WELCOME MESSAGE FROM THE FINA PRESIDENT

At the time of writing these lines, the world is progressively getting into “normal mode”, amidst an unprecedented crisis, caused by the COVID-19 pandemic. In the five continents, the first wave of this virus outbreak has caused a significant change in our lives, obliging most national authorities to impose a lockdown on their citizens' movements and activities. We can already say that this global situation represented one of the biggest challenges to humankind in a time of peace.

The world of Sport is of course caught in this nightmare. Athletes, coaches, officials, clubs, national federations, international governing bodies and even the International Olympic Committee had to put in place emergency plans to overcome the situation. The first consequence was obvious: the general lockdown also stopped organised sport activities, with venues being closed, international travel banned and people physically prohibited to leave their home. A set of unprecedented circumstances that dictated the postponement or cancellation of most of the international sport calendar for the months ahead. The most notable example of this situation was the exceptional postponement of the Tokyo 2020 Olympic Games to the summer of 2021. In consequence, the date of our two upcoming showcases, the 2020 FINA World Swimming Championships (25m) and the 2021 FINA World Championships had also to be altered, respectively to November 2021, and May 2022.

This exceptional situation proves that a proper “FINA Strategic Plan” is of paramount importance in achieving the goals and guarantee sustainable growth of our International Federation. Despite adversity, we must remain focused on the frame of activities we defined and planned previously.

That is why we are delighted to present to you the “Mid-way Status” of our Strategic Plan 2018-2021. We are not substantially changing what was outlined two years ago, but proudly highlighting what was done so far for the implementation of our strategy and what can be done in the months to come, considering the disruptive times we are living.

We need to be optimistic and, as people who understand the necessary effort to get a good result, we will overcome together this crisis. Many are wondering on how the world will be after this crisis. I have no doubts: Sport will be much stronger and the links it creates will be an example of strength and determination in our global effort to live in a heathier and more peaceful world!

Thank you to all those that contributed to a successful implementation of this Plan in the last two years and to all those that will remain committed and highly involved in the promotion of Aquatics in the five continents!
FOREWORD BY FINA EXECUTIVE DIRECTOR

When FINA President Dr. Julio Maglione presented the “FINA Strategic Plan 2018-2021” he expressed his strong wish to work together with all partners and stakeholders to achieve the goals of the plan and to ensure the continues growth of the aquatic sports family.

Today, a little more than half-way through the four-year plan, we can conclude that the wish of the FINA President seems to have be more than fulfilled. Based on an approach of collaboration and partnership, FINA has achieved excellent results during the past two years, and we are now in a position where we, with confidence, can look forward to also achieving the objectives of our strategic plan for coming years.

At the same time, and as highlighted by Dr Maglione in his welcome message, it is clear that the entire international sports world is facing challenges now due to the global COVID-19 crisis.

Fortunately, FINA and Aquatics are in a very strong position to deal with these major challenges. We will have to make some adjustments and to adapt to some of the disruptions, but we will be guided by our strategic plan, which provides a strong compass for us during these uncertain times.

To make sure that we both continue to progress in line with our strategic plan and to make sure that we include necessary adjustments, the FINA office has produced this “Mid-way Status”, which provides detailed information on

- The main achievements during 2018-2019
- The key actions planned for 2020-2021
- Necessary adjustments as a consequence of the current global crisis.

All this will happen despite the current global crisis, which we can obviously not ignore, and which will have an impact on certain activities. However, in FINA we will manage this and achieve the goals as outlined here in the “Mid-way Status” of our exciting Strategic Plan 2018-2021.

I believe that everyone will find this update useful, and it will serve as a good reminder of not only the great things we together have accomplished over the past years, but also the many exciting plans we have for the coming years.

Cornel Marculescu
Executive Director
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PILLAR ONE: RAISING STANDARDS

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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.
CONTINUE TO DEVELOP INTERNAL CAPABILITIES, COMMUNICATION AND COLLABORATION

2018-2019 MAIN ACHIEVEMENTS:

- Continued process of in-sourcing key know-how in FINA office (FINA HQ) as well as overall increased capacity, including logistics and travel, legal and anti-doping expertise, branding and design specialist.

- FINA Communication department has been reinforced by a new Digital unit created with a specific focus on FINA social and digital media channels (FINA TV).

- General Management System (GMS) has been developed for optimising internal reporting and operation. The system was designed to provide a solid integrated solution to process-oriented operation between the departments, including full digitalisation of all central processes.

In 2019 FINA was recognised as the most improved International Federation in the #SportOnSocial Overall ranking report provided by Red Torch.
CONTINUE TO DEVELOP INTERNAL CAPABILITIES, COMMUNICATION AND COLLABORATION

2018-2019 MAIN ACHIEVEMENTS:

Digitalisation of FINA archive, historical documents, correspondence, video footage from the major FINA events.

Comprehensive FINA Staff Regulations document was developed based on applicable laws, with relative guidelines.

FINA HQ staff participated in monthly seminars organised for IFs and addressed to the different departments/activities.
CONTINUE TO DEVELOP INTERNAL CAPABILITIES, COMMUNICATION AND COLLABORATION

KEY STRATEGIC INITIATIVES 2020-2021:

- To develop further required Human Resources (HR) policies and procedures in relation to competence development, professional growth, compensation and benefits and recruiting of new talents. Make sure all HR policies and procedures comply with Swiss laws and regulations.
- To perform competence gap analysis for FINA HQ in order to clarify needs for required training activities and possible new hires.
- To develop incentive programme across all FINA HQ departments as part of staff engagement and loyalty.
- To analyse internal structure of FINA office with the aim of optimising digital acceleration across all departments.
- To establish a function of HR within the FINA HQ.
CONTINUE TO DEVELOP INTERNAL CAPABILITIES, COMMUNICATION AND COLLABORATION

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID-19:

- To study and implement required measures to optimise cost and increase effectiveness in all operational aspects of the FINA office.
- To use available technologies to organise internal and external meetings through web-based voice and video conferences.
- To study possibilities for “virtualisation of events” such as official meetings, conferences and conventions.
- While facing decrease in business activities, to engage and assign FINA staff for individual competence development consistent with the needs of the organisation, through attendance at available trainings and seminars.
DEVELOP STRATEGIES AND SYSTEMS TO INCREASE BUSINESS INTELLIGENCE.

2018-2019 MAIN ACHIEVEMENTS:

The latest National Federations Status Report with an overview of Aquatics worldwide has been produced based on the information and data received from 198 National Federations.

