FINA
STRATEGIC PLAN
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Message from the President

The last four years have proved hugely successful for FINA.

In May 2013, the International Olympic Committee promoted FINA to the top tier of Summer Olympic Sports. In June 2017, the International Olympic Committee reinforced this reward, confirming aquatics will have the highest number of medals (49) of any sport at the Tokyo 2020 Summer Olympic Games.

We have experienced 3 successful editions of the FINA World Championships – in Barcelona (2013), Kazan (2015) and Budapest (2017) – and our top-level annual events for each discipline have grown.

Success at the top end of our sport has enabled FINA to invest at record levels in aquatic sports worldwide.

In 2018, we have an excellent starting point to build on recent successes: to pursue our mission of increasing participation in aquatic sports and our vision to enable everyone in the world to swim. This Strategic Plan sets the framework as to how FINA will accomplish this.

The FINA Strategic Plan 2018 – 2021 will be underpinned by 4 pillars:

1. Raising Standards  
2. Accelerating Potential  
3. Uniting Passions  
4. Sustaining Growth

Everything FINA does between 2018 and 2021 will be focused on strengthening one of these pillars.

Our Strategic Plan lays out 10 goals FINA will work to deliver over the next 4 years.

We look forward to working with all partners and stakeholders in the coming years to achieve these goals and grow our aquatic sports family.

Yours,

Dr. Julio Maglione  
FINA President
VISION
To enable everyone in the world to swim.

MISSION
To increase participation in all aquatic sports.
4 PILLARS OF THE STRATEGIC PLAN

1. RAISING STANDARDS
make continuous improvements to the way aquatic sports is governed and experienced, and to the health and well-being of athletes.

2. ACCELERATING POTENTIAL
develop framework supporting National Federations to grow participation and facilitate performance pathways to world-class competition.

3. UNITING PASSIONS
work in partnership with athletes and teams to engage and grow audiences worldwide for all aquatic sports.

4. SUSTAINING GROWTH
deliver entertaining events, working with great partners to grow revenues to reinvest in aquatic sports.
FINA will strengthen these four pillars by a focus on the achievement of 10 strategic goals.
OUR STRATEGIC GOALS

RAISING STANDARDS
1. Optimise organisational effectiveness.
2. Apply good governance throughout FINA and its stakeholders.
3. Ensure the well-being of our athletes and our sport.

ACCELERATING POTENTIAL
4. Increase participation in aquatic sports.
5. Optimise high-performance pathways.

UNITING PASSIONS
7. Inspire athletes to be the best they can be.

SUSTAINING GROWTH
8. Consistently deliver entertaining events.
9. Unite stakeholders in the promotion of aquatic sports.
10. Maximise revenues for sustainable growth of aquatic sports.
**GOALS**

1. **Optimise organisational effectiveness**

For aquatic sports to thrive worldwide, FINA and its employees must operate as a high-performance workforce. FINA will continue to leverage talent, knowledge and technology to raise standards, improve effectiveness, and deliver exceptional levels of service to its members and the global aquatics community.

1.1: Continue to develop internal capabilities, communication and collaboration
1.2: Develop strategies and systems to increase business intelligence
1.3: Ensure FINA provides the highest levels of service to its members, with a focus on administration and technology, to adapt to and enhance the global aquatics community

2. **Apply good governance throughout FINA and its stakeholders**

FINA recognises that a culture of good governance must permeate every aspect of aquatic sports. FINA will regularly scrutinise, and identify ways to improve, its own governance and help its National Federations adopt and implement the principles of good governance.

2.1: Ensure FINA governance is transparent, effective and agile so aquatic sports can thrive in an ever-changing world
2.2: Ensure FINA supports all member National Federations in the adoption of good governance
2.3: Ensure FINA financial management reflects the highest recognised international standards aquatics community

3. **Ensure well-being of our athletes and our sport**

Fundamental to the growth and development of aquatic sports is the health and well-being of athletes. FINA will continue to work in support of athletes, providing guidance and a regulatory framework so they remain healthy and can compete in the knowledge that everyone has a fair and equal chance of success.

3.1: FINA to promote the highest possible ethical values to protect the integrity of aquatic sports
3.2: FINA to ensure its robust anti-doping rules, regulations and procedures safeguard clean athletes
3.3: FINA to educate its athletes, coaches, officials, and National Federations to ensure their well-being and compliance with ethical principles
**GOALS**

4. **Increase participation in aquatic sports**

Building strong foundations is a requirement for the growth and development of aquatic sports. FINA development programmes will provide resources to help more people experience the enjoyment of swimming and its health benefits, and to launch the journeys of future aquatics stars.

4.1: Increase number of registered participants in aquatic sports to 30 million by 2021
4.2: Support National Federations to grow aquatics communities and promote healthy living
4.3: Work with International Olympic Committee, United Nations, and governmental organisations to reduce number of people drowning each year

5. **Optimise high-performance pathways**

Increasing the number of National Federations represented in FINA and Olympic aquatics competitions will stimulate greater participation in our sports. FINA will continue to develop the framework that helps talented athletes, coaches and officials realise their potential and compete, coach and officiate at the highest level.

5.1: Increase number of National Federations that develop elite athletes and teams qualifying for FINA events and the Olympic Games
5.2: 100% of athletes competing in FINA events have coaches certified by FINA
5.3: 100% of judges and referees at FINA events are certified by FINA
GOALS

6. Engage and grow audiences worldwide
Inspiring fans of our sport by the incredible performances and achievements of their heroes. FINA will communicate powerful, emotional and factual stories about our athletes, our teams and our events, to fuel passions and inspire more people worldwide to engage with and follow our sports.

6.1: Build strong relationships with athletes
6.2: Create strong narratives around athletes and teams, and more consistent and improved coverage of all FINA events
6.3: Leverage Olympic Games to place aquatics centre stage

7. Inspire athletes to be the best they can be
Creating competition environments in which athletes thrive is vital to inspire world-class performances. FINA will design great event experiences for athletes and motivate more to compete at the highest level.

7.1: Deliver successful events that showcase the world’s best athletes
7.2: Increase the spread of medal winners and event hosts across more National Federations
7.3: Ensure FINA Awards are seen as the ultimate aquatics accolade for athletes, coaches, and officials
GOALS

8. Consistently deliver entertaining events
Capturing the attention of audiences worldwide, FINA events will create unique and valuable entertainment properties that attract and grow audiences for every discipline.

8.1: Develop a consistent calendar of exciting events to include all disciplines
8.2: Build loyal and valuable audiences for each discipline
8.3: Regulate the delivery of events according to FINA rules and standards

9. Unite stakeholders in the promotion of aquatic sports
Promoting aquatic sports worldwide, FINA will maintain and grow strong relationships with sport, government, and industry organisations at an international, national, and local level.

9.1: Maintain strong partnerships with National Federations, continental Associations, broadcasters, sponsors, and event organisers
9.2: Remain a valuable and committed partner to the International Olympic Committee
9.3: Encourage the development of the global aquatics industry through the increase of networking opportunities

10. Maximise revenues for sustainable growth of aquatic sports
Increasing income from FINA’s elite competitions is essential to sustain the growth of our sport. FINA’s commercial strategy will encourage investment in aquatic sports, create valuable partnerships, and generate revenues to reinvest in participation and high-performance programmes.

10.1: Maximise commercial value of FINA World Championships and drive record levels of revenue through all assets
10.2: Protect the legitimate and commercial interests of FINA and its stakeholders
10.3: Deliver ongoing sustainable investment in aquatic sports