge and experience between NOCs, while the “regional forums” aim to bring together groups of NOCs from the same region to address themes of particular interest to a continent or a region in question.

So how can these benefit your federation? As your federation begins to implement changes and expand its knowledge, additional training and management courses can help you achieve your end goals. Having a positive relationship with your NOC can help you access these supportive courses, allowing you to develop internally.

For further information regarding application guidelines, processes and forms please refer to Olympic Solidarity, 2009-2012 World Programmes. (<http://www.olympic.org/en/content/The-IOC/Commissions/Olympic-Solidarity/World-Programmes/>).

4/ Promotion of the Olympic values

Seven programmes are grouped under this heading and each makes an important contribution to NOCs, enabling them to pursue activities linked to sports development and the values that underpin the fundamental principles of Olympism.

- 1/ Sports medicine
- 2/ Sport and environment
- 3/ Women and sport
- 4/ Sport for All
- 5/ International Olympic Academy
- 6/ Culture and education
- 7/ NOC legacy

How can this benefit your federation? As your federation grows, there are many other streams you can include in your development phases. Partnering with your NOC and Olympic Solidarity can help you explore which new activities you can undertake.

For further information regarding application guidelines, processes and forms please refer to Olympic Solidarity, 2009-2012 World Programmes. (<http://www.olympic.org/en/content/The-IOC/Commissions/Olympic-Solidarity/World-Programmes/>).



Chapter 8.3

FINA Anti-Doping Programmes

The benefits of this chapter

As sport gets more and more demanding, with busier competition schedules and training times, too often an athlete's health can suffer.

This chapter aims at helping you understand why it is important for your federation to develop an anti-doping programme in cooperation with FINA, your national or regional anti-doping agency and be committed to ensuring that our sports stays clean.

Introduction

Anti-doping programmes seek to preserve what is intrinsically valuable about sport. This intrinsic value is often referred to as “the spirit of sport”; it is the essence of Sport; it is how we play true.

The spirit of sport is the celebration of the human spirit, body and mind, and is characterised by the following values:

- Ethics, fair play and honesty
- Health
- Excellence in performance
- Character and education
- Fun and joy
- Teamwork
- Dedication and commitment
- Respect for rules and laws
- Respect for self and other Participants
- Courage
- Community and solidarity

Doping is fundamentally contrary to the spirit of sport.

FINA Testing Programme

Each year FINA conducts a large number of doping control tests on competitors from around the world. The process of selection for unannounced doping controls is such that the highest ranking competitors have a much greater chance of selection in out-of-competition programmes; they are also, by virtue of their successes, to be more likely subject to selection during in-competition testing programmes.

The results of all FINA anti-doping activity are publicly displayed, in complete detail, on the FINA website ensuring a transparent understanding of the important aspects of our doping control activities.

In 2009, FINA conducted 2085 tests, 1196 of these were completed out-of-competition and 889 during FINA Competitions all over the world.

Whereabouts

Accurate whereabouts information is crucial to ensure efficiency of the anti-doping programmes, which are designed to protect the integrity of sport and to protect clean athletes. Given that FINA out-of-competition doping controls are conducted without notice to athletes, they are one of the most powerful means of deterrence and detection of doping and are an important step in strengthening athlete and public confidence in doping-free sport.

Who shall submit whereabouts?

An athlete in the FINA Registered Testing Pool (RTP) is required to make a quarterly Whereabouts Filing that provides accurate and complete information about the Athlete's whereabouts during the forthcoming quarter.

FINA is publishing on its website the criteria to be included in the FINA RTP.

How athletes can submit their whereabouts?

WADA has developed a web-based functionality ADAMS that allows athletes to enter their information from anywhere in the world; and those without internet access may designate a representative such as their national federation to enter the information on their behalf.

In some occasion, FINA still accepts the whereabouts under paperwork.