A single, unified database has been created to track the participation, certification, as well as to enable an easy to access monitoring system for the National Federations and FINA Technical Committees.

Implementation of individual assessment addressed to National Federations has allowed FINA to properly evaluate if the investments have been transformed into an increased participation, enhanced organisation and improved level of performance.

FINA Development Department implemented KPI’s dashboard (updated every Quarter) to allow a better control and monitoring of each of the activities carried out, along with an effective expenditure of the funds distributed.

To ensure an effective investment in the FINA and Olympic Solidarity Scholarship programmes, all the participants are followed up closely and monitored on progress and performance.

Registration of all Education and Certification events, including on-line courses are completed in the FINA GMS through the personal profile of each coach, official or administrator.
1.2 DEVELOP STRATEGIES AND SYSTEMS TO INCREASE BUSINESS INTELLIGENCE.

KEY STRATEGIC INITIATIVES 2020-2021:

To follow the results from the latest National Federation Status report and based on the needs of the National Federations, to define common challenges, establish benchmarks, and generate synergies for the short and long terms.

To organise the relevant data so the most informative indicators of performance of FINA activities can be put in place, supporting the continuous improvement and development of FINA’s initiatives.

To unify the data recording mechanisms so that FINA make improvements in its reporting system, therefore action can be taken in the most effective way.
PILLAR ONE: RAISING STANDARDS

1.2 DEVELOP STRATEGIES AND SYSTEMS TO INCREASE BUSINESS INTELLIGENCE.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

To initiate best practice benchmarking through evaluation of various aspects in operational processes and practices to industry bests, including IOC, IFs and other entities defined for the purposes of comparison.

Based on results from benchmarking to develop plans on how to make improvements or adapt specific practices.

To use web-based surveys and questionnaires to collect data, obtain insights, inquire into new ideas, and record any general feedback from the NFs and individuals of the Aquatics community.
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.

2018-2019 MAIN ACHIEVEMENTS:

The “Pools for All Programme” has been established across all continents.

Given multi field approach of the FINA Development Programme and large investment accessible for all FINA Member National Federations, it has been identified by IFs and IOC as a reference for their own programmes.

FINA provided assistance and guidance to various National Federations willing to develop or better structure their organisations.
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.

2018-2019 MAIN ACHIEVEMENTS:

New and enhanced services to the FINA Member National Federations have been put in place, including:

- **FINA E-LEARNING PLATFORM**
  > enhance and extend the access to aquatics knowledge for Athletes, Coaches, Administrators, Officials, and anyone related to aquatics.

- **FINA AQUATICS MANAGERS PROGRAMME**
  > support the FINA Member National Federations in their efforts to manage and administer their organisations.

- **OLYMPIC AQUATICS SUPPORT PROGRAMME**
  > provide financial support to all of FINA Member National Federations in their endeavors to develop and foster aquatics at all levels within their territories.

- **FINA CONTINENTAL SUPPORT PROGRAMME**
  > a grant to each Continental Association according to the projects submitted by each of them.

Additional programmes provided to National Federations, including Scholarships Programme, Schools for Officials, Clinics for Coaches and Officials, Coaches Certification Programme, Development Centers, Olympic Solidarity Programmes.

203 National Federations have been provided with support, and have been involved in any of these activities, redistributing almost 20 Million USD.
**Ensuring the Highest Levels of Service to Its Members, with a Focus on Administration and Technology, to Adapt to and Enhance the Global Aquatics Community.**

**Key Strategic Initiatives 2020-2021:**

- To further develop and implement new features and services with the use of FINA GMS, making it as one solid tool for internal operation.
- To design and implement required internal procedures for optimisation of operation.
- To define and start creating a digital platform (FINA extranet) to be used by both National Federations and FINA for improvement on inter-communication such as secure exchange of documents and information, and share best practices, etc.

**Additional Actions or Adjustments as a Result of Global Crisis Caused by COVID 19:**

- FINA HQ to work together with the Member National Federations for increasing the use of digitalisation, with potential focus on “virtualisation” of conferences and gatherings.
- Maximise availability and use of on-line educational and certification programmes for the National Federations.
PILLAR ONE:
RAISING STANDARDS

02/ 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.

2018-2019 MAIN ACHIEVEMENTS:

- Significant improvement and increase of content and organisational information posted on FINA website.
- Annual report with a detailed distribution of funds, resources and activities per continent and National Federation.
- The most updated dashboard with all the relevant performance indicators of performance and financial control indicators provided to FINA Bureau facilitating feedback and evaluation.
- To increase transparency, electronic voting system has been tested at several occasions and became as strongly recommended system for all FINA congresses.
2.1 ENSURE FINA GOVERNANCE IS TRANSPARENT, EFFECTIVE AND AGILE SO AQUATIC SPORTS CAN THRIVE IN AN EVER-CHANGING WORLD.

KEY STRATEGIC INITIATIVES 2020-2021:

- To standardise all procedures of decision taking and promote these so that all FINA Stakeholders are aware of them.
- To continue improving and increasing the reporting mechanisms so all Committees, Bureau and any other party involved can clearly receive and understand the status of any of the activities run by FINA.
- To establish an overall dashboard of control to effectively report to the management and subsequently to the FINA Executive and FINA Bureau.
- To increase and improve the communication channels so that FINA stakeholders are aware about both expected and actual results of any activity.
- To establish policy for publication of Minutes of FINA Executive and FINA Bureau meetings.
- To develop and release a FINA Good Governance document.
ENSURE FINA SUPPORTS ALL MEMBER NATIONAL FEDERATIONS IN THE ADOPTION OF GOOD GOVERNANCE.

2018-2019 MAIN ACHIEVEMENTS:

The Aquatics Managers Programme was launched in order to support the FINA Member National Federations in their efforts to manage and administer their organisations.

The programme offers the mentorship of recognised experts that guide the National Federations to strategically plan their activities in order to promote aquatics in the best way within their country.

MAIN OBJECTIVES:
1) increase the management competencies of the FINA National Federations;
2) support the FINA Member National Federations to better promote aquatics within their country;
3) promote the use of strategic planning in order to establish a common pattern of organisation among the FINA National Federations.

Strategic plans were developed by more than 80 National Federations through the support of FINA and aligned with the overall FINA Strategic Plan.

Topics and open discussions on Good Governance were organised as part of the official programme of the FINA World Aquatics Convention - 2018.
ENSURE FINA SUPPORTS ALL MEMBER NATIONAL FEDERATIONS IN THE ADOPTION OF GOOD GOVERNANCE.

