

# Table of contents

## FINA National Federations Development Handbook 2010

<b>1</b>	<b>Creating your plan</b>	<b>p 9</b>
1.1	Developing mission, vision and values	p 13
1.2	A strategic plan for a National Federation	p 19
1.3	New ideas on strategic planning	p 27
1.4	The financial plan	p 31
	Annex A – Model: Chart of Account	p 38
1.5	Winning story – Swimming New Zealand	p 39
<b>2</b>	<b>Securing your structure</b>	<b>p 43</b>
2.1	Structure: making the plan work	p 47
2.2	Governance of a National Federation	p 51
2.3	National Federation structures	p 57
	Annex B – National Federations Organisational Structure	p 62
2.4	Measurement and evaluation	p 67
2.5	Winning story – Danish Swimming Federation	p 71
<b>3</b>	<b>Promoting your brand</b>	<b>p 75</b>
3.1	Creating a National Federation brand	p 79
3.2	Promotional activities	p 85
3.3	Media relations and operations	p 91
	Annex C – FINA Press Releases	p 98
3.4	Digital media and social networks	p 101
3.5	Winning story – Brazilian Swimming Federation	p 107
<b>4</b>	<b>Choosing your people</b>	<b>p 111</b>
4.1	Motivating for involvement	p 115
4.2	Working with volunteers	p 119
4.3	Creating a learning organisation	p 123
4.4	Rules, policies and ethics	p 127
4.5	Winning story – Italian Swimming Federation	p 131
<b>5</b>	<b>Increasing your income</b>	<b>p 135</b>
5.1	Growing the membership	p 139
5.2	Sponsorship	p 143
5.3	Working with public sector	p 149

5.4	Alternative funding opportunities	p 157
5.5	Winning story – USA Swimming	p 161

## 6 Supporting your sport p 165

6.1	Supporting athletes	p 169
6.2	Supporting coaches	p 173
6.3	Supporting officials	p 177
6.4	Competition and events	p 181
	Annex D – FINA World Championships timeline	p 185
6.5	Winning story – Amateur Swimming Federation of Fiji	p 187

## 7 Improving your skills p 191

7.1	The importance of continuous improvement	p 195
7.2	Presentation skills	p 203
7.3	Selling and influencing skills	p 215
7.4	Negotiation skills	p 223
7.5	Winning story – Papua New Guinea Swimming, Inc.	p 231

## 8 Enhancing your development programmes p 237

8.1	FINA National Federations Development Programme	p 241
	8.1.1 FINA Leaders and Administrators Development Programmes	p 246
	8.1.2 FINA Athletes Development Programmes	p 270
	8.1.3 FINA Coaches Development Programmes	p 296
	8.1.4 FINA Officials (Judges and Referees) Development Programmes	p 330
8.2	Olympic Solidarity Programmes	p 355
8.3	FINA Anti-doping Programmes	p 369
8.4	National partnerships	p 373
8.5	Winning story – Swimming/Natation Canada	p 379