The Prohibited List and Methods

Since 2004, as mandated by the World Anti-Doping Code (Code), the World Anti-Doping Agency (WADA) is responsible for the preparation and publication of the List. It is updated every year.

It is an International Standard identifying substances and methods prohibited in-competition, out-of-competition and in particular sports. Substances and methods are classified by categories (e.g., steroids, stimulants, gene doping).

The use of any prohibited substance by an athlete for medical reasons is possible by virtue of a Therapeutic Use Exemption (TUE).

Chapter 8.3
FINA Anti-doping Programmes

Therapeutic Use Exemption

The anti-doping rules and the 'Prohibited List' are designed to combat doping – they are not intended to prevent the use of otherwise prohibited substances for the treatment of clearly established illness or injury. Clinical members of the FINA TUE Committee regularly review applications for permission to use medications that appear on the Prohibited List; they grant permission for the use of these medications when it is clear that: not to use them would harm the competitor's health, there are no appropriate alternatives, and no enhancement of performance above that associated with a return to health will occur in association with their use.

To whom does this apply?

Athletes who have been identified as included in FINA's Registered Testing Pool and athletes who participate in FINA Competitions may only obtain therapeutic use exemptions in accordance with the rules of FINA. For other athletes, they shall submit their application to their federation, National Anti-Doping Agency or related bodies.

Developments and challenges

Increasingly it is recognised that successful anti-doping programmes place an emphasis on education and prevention. The development of educational initiatives designed to ensure attitudes opposed to doping and emphasising the value of doping-free sport are very much the responsibility of all in the FINA family – but they are most effectively delivered early in a young competitor's career. The appropriate attitudes, messages and examples of coaches and sport leaders are important elements in any such initiatives. It is to be hoped that national federations, in particular, will assist in the development of innovative and imaginative programmes designed to ensure that tomorrow's competitors view doping as 'socially unacceptable' as drinking and driving. On every occasion, all members of the FINA Family should ensure that their opposition to doping is expressed clearly and consistently.

Team physicians have special roles to play in addressing and preventing doping practices. FINA physicians must understand in detail all the pertinent anti-doping regulations and be familiar with the need to ensure that TUE's are obtained when appropriate. They must ensure that medications are used carefully and cautiously, with a commitment to use evidence-based therapies consistent with clinical standards of best practice, and a recognition that one of a physician's fundamental responsibilities is to "persuade people not to take medicine"! Such approaches are essential in ensuring a training and competition environment where use of medications is kept to a minimum and expectations about the need for drugs and medical interventions are realistic. The result can be a significant transformation of the attitudes of competitors and coaches regarding medication and supplement use.

FINA is committed to ensuring that its doping control procedures are of a uniformly high quality, delivered in a manner that is professional and courteous, and minimises intrusions into the schedules of competitors – particularly at the time of competitions and Championships. FINA is equally committed to ensuring that National Federations commit to the implementation of high quality doping control programmes consistent with the Code and WADA Standards.

We must remind ourselves that the most successful anti-doping strategies are those that emerge from competitive and training environments where a commitment to doping-free sport is clearly expressed and continually demonstrated.

Chapter 8.4

National partnerships

The benefits of this chapter

Creating and expanding your national network is an important part of fostering the development of aquatics. Often it's about meeting and speaking to different organisations in sport, government and other public entities in your country to discuss your federation's position and strategy. Growing your network and making the right partnerships can be a challenge, but this chapter will help your federation look in all the right places.