KEY STRATEGIC INITIATIVES 2020-2021:

- To maintain highest level of transparency in order to keep a strong example for FINA Member National Federations.
- FINA HQ to provide advice and support to National Federations on how to potentially adjust policies and government relations within a changing political environment.
- To develop and release FINA Good Governance Guidelines for Member National Federations.
- To continue providing support to National Federations on review their Constitution, By-Laws and other relevant regulations.
- To continue enforce and wherever required to develop further the FINA Guidelines for Good Governance.
- To continue helping NFs building national strategic plans and moving towards a 100% rate of NFs with such plans in place.
**ENSURE FINA FINANCIAL MANAGEMENT REFLECTS THE HIGHEST RECOGNISED INTERNATIONAL STANDARDS.**

**2018-2019 MAIN ACHIEVEMENTS:**

- **Annual external financial audit is undertaken by PricewaterhouseCoopers SA, with the aim to obtain reasonable assurance that the financial statements are free from material misstatement, and comply with Swiss law, Swiss GAAP FER and FINA’s articles of incorporation.**

- **Almost 20 million USD invested during 2018-19 through FINA Development Programme platforms, programmes and activities.**

- **Measures taken to ensure the best and most effective use of the funds.**

- **Internal audit has been established, and assigned to evaluate a financial monitoring system for all accounting procedures (including control of proofs of payment, guidance for NFs, standardised measures and regulations, etc.).**
ENSURE FINA FINANCIAL MANAGEMENT REFLECTS THE HIGHEST RECOGNISED INTERNATIONAL STANDARDS.

KEY STRATEGIC INITIATIVES 2020-2021:

- To establish financial and accounting regulations that standardise any economic transaction or decision within FINA, and to consistently align all activities and procedures.

- To collaborate closely with both FINA Finance Committee and FINA Audit Committee and implement swiftly advice received from the committees.

- To increase and improve the communication related to the funding distribution, as well as the policies put in place to efficiently carry out this process.

- To enhance risk assessment capabilities in FINA including four-year scenario planning.
ENSURE FINA FINANCIAL MANAGEMENT REFLECTS THE HIGHEST RECOGNISED INTERNATIONAL STANDARDS.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

FINA to undertake a review of overall financial management for coming years, including communicating the financial consequence of recent postponements of major events as well as any implications for future revenues.

Define and establish the Reserve funds with the aim to secure the "going concern" and the "sustainability" of the organisation against any unforeseen event.

To secure revenue through existing and new contracts established with the partners, event organisers and broadcasters.
PILLAR ONE: RAISING STANDARDS

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.
FINA STRATEGIC PLAN 2018–2021
MID-WAY STATUS - JUNE 2020
PILLAR ONE: RAISING STANDARDS

3.1 FINA TO PROMOTE THE HIGHEST POSSIBLE ETHICAL VALUES TO PROTECT THE INTEGRITY OF AQUATIC SPORTS.

2018-2019 MAIN ACHIEVEMENTS:

- Dedicated “Intelligence & Educational” unit has been set up in FINA HQ with the aim to support the preservation of the spirit of sport and educate Athletes and support personnel on their rights and responsibilities.

- All FINA Development Programmes have been reviewed and were proved as “Gender Sensitive Programmes”, ensuring that equal opportunities are offered regardless of gender, and priming that women are empowered and to reach equal numbers in terms of participation and responsibility.

- FINA developed and implemented the Athlete Safeguarding policies, including policies for all the FINA Training and Development Centres, in order to ensure that Athletes’ integrity is protected.

- Various measures have been taken, including integration of athlete safeguarding module and mandatory competency as part of the FINA Coaches Certification Programme; Safe Athlete session for all Head Coaches of all NFs; Athlete safeguarding education for all administrators at the Aquatics Managers Programme;

- FINA has established co-operation with the IOC’s “Athletes 365” programme.
FINA STRATEGIC PLAN 2018–2021
MID-WAY STATUS - JUNE 2020
PILLAR ONE: RAISING STANDARDS

3.1 FINA TO PROMOTE THE HIGHEST POSSIBLE ETHICAL VALUES TO PROTECT THE INTEGRITY OF AQUATIC SPORTS.

KEY STRATEGIC INITIATIVES 2020-2021:

To put in place a route-map to review all the athlete safeguarding policies and procedures, which will include FINA Rules & Regulations review; In/out Competition measures and policies; Reporting mechanisms and Athlete, Coach & Federation education tools.

To have in place all the above-mentioned measures to ensure that Athletes are safeguarded accordingly.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

FINA office to initiate communication with National Federations and Athletes on how to transfer from the current situation back to “normality”.

Establishment of Task Force committees based on needs.

Organising webinars on relative subjects and topics, involving internal and external speakers and presenters.
3.2 FINA TO ENSURE ITS ROBUST ANTI-DOPING RULES, REGULATIONS AND PROCEDURES SAFEGUARD CLEAN ATHLETES.

2018-2019 MAIN ACHIEVEMENTS:

- An on-line training programme for Athletes on anti-doping developed.
- Educational programmes for Athletes on anti-doping organised in parallel with FINA competitions.
- IOC anti-doping requirements implemented across all FINA competitions.
- FINA signed a contract with the International Testing Agency (ITA). Starting from the 1st January 2019, out-of-competition testing programme is independently managed by ITA, including testing management and athlete biological passport.
- Event-based education delivered by FINA Anti-doping department at several FINA major events, with topics such as “Athletes’ rights and responsibilities before, during, and after the doping control process” as well as anti-doping topics to build competence in clean sport behaviours and make informed decisions.
- Active involvement, including presentations and panel discussions, of Athletes during FINA World Aquatics Conventions and other major gatherings.
PILLAR ONE: RAISING STANDARDS

KEY STRATEGIC INITIATIVES 2020-2021:

- To continue to use event-based education and establish closer relationships with Athletes and their entourage in order to improve awareness of every athlete’s right to clean sport.
- To deliver anti-doping education in partnership with local anti-doping agencies.
- To increase the use of comprehensive anti-doping services, independent from sporting or political powers.
- To promote and support anti-doping programmes initiated and developed by ITA.
- To enhance the systems of investigating circumstances around an Adverse Analytical Finding.
- To enhance systems of obtaining, assessing and processing intelligence to be used to detect doping followed by a rigorous investigative approach.
- To continue carrying out duties and reinforce efforts to comply with the World Anti-Doping Code.
- To ensure that the current crisis situation and lack of events does not lead to a shortfall of attention to anti-doping regulations.

