



100

1927 - 2027

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PANEL 1
EUROPEAN AQUATICS
FROM STRATEGY TO DELIVERY

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EUROPEAN
AQUATICS

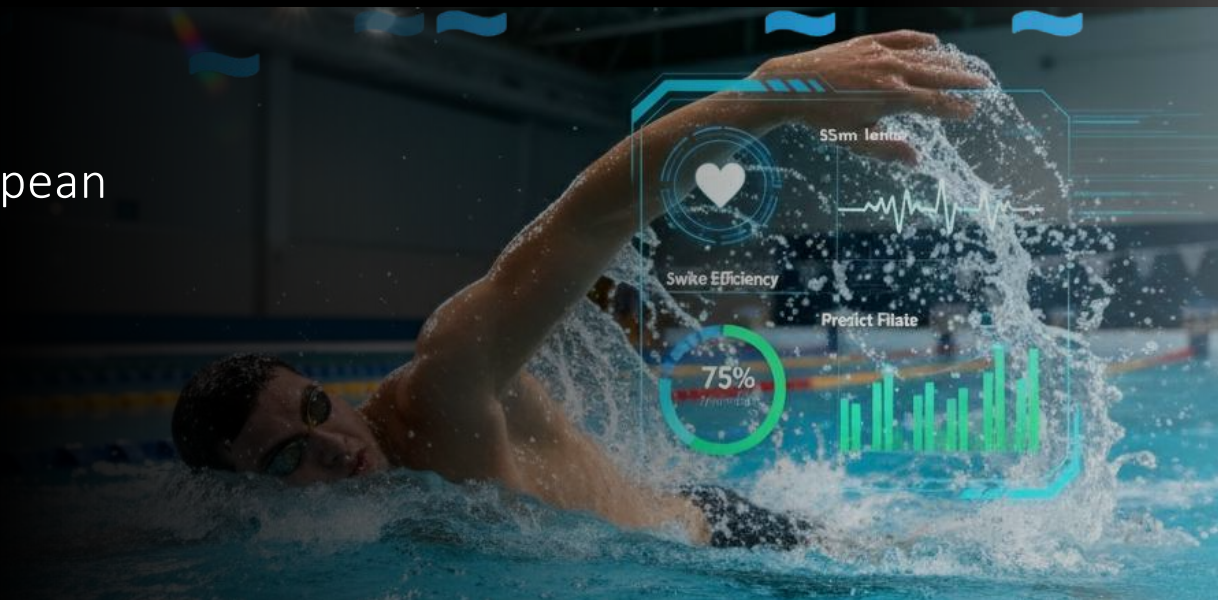
A century in your element

From Digital Strategy to Delivery

Digital Transformation Journey of European Aquatics with EPAM

2026 EA CONGRESS BAKU

EPAM Proprietary & Confidential.



From Strategy to Delivery

Turning the European Aquatics 2024–2030 Strategic Plan into digital capabilities that serve the whole aquatics family

The strategy: EA priorities

- A. A unified approach across all disciplines, from elite to development level
- B. A stronger, more modern European Aquatics brand
- C. Digital transformation, including a unified Data Hub and a new EA app
- D. Sustainability and social impact



Delivery of digital capabilities in 2026

- Digital Asset Management: content and storytelling platform enabling strategic priorities A, B, C
- Data Hub: one trusted source of aquatics data delivering strategic priorities B and C
- Water Polo Sensors: innovation on the field of play enabling new data points for teams and coaches to learn from and reforming the future of fan engagement across all disciplines. Enabling A, B and C strategic priorities.
- WizTeam as the unified event management platform for all disciplines and events, A, C and D
- Digital Congress Pack reducing significantly the paper usage and CO2 footprint: C and D

Foundation

- An AI-enabled delivery model that brings strategy, product and engineering together in one team, delivering fast with running costs that stay sustainable for a sports federation
- EA and EPAM aim to onboard the interested federations and clubs on this autonomous solution delivery platform from 2027 on.

European Aquatics digital capabilities are not a set of separate IT projects they are all part of a single and connected digital ecosystem built to deliver EA's strategic plan at pace, quality and scale.

2026: What We Delivered Together

Three core capabilities, aligned with the EA 2026 Action Plan

1. Digital Asset Management

Supports: a stronger EA brand, sponsor activation and digital content sharing

Value for EA

- Photos and videos flow from live events to media, partners and sponsors in near real time
- AI tagging makes every asset searchable
- The historical archive is preserved and unified

Benefit for federations

- Immediate access to high-quality content from European events featuring their athletes
- Ready to use for national communication, social media and sponsor reporting

2. Data Hub

Supports: the unified Data Hub commitment in the 2026 Action Plan

Value for EA

- One governed source for competition, athlete and event data across all platforms
- The foundation for better decisions and new revenue

Benefit for federations

- Consistent, reliable data on their athletes and results
- Less manual work and one version of the truth across Europe

3. Water Polo Sensors

Supports: innovation in the sport, better broadcast and event presentation, and athlete engagement

Value for EA

- Sensor technology in balls and caps brings live performance data into water polo
- A more engaging sport for fans, broadcasters and sponsors

Benefit for federations

- New insight into player and team performance
- A modern, data-driven image for water polo

Continuous improvement of the digital ecosystem

New European Aquatics mobile app · Digital delegate pack for the Baku Congress · Fully autonomous Agentic Delivery Framework

These initiatives keep improving the ecosystem day to day. I.e. going paperless and digital-first also supports EA's ESG and sustainability commitments.

THE DATA HUB

One place, owned by European Aquatics



the right data · the right team · the right time

Own

the data

Understand

the data

Improve

with what it tells you

The Next Horizon

From building the foundation to creating value for every club and federation

Data Hub: from data to value

- Internal reporting and