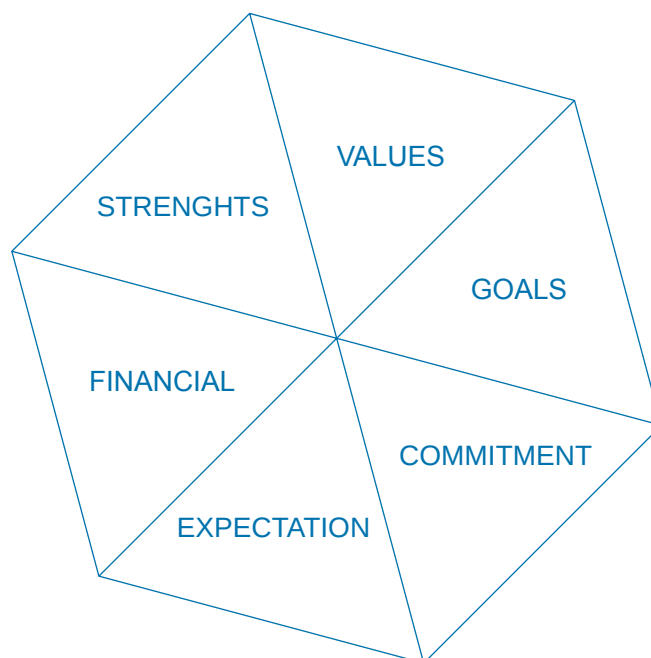
Introduction

The right partners can provide your federation the support – both financially and developmentally – you need to expand aquatics in your country. Finding the right partner can be difficult most federations do not have any idea of where to start and what to look for. However, when you do find the right partner, you can achieve far greater levels of success faster than if you were to go ahead all on your own.

Building winning partnerships can be broken-down into six parts:

- 1/ Values
- 2/ Goals
- 3/ Commitment
- 4/ Expectation
- 5/ Financial
- 6/ Strengths

Diagram 8.4 a



Values

Every federation has their own set of values, which you have already developed (See Lane 1). Regardless of whether you are developing a relationship with a new or current partner, your values are a critical factor that can affect this partnership.

As you have already selected your top values, you must keep in mind your commitment to them. Your values are important, but if you had to narrow down your list of top values to one, which value would you choose? This is an important question as conflicts between partnerships are not usually started because one partner believes that they are right and the other is wrong.

Instead, each party might simply have different views and values. As the aquatics federation in your country, you will need to remember the values you have chosen and why they are important to your federation. Prioritising your values and keeping them at the forefront in your discussions with partners can help you choose the right partnership. Choosing a partner who shares like common values in their daily work can help you form a cohesive partnership and help you achieve the winning success your federations strives for.

Common Goal

Keeping the aquatic goals of your federation in mind will help you avoid distraction and disagreements when choosing the right partner for you federation.

A common mistake for some federations is to work on developing a partnership without discussing their goals. Whether you want to gain more sponsors, develop better athletes, gain national recognition within your country, you must remember your goals. Like in Open water competitions, any path will get you there, but that path might be a treacherous one if you don't plan accordingly.

Commitment

Being part of the sports world, commitment is an important part of every day life, the same should apply when developing a partnership. Although it is beneficial to have high levels of commitment, partners do not necessarily need to share the same work schedule to affect a successful partnership. However, when deciding which partnerships to form, your federation needs to communicate the level of expected commitment to and from each new partnership so that there is a mutual understanding.

Expectations

One of the most important lessons when managing your federation's partnerships is to set a limit on the amount of time that you are going to dedicate to each of your partners. At the end of the agreed upon time frame, have a plan to evaluate your partnership. Create an exit strategy if the partnership has run its course. You will save a lot of heartache if both partners agree in advance on the appropriate way to renew and/or exit the partnership.

Financial Position

It is beneficial to have a partner that can lend financial resources and experience to your federation, but be careful when choosing your partner – make sure that you are in a position to secure your federation's financial assets should your partnership fall through. While your federation may not have much experience with partners, it is important to keep your finances in good shape to ensure future success both in and out of the water.

Complementary Strengths

Listing your strengths and those of your partners can help determine if you match up well. If your federation is lacking in one area in which your partner's strength can help or vice versa, these are often the best partnerships to build the way forward for your federation.