FINA TO ENSURE ITS ROBUST ANTI-DOPING RULES, REGULATIONS AND PROCEDURES SAFEGUARD CLEAN ATHLETES.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

- FINA to make sure that the current crisis situation and lack of events does not lead to a shortfall of attention to anti-doping regulations.

3.2
FINA TO EDUCATE ITS ATHLETES, COACHES, OFFICIALS, AND NATIONAL FEDERATIONS TO ENSURE THEIR WELL-BEING AND COMPLIANCE WITH ETHICAL PRINCIPLES.

2018-2019 MAIN ACHIEVEMENTS:

Important medical studies completed and published, including Athlete’s Heart Project and Injury and Illness Prevention & Athlete Health and Wellness.

The FINA Coaches Certification Programme for Swimming and Artistic Swimming established with the aim of extending to the other disciplines.

Pathway developed with progressive learning opportunities for all Officials, Referees and Judges for all the Aquatics Sports ensuring that those officiating at FINA or Olympic competitions have been duly certified by FINA.
3.3 FINA TO EDUCATE ITS ATHLETES, COACHES, OFFICIALS, AND NATIONAL FEDERATIONS TO ENSURE THEIR WELL-BEING AND COMPLIANCE WITH ETHICAL PRINCIPLES.

KEY STRATEGIC INITIATIVES 2020-2021:

To ensure that Swimming Officials are properly certified and educated, and a standard curriculum of minimum competencies, including ethics and compliance, is put in place and undertaken by all Officials at FINA and Olympic competitions.

To continue reviewing and improving the Educational materials in order to adapt them to the ethics challenges of each moment.

To improve and develop the knowledge of coaches through standardising the competency level of each of the various stages of professional growth, as well as through offering progressive opportunities.
FINA STRATEGIC PLAN 2018–2021
MID-WAY STATUS - JUNE 2020
PILLAR ONE: RAISING STANDARDS

3.3 FINA TO EDUCATE ITS ATHLETES, COACHES, OFFICIALS, AND NATIONAL FEDERATIONS TO ENSURE THEIR WELL-BEING AND COMPLIANCE WITH ETHICAL PRINCIPLES.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

To establish a Task force to support Athletes with guidelines during crises. (e.g. Task Force - COVID19)

Organising webinars on relative subjects and topics, involving internal and external speakers and presenters. (e.g. - “Strength Training (Parts 1,2,3)”.
“Harassment and Abuse in Sport”)

FINA to develop a brief set of guidelines for “now” and “next” situation and circulate these to Athletes together with an update ion the adjusted event calendar.

https://learning.fina.org/
PILLAR TWO: ACCELERATING POTENTIAL

**04/ p. 35**

INCREASE PARTICIPATION IN AQUATIC SPORTS

- **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.

**05/ p. 42**

OPTIMISE HIGH-PERFORMANCE PATHWAYS

- **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.
BUILDING STRONG FOUNDATIONS IS A REQUIREMENT FOR THE GROWTH AND DEVELOPMENT OF THE 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

2018-2019 MAIN ACHIEVEMENTS:

- Monitoring system established for annual review of registered members of all FINA Member National Federations.
- Information and direct support system created for NFs based on annual review data.

An estimated participation of **34 million athletes** reached through the various different programmes initiated by FINA through the National Federations covering the following categories:

- ELITE (Competing at Olympic, World and Continental Level);
- JUNIOR (18-16 Years old not competing at the above level);
- YOUTH AND YOUNGER (U16 not competing at the two above levels);
- MASTERS;
- AMATEURS.
4.1 INCREASE NUMBER OF REGISTERED PARTICIPANTS IN AQUATIC SPORTS TO 30 MILLION BY 2021.

KEY STRATEGIC INITIATIVES 2020-2021:

- To encourage NFs to activate and increase their membership considering the added value that this brings to their organisations.
- To put in place relevant activities of support from FINA in order to promote Aquatics and increase the number of practitioners (Learn to Swim Programmes, grassroots programmes, etc.)
- Prepare plan of actions for extension of registered members up to 50 million during the next 4 years.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

- To consider how digitalisation in some parts of the world could be further used in an effort to increase number of registered participants.
PILLAR TWO: ACCELERATING POTENTIAL

Regional FINA Training Centres established in Thailand, Senegal, Russia and USA.

Administration and management courses for NFs organised in each continent.

During the period 2018-2019 FINA reached through various programmes a total of 10’626 participants (175 Athletes; 6’240 Coaches; 4’007 Officials; 204 Administrators).

Each year over 160 NFs participate in the FINA Olympic Aquatics Support programme, receiving financial support from FINA to develop and foster Aquatics at all levels within their territories. (During the years 2018-2019, up to 10 million USD was invested by FINA in the projects under the programme.)

More than 800 projects have been reviewed, approval and supported by FINA during the period.

1,2 million USD have been provided among all the Continental Associations under the FINA Continental Support Programme.

2018-2019 MAIN ACHIEVEMENTS:
4.2 SUPPORT NATIONAL FEDERATIONS TO GROW AQUATICS COMMUNITIES AND PROMOTE HEALTHY LIVING.

KEY STRATEGIC INITIATIVES 2020-2021:

- To increase the number of activities carried out by FINA in promoting all six Aquatic disciplines.
- To increase and improve the communication with NFs through all channels and for all different target groups.
- FINA to look into additional promotional activities further linking Aquatic sports and Well-being.
WORK WITH INTERNATIONAL OLYMPIC COMMITTEE, UNITED NATIONS, AND GOVERNMENTAL ORGANISATIONS TO REDUCE NUMBER OF PEOPLE DROWNING EACH YEAR.

2018-2019 MAIN ACHIEVEMENTS:

- Increased cooperation with UNESCO on various development programmes.
- Swimming for All programme intensified with active participation of a wide range of organisations.
- Aquatics Day has been established and now organised by the National Federations based on preferable dates and on a regular basis. The Aquatics Day is organised in cooperation with governmental agencies and financial contribution from FINA.
WORK WITH INTERNATIONAL OLYMPIC COMMITTEE, UNITED NATIONS, AND GOVERNMENTAL ORGANISATIONS TO REDUCE NUMBER OF PEOPLE DROWNING EACH YEAR.

KEY STRATEGIC INITIATIVES 2020-2021:

- To continue the optimisation of Swimming for All, Swimming for Life programme and all related initiatives.
- To study new ways based on digital communications of both promoting and implementing Swimming for All, Swimming for Life initiatives.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

- FINA office to investigate whether FINA could be involved in the new IOC / WHO sport-health initiative.
PILLAR TWO: ACCELERATING POTENTIAL

05/ 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.