The right partners and the right opportunities

Government partners

National government partners can help facilitate your federation on many levels. Examining all political and economic aspects in your country can determine the future organisational structure of your federation as well as determine your plan for the future. Furthermore, governmental partnerships can facilitate communication of your sporting message across the country, which can be especially important for smaller federations with limited funding.

Governments can also be a great means of financial support for the development of facilities, athletes and coaches, overall sport development, event hosting and other special initiatives. Sport Canada – an agency within the Canadian federal government – is a great example.

With funding programmes available for the enhancement of all sports, a federation needs only apply and provide the appropriate documents to receive funding for development. Speaking with your government can help you make sure your federation achieves its goals of winning in water.

Sports partners

Sports partners will also be an important focus for your federation. Establishing these relationships can help guide your federation. Combined with the structure you choose to secure, this relationship can help you make your aquatics vision a reality as your federation grows.

However, it is important to understand their role. While they will have some influence on your organisation, they should not be involved in making major decisions for your federation. That should be left to the leaders of your federation (as discussed in Lane 1). Therefore, it is recommended that they not be on the board of directors (as discussed in Lane – administration). Their focus can be side-tracked by self-interest and reduce the effectiveness of your federation.

That said, there are many ways that other sport federations can help you become a winning federation. Through knowledge and exchange forums, you can help each other be better. Although the nature of their sport may differ, sports federations share many similar experiences in terms of management, funding and administration. Learning from each other can be a great way to develop and become better as an organisation.

Take event planning as an example. All sports at one point or another put on a major event or a development programme for their sport in a city or country. By discussing the different experiences other federations have had with the same country can be beneficial in terms of learning from previous experiences, knowing who to work with and anticipating potential obstacles along the way.

Continental partners

Continental associations provide many opportunities within your continent or geographical area. All continental associations have development programmes offered specifically to each of their members. Each Continental Association then has to decide on which continental programmes to put in place to meet the needs and priorities of each continent. The continental programmes are managed by the five offices – African Swimming Confederation (CANA), Swimming Union of the Americas (ASUA), Asian Amateur Swimming Federation (AASF), European Swimming League (LEN) and the Oceania Swimming Association (OSA).



Chapter 8.5

Winning story

Swimming/Natation Canada

**Marc Hahto – Chief Operating Officer
Swimming/Natation Canada**

“We do extensive research to align ourselves with partners that share similar business models, core values and demographics...”

Swimming Canada serves as the national governing body of competitive swimming. The federation is comprised of 75,000 members and over 425 swim clubs across the country. Swimming Canada’s vision – Swimming to Win; Winning for Life! – reflects the lifelong attributes of the sport.

Canadians are global leaders in high performance swimming and development for both able-bodied swimmers and swimmers with a disability. Swimming is recognised as one of the most celebrated and successful Canadian summer Olympic sports.



What has your federation done to link itself with the right partners to develop itself further?

Swimming Canada does extensive research to align us with corporate partners, funding agencies, national disability organisations and national multi-sport organisations that share similar business models, core values and demographics. It is very important to our federation to develop and maintain long terms relationships. Examples of our collaborations include the Red Cross Society of Canada, Federation of Canadian Municipalities and Special Olympics Canada.

What criteria do you use to clearly identify your partners?

We base our criteria on our core values and on our business model. This makes identifying our partners easier – if they match up, we investigate the potential partnership opportunities.

How have current partnerships provided your federation with support – both financially and developmentally?

Swimming Canada's current partners work with us to ensure the needs of both organisations are met. Depending on the needs of each individual partner, we use their resources to create new programmes, maintain current programmes and develop cross promotions. We also rely on certain partners for products and services that meet our needs.

What have been some of the challenges you faced when developing your partnerships?

In order to build a partnership with an organisation, it takes time to foster a relationship. This can be challenging if time is an important factor.

The economy has changed the partnership landscape over the past few years. As such, it is important that Swimming Canada (and all national federations) be innovative and think of new ways of approaching potential partners and carrying out new partnerships with them.

Personal Notes

Personal Notes

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