2018-2019 MAIN ACHIEVEMENTS:

- Strong increase (14%) in number of NFs participating at the FINA World Championships and competing among all six Aquatics disciplines (results of 2019 compared to 2017).
- Strong increase (16%) in number of NFs participating at the FINA World Swimming Championships (25m) (result of 2018 compared to 2016).
- FINA Scholarship for Athletes extended to Artistic Swimming and Diving.
- A range of countries, including ESA, IND, PAK, THA, BHU, SEN, CIV and NGR, for the first time had duly qualified Athletes at the FINA World Championships 2019.
PILLAR TWO: ACCELERATING POTENTIAL

To continue providing support, empowering NFs for sustainable development of potential elite Athletes.

To define appropriate support needed for emerging NF’s to compete at the FINA events.

To promote annual FINA events where the NFs can get relevant experience competing internationally. (e.g. FINA Swimming World Cup, FINA Diving Grand Prix, FINA Artistic Swimming World Series etc.)

FINA HQ to inform and promote all events and competitions available for attendance by the NFs.

To extend the FINA Scholarship Programme to include all Aquatics disciplines.

INCREASE NUMBER OF NATIONAL FEDERATIONS THAT DEVELOP ELITE ATHLETES AND TEAMS QUALIFYING FOR FINA EVENTS AND THE OLYMPIC GAMES.

KEY STRATEGIC INITIATIVES 2020-2021:
To continue providing support, empowering NFs for sustainable development of potential elite Athletes.

In 2018, the FINA Swimming Coaches Certification Programme was launched.

389 Coaches from 25 Countries have been successfully certified.

The FINA Coaches Certification Programmes for Artistic Swimming and Water Polo were initiated with a brand new and unique content, specifically created for these programmes.

100% OF ATHLETES COMPETING IN FINA EVENTS HAVE COACHES CERTIFIED BY FINA.

2018-2019 MAIN ACHIEVEMENTS:
5.2 100% OF ATHLETES COMPETING IN FINA EVENTS HAVE COACHES CERTIFIED BY FINA.

KEY STRATEGIC INITIATIVES 2020-2021:

To continue expanding the FINA Coaches Certification Programme among all the Aquatics disciplines, as well as increasing the number of the courses organised worldwide.

To develop a standard procedure to ensure that all Coaches at the different stages and positions of responsibility have the relevant education and competency level.

To boost communication with the FINA Member National Federations about the need of a Coaches Certification system and its importance in promotion and development of Aquatic sports at all levels.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

Through communication with the NF’s encourage Coaches to use FINA’s e-Learning Platform, with Coaches Certification courses on-line.
INCREASE NUMBER OF NATIONAL FEDERATIONS THAT DEVELOP ELITE ATHLETES AND TEAMS QUALIFYING FOR FINA EVENTS AND THE OLYMPIC GAMES.

5.3 2018-2019 MAIN ACHIEVEMENTS:

**New certification system for Judges** has been developed for all Aquatics disciplines.

**212 Schools for Judges and Referees** across all five continents were organised during the period.

**More than 3200 Officials** educated among all six Aquatics disciplines through the FINA Schools Programme.

**Progressive pathway for five Aquatics disciplines** was successfully established allowing any judge, official or referee to understand the necessary steps to be taken in order to be certified, enhance their level, and ultimately to be able to officiate at FINA competitions or Olympic events.
INCREASE NUMBER OF NATIONAL FEDERATIONS THAT DEVELOP ELITE ATHLETES AND TEAMS QUALIFYING FOR FINA EVENTS AND THE OLYMPIC GAMES.

KEY STRATEGIC INITIATIVES 2020-2021:

1. To establish the FINA Swimming Officials pathway for different levels, including necessary learning process and competency checks.
2. To further promote the FINA Schools for Officials programme.
3. To enhance communication and information about rules and regulations, so they are understood, promoted and applied.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

1. To increase availability and use of on-line courses, tests and articles about the rules and regulations.
PILLAR THREE: UNITING PASSIONS

06/ p. 50
ENGAGE AND GROW AUDIENCES WORLDWIDE

6.1 BUILD STRONG RELATIONSHIPS WITH ATHLETES. p. 51

6.2 CREATE STRONG NARRATIVES AROUND ATHLETES AND TEAMS, AND MORE CONSISTENT AND IMPROVED COVERAGE OF ALL FINA EVENTS. p. 54

6.3 LEVERAGE OLYMPIC GAMES TO PLACE AQUATICS CENTRE STAGE. p. 56

07/ p. 58
INSPIRE ATHLETES TO BE THE BEST THEY CAN BE

7.1 DELIVER SUCCESSFUL EVENTS THAT SHOWCASE THE WORLD’S BEST ATHLETES. p. 59

7.2 INCREASE THE SPREAD OF MEDAL WINNERS AND EVENT HOSTS ACROSS MORE NATIONAL FEDERATIONS. p. 61

7.3 ENSURE FINA AWARDS ARE SEEN AS THE ULTIMATE AQUATICS ACCOLADE FOR ATHLETES, COACHES, AND OFFICIALS. p. 63
PILLAR THREE: UNITING PASSIONS

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.
DEVELOP STRATEGIES AND SYSTEMS TO INCREASE BUSINESS INTELLIGENCE.

2018-2019 MAIN ACHIEVEMENTS:

- Chair of Athletes Committee confirmed as voting member of FINA Bureau.
- New competition formats developed following dialogues with top Athletes.
- FINA continuously increase prize money funds distributed at various competitions.
- Intensified on-going dialogue with members of FINA Athletes committee.
- FINA Athletes Committee members started to attend various FINA competitions, with the aim to maintain direct dialog with the Athletes.
- In 2019, FINA representatives (Members of the FINA Athletes Committee) participated at the IOC International Athletes Forum.
To further consult Athletes in questions related to international competitions and new schedules of events.

To invite former Athletes to contribute in promotion of the Aquatic sports, and “lead by example” the peers and young Athletes.

To study options for developing a digital platform for Athletes, which can facilitate information and opinion exchange between Athletes, and between FINA and Athletes.
6.1 DEVELOP STRATEGIES AND SYSTEMS TO INCREASE BUSINESS INTELLIGENCE.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

- FINA Marketing Department to produce advice and guidelines to Athletes on “now” and “next” in terms of staying in touch with fans and sponsors and ideally increasing relevance for these.
- FINA HQ to initiate communication with Athletes on how to keep training under restrictions and how to transfer from the current situation back to “normality”.
- Establishment of Task Force committees based on needs.
- Invite Athletes to participate in on-line interviews, and various activities initiated by FINA on social media.
A practice has been established for enabling Athletes to use FINA high quality footage for personal social media accounts.

FINA Ranking and results database, became available through the FINA website and FINA mobile application.

New event standards implemented, including minimum requirements regarding media and broadcasting, as well as for streaming at FINA TV.
CREATE STRONG NARRATIVES AROUND ATHLETES AND TEAMS, AND MORE CONSISTENT AND IMPROVED COVERAGE OF ALL FINA EVENTS.

KEY STRATEGIC INITIATIVES 2020-2021:

- To work on expanding new digital platforms supporting Athletes’ efforts of personal promotion.
- To enhance the FINA mobile application with the aim of creating most complete and trusted source for athlete bios/statistics.
- To collect and further encourage Athletes to share data, including video/photo images for use on the platform.
Aquatics/FINA confirmed as the sport awarding the most Olympic medals amongst all International Federations.

Swimming Competitions at the Olympic Games programme, received one additional day due to the inclusion of two more individual events and one mixed relay in the competition programme.

Number of countries competing at Water Polo events at the Olympic Games increased with two additional teams.

(2 additional teams in Women’s Water Polo tournament)
LEVERAGE OLYMPIC GAMES TO PLACE AQUATICS CENTRE STAGE.

KEY STRATEGIC INITIATIVES 2020-2021:

- To continue promoting High Diving to be included in the Olympic programme.
- To continue the efforts for securing an increase in number of participating Athletes (in Diving, Water Polo, Marathon Swimming).
- To further develop and present arguments for the inclusion of additional Swimming events (e.g. mixed relay and 50m events in the programme of future Olympic Games), Mixed duet events in Artistic Swimming, etc.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

- FINA together with the IOC to revise qualifying procedure for the Olympic Games in Tokyo 2021.
- FINA to revise overall communications plan based on new Tokyo Olympic Games dates for 2021.
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.
## DELIVER SUCCESSFUL EVENTS THAT SHOWCASE THE WORLD’S BEST ATHLETES.

### 2018-2019 MAIN ACHIEVEMENTS:

<table>
<thead>
<tr>
<th>Detailed event standards for the FINA major events have been developed and implemented including necessary requirements addressed to the LOC.</th>
<th>Minimum requirements and guidelines for organisation of Sport Presentation at the FINA events have been established, in collaboration with the world leaders from the industry.</th>
<th>Advice provided to Athletes on how to get involved in host city activities, including social engagement in connection with FINA events.</th>
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<tr>
<td>Long term events planning implemented, including new host cities in various continents.</td>
<td>Guidelines developed for Athletes on how to better engage with spectators at FINA events</td>
<td>New FINA Champions Swim Series launched in Asia, Europe and North America with brand new format and strongly enhanced sports presentation.</td>
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PILLAR THREE: UNITING PASSIONS

To develop the level of the FINA events and expand into new host countries and cities.

To continue testing new competition formats and new elements of sports presentation.

To establish a system of exchanging experience and documenting best practices among local organisers of FINA events.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

Additional information to be collected and analysed regarding any shifts of perception in hosting major sports event among potential host cites.
INCREASE THE SPREAD OF MEDAL WINNERS AND EVENT HOSTS ACROSS MORE NATIONAL FEDERATIONS.

2018-2019 MAIN ACHIEVEMENTS:

- The highest number of NF’s participating at the FINA World Championships - 2019 reached 191, plus a Refugee team.
- Systematic out-reach plan initiated for getting in contact with new potential host countries and cities for FINA events.
- FINA Artistic Swimming World Series introduced in four continents with new formats and upgraded sports presentation.
7.2 INCREASE THE SPREAD OF MEDAL WINNERS AND EVENT HOSTS ACROSS MORE NATIONAL FEDERATIONS.

KEY STRATEGIC INITIATIVES 2020-2021:

To further develop FINA Artistic World Series and expanding the Series into new host countries and cites.

To continue the promotion of FINA events to potential host cities around the world, including countries without experience in the hosting of Aquatics events.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

FINA to initiate an additional round of out-reach to potential future host cites in an effort to further explain and promote the benefits of hosting Aquatics events.
7.3 ENSURE FINA AWARDS ARE SEEN AS THE ULTIMATE AQUATICS ACCOLADE FOR ATHLETES, COACHES, AND OFFICIALS.

2018-2019 MAIN ACHIEVEMENTS:

FINA Awards Gala organised with great success in Hangzhou, China in 2018.
PILLAR THREE: UNITING PASSIONS

To develop a system with various categories for recognising and awarding the best local organisers of FINA events.

To develop a system with various categories for best organisers of the FINA events.

To further develop the FINA Gala with the inclusion of additional nominations, and with voting by fans through social media sources.

ENSURE FINA AWARDS ARE SEEN AS THE ULTIMATE AQUATICS ACCOLADE FOR ATHLETES, COACHES, AND OFFICIALS.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

A final evaluation of the planned staging of the FINA Awards Ceremony in conjunction with the FINA World Swimming Championships (25m) in Abu Dhabi to be conducted.
PILLAR FOUR: SUSTAINING GROWTH

08/ p. 66
CONSISTENTLY DELIVER ENTERTAINING EVENTS

8.1 DEVELOP A CONSISTENT CALENDAR OF EXCITING EVENTS TO INCLUDE ALL DISCIPLINES. p. 67
8.2 BUILD LOYAL AND VALUABLE AUDIENCES FOR EACH DISCIPLINE. p. 69
8.3 REGULATE THE DELIVERY OF EVENTS ACCORDING TO FINA RULES AND STANDARDS. p. 71

09/ p. 73
UNITE STAKEHOLDERS IN THE PROMOTION OF AQUATIC SPORTS

9.1 MAINTAIN STRONG PARTNERSHIPS WITH NATIONAL FEDERATIONS, CONTINENTAL ASSOCIATIONS, BROADCASTERS, SPONSORS, AND EVENT ORGANISERS. p. 74
9.2 REMAIN A VALUABLE AND COMMITTED PARTNER TO THE INTERNATIONAL OLYMPIC COMMITTEE. p. 76
9.3 ENCOURAGE THE DEVELOPMENT OF THE GLOBAL AQUATICS INDUSTRY THROUGH THE INCREASE OF NETWORKING OPPORTUNITIES. p. 78

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MAXIMISE REVENUES FOR SUSTAINABLE GROWTH OF AQUATIC SPORTS

10.1 MAXIMISE COMMERCIAL VALUE OF FINA WORLD CHAMPIONSHIPS AND DRIVE RECORD LEVELS OF REVENUE THROUGH ALL ASSETS. p. 81
10.2 PROTECT THE LEGITIMATE AND COMMERCIAL INTERESTS OF FINA AND ITS STAKEHOLDERS. p. 84
10.3 DELIVER ONGOING SUSTAINABLE INVESTMENT IN THE AQUATIC SPORTS. p. 86
PILLAR FOUR: SUSTAINING GROWTH

08/ 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.

2018-2019 MAIN ACHIEVEMENTS:

- 12-month detailed calendar system implemented for all FINA events.
- Long-term contracts concluded with host cities for all disciplines to ensure consistency and securing local expertise.
- Continuous engagement established with host cities and organisers of FINA events.
8.1 DEVELOP A CONSISTENT CALENDAR OF EXCITING EVENTS TO INCLUDE ALL DISCIPLINES.

KEY STRATEGIC INITIATIVES 2020-2021:

To increase coordination with continental and national level organisations to optimise planning of the annual event calendar.

To work on moving towards establishing a 24-month detailed calendar for all FINA events.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

To define the list of the FINA events affected by rescheduling of major international events for the period until 2023, and discuss with all relevant stakeholders the best possible scenario for new dates.

By the end of 2020 to establish and circulate the adjusted global event calendar for 2021-2022.
PILLAR FOUR: SUSTAINING GROWTH

Increased social media presence established for all disciplines with on-going audience engagement activities.

Promotion of Aquatic sports through social media has been enlarged significantly across all FINA events, including more educational programmes aimed at increased understanding of Aquatics disciplines amongst the general public.

2018-2019 MAIN ACHIEVEMENTS:

Beach Water Polo activities and competitions have been tested at the FINA World Championships in Gwangju - 2019.
8.2 BUILD LOYAL AND VALUABLE AUDIENCES FOR EACH DISCIPLINE.

KEY STRATEGIC INITIATIVES 2020-2021:

To further collaborate with and support FINA event organisers in promoting local stars to create greater engagement and involvement of spectators and communities.

To develop communication strategies to more effectively transfer the massive interest for Aquatic Sports at Olympic Games into similar interest at FINA’s events (e.g. FINA Swimming World Cup, FINA Diving World Series, etc.).

To enhance the relationships with regular host cities of FINA events in order to build further loyalty from local fans and media.

To further develop the concept of free access venues for FINA competitions in Open Water Swimming and High-Diving.
PILLAR FOUR: SUSTAINING GROWTH

8.3 REGULATE THE DELIVERY OF EVENTS ACCORDING TO FINA RULES AND STANDARDS.

2018-2019 MAIN ACHIEVEMENTS:

- Increased knowledge transfer programme implemented to secure expertise from FINA experts is handed over to FINA event organisers.
- Test clinics organised to control the quality of knowledge transfer programmes.
PILLAR FOUR: SUSTAINING GROWTH

To establish standards for transferring knowledge from FINA and past organisers to newly established OCs of FINA events.

To study ways of further raising standards across important areas of FINA events.

To perform study and define tools to implement standardisation in evaluation of FINA events delivery.

FINA HQ to look into whether FINA events regulations will need any adjustment in terms of health protection of Athletes, Officials, Volunteers and spectators.

KEY STRATEGIC INITIATIVES 2020-2021:

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:
PILLAR FOUR: SUSTAINING GROWTH

09/ 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.
MAINTAIN STRONG PARTNERSHIPS WITH NATIONAL FEDERATIONS, CONTINENTAL ASSOCIATIONS, BROADCASTERS, SPONSORS, AND EVENT ORGANISERS.

2018-2019 MAIN ACHIEVEMENTS:

Increased on-going communications from FINA office to all stakeholders throughout the year.

197 FINA Member National Federations hosted or benefited from at least one of the FINA Development Activities.

Established the Continental Associations as key partner in the identification of those National Federations with greater needs providing good support for the FINA Development Department to make sure that its efforts are efficiently focused and delivered.

Substantial engagement with all groups within the Aquatics family secured during the FINA Convention, including exhibition opportunities for wider industry.

More than 22 million USD distributed among all the National Federations and Continental Associations, being a major source of income and support for most, and allowing these to carry out the necessary activities to promote and grow the sport within their regions.
9.1 MAINTAIN STRONG PARTNERSHIPS WITH NATIONAL FEDERATIONS, CONTINENTAL ASSOCIATIONS, BROADCASTERS, SPONSORS, AND EVENT ORGANISERS.

KEY STRATEGIC INITIATIVES 2020-2021:

To ensure that all 209 FINA Member National Federations are involved in the FINA Development Programme and thus benefit from the resources provided and engaged in the growth and promotion of Aquatics.

To continue increasing the relationship with the Continental Associations in order to better monitor the level of development of Aquatics in their territories.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

FINA to produce strategy input on how to overcome crisis and how to turn problems into opportunities and achieve mutual benefits.
FINA has been confirmed as the member of the top group A at the Summer Olympic Games.

FINA became one of the International Federation that receives more support through Olympic Solidarity and their various programmes for Athletes and Coaches.

FINA has been confirmed as the IF at the Olympic Games bringing the biggest number of Athletes, representing the most countries and territories.

2018-2019 MAIN ACHIEVEMENTS:
9.2 REMAIN A VALUABLE AND COMMITTED PARTNER TO THE INTERNATIONAL OLYMPIC COMMITTEE.

KEY STRATEGIC INITIATIVES 2020-2021:

- To promote further the scholarships Olympic programme among all the National Federations as well as through the Olympic Solidarity with the aim of FINA becoming the leading international Federation in this area.

- To increase both internal and external communication about the strong relationship between FINA and IOC, including the strong position of Aquatics in the Olympic programme.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

- FINA HQ to consider in which ways the event postponements could be utilised for building even stronger IOC-FINA relations.
4.3

ENCOURAGE THE DEVELOPMENT OF THE GLOBAL AQUATICS INDUSTRY THROUGH THE INCREASE OF NETWORKING OPPORTUNITIES.

2018-2019 MAIN ACHIEVEMENTS:

FINA Convention organised in 2018 in Hangzhou, China, with a record number of NF’s, commercial organisations and overall participants attending the event.

Certification system of Swimming pools developed for FINA events.

350 Coaches from over 180 National Federations participated at the 2018 Swimming Coaches Golden Clinic, to exchange ideas, knowledge and best practices, as well as to learn from the leading experts of the moment.
ENCOURAGE THE DEVELOPMENT OF THE GLOBAL AQUATICS INDUSTRY THROUGH THE INCREASE OF NETWORKING OPPORTUNITIES.

KEY STRATEGIC INITIATIVES 2020-2021:

- To keep increasing the number of NFs participating in the FINA Development Programme.
- To increase the participation at the FINA Swimming Coaches Golden Clinic.
- To further develop the FINA Convention for the 2020 edition in Abu Dhabi with the strong on-site presence of the global aquatics industry.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

FINA to produce strategy input on how to overcome crisis and how to turn problems into opportunities and achieve mutual benefits.

Aquatics is part of my identity
An Olympic Dream is my earliest memory / goal
I made mistakes
I am willing to share

LEGACY - LEAVE THE SWIM JERSEY IN A BETTER PLACE
PILLAR FOUR:
SUSTAINING GROWTH

10/ MAXIMISE REVENUES FOR SUSTAINABLE GROWTH OF THE 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 THE AQUATIC SPORTS, CREATE VALUABLE PARTNERSHIPS, AND GENERATE REVENUES TO REINVEST IN PARTICIPATION AND HIGH-PERFORMANCE PROGRAMMES.
MAXIMISE COMMERCIAL VALUE OF FINA WORLD CHAMPIONSHIPS AND DRIVE RECORD LEVELS OF REVENUE THROUGH ALL ASSETS.

2018-2019 MAIN ACHIEVEMENTS:

Host city contracts for organisation of the FINA major events including FINA World Championships have been concluded for the period up to 2027.

Long term sponsorship and television contracts secured for all major FINA events.

Sponsorship contracts with important new partners signed for multi-year arrangements, including new contracts for title sponsorships.

Sponsorships contracts running until 2028 with higher terms compared to previous period.

FINA WORLD CHAMPIONSHIPS
- 2022 FUKUOKA (JPN)
- 2023 DOHA (QAT)
- 2025 KAZAN (RUS)
- 2027 BUDAPEST (HUN)

FINA WORLD SWIMMING CHAMPIONSHIPS (25m)
- 2021 ABU DHABI (UAE)
- 2022 KAZAN (RUS)
- 2024 BUDAPEST (HUN)
To conclude additional sponsorship contracts with Official FINA Partners as well as Official FINA Suppliers.

To initiate a process of developing new categories of FINA partners as well as initial steps for diversifying rights based on specific geographical markets.

To further develop plan for FINA Partners to make investments in the FINA programmes as a supplement or alternative to involvement in FINA competitions.

To maximize capacity to cover all geographical areas worldwide in terms of broadcasting of FINA events and balance the approach with live streaming where needed.

To continue the on-going out-reach activities to potential future host cities for FINA events in all Aquatics disciplines.

MAXIMISE COMMERCIAL VALUE OF FINA WORLD CHAMPIONSHIPS AND DRIVE RECORD LEVELS OF REVENUE THROUGH ALL ASSETS.

KEY STRATEGIC INITIATIVES 2020-2021:
PILLAR FOUR: SUSTAINING GROWTH

FINA to produce strategy input on how to overcome crisis and how to turn problems into opportunities and achieve mutual benefits.

To secure signature/conclusion of the contract with the commercial partners, for prolongation of partnerships.

To look for all possibilities in maintaining and delivering of existing contract terms, and wherever possible to increase terms through possibility in providing additional value to the partners and sponsors.

MAXIMISE COMMERCIAL VALUE OF FINA WORLD CHAMPIONSHIPS AND DRIVE RECORD LEVELS OF REVENUE THROUGH ALL ASSETS.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:
The coordination with FINA Members NF's as well as OCs in charge of the FINA evens increased on all levels to further strengthen the links between the international and the national level.

FINA initiated activities to fight against pirate content, especially video footage from FINA's main competitions, being made available on digital media platforms.

As a result, such activities increased number of subscribers and followers on all FINA digital platforms.

Fundamental values of sport and of Aquatics promoted heavily by FINA and communicated to a wide range of FINA stakeholders.

Consultation initiated with NF’s in terms of protecting legitimate rights for a national governing body.

Betting activities in connection with FINA events worldwide are not permitted under FINA Rules.
10.2 PROTECT THE LEGITIMATE AND COMMERCIAL INTERESTS OF FINA AND ITS STAKEHOLDERS.

KEY STRATEGIC INITIATIVES 2020-2021:

To reinforce the stand of FINA not allowing betting in connection with FINA events in an on-going communications effort to all stakeholders.

To continue and further develop the process of consultation with National Federations in terms of protecting their rights as national governing bodies of the Aquatics disciplines.

To increase efforts for in the field of Athletes’ protection in close cooperation with both Athletes and their National Federation.

ADDITIONAL ACTIONS OR ADJUSTMENTS AS A RESULT OF GLOBAL CRISIS CAUSED BY COVID 19:

FINA Marketing Department to conduct a review of current systems in terms of protecting commercial rights.
FINA established practice providing consultancy and delivering necessary expertise to NF’s, LOC(s) and governmental organisations regarding evaluation of investments in construction, renovation and use of Aquatics sports facilities.

FINA Facilities Rules approved by the FINA General Congress 2019 and updates completed in terms of reasonability and maintain minimum necessary requirements and standards for the venues and facilities to be used for Aquatic sports competitions.

“Pools for All” support programme for National Federations tested in several continents.

Coordination of the provision of pools from Official FINA Suppliers to event organisers managed and optimised.

2018-2019 MAIN ACHIEVEMENTS:
10.3 DELIVER ONGOING SUSTAINABLE INVESTMENT IN THE AQUATIC SPORTS.

KEY STRATEGIC INITIATIVES 2020-2021:

- To provide transfer of technical knowledge related to the planning, construction and management of Aquatic centres, venues and facilities in order to ensure legacy and sustainability.
- To facilitate development of solutions for installations for the organisers of the FINA major events to achieve best return on investments.
- To further enhance the “Pools for All” support programme for National Federations in various continents.
- To increase working together with the bidders for major events on technical dossiers for evaluation.
- To provide collaboration through National Federations for Organising Committees for any competitions where FINA does not have direct participation (such as Pan American Games, Asian Games, African Games and the Commonwealth games).
NEXT STEPS:

WE COMMITTED TO CONTINUE TO SUCCESSFULLY DELIVER INITIATIVES AS OUTLINED AND STATED IN THE STRATEGIC PLAN FOR THE PERIOD OF 2020 - 2021, AND REINFORCE OUR COLLABORATIVE EFFORTS TO USE ALL AVAILABLE OPPORTUNITIES TO OVERCOME DIFFICULTIES CAUSED BY DISRUPTION OF COVID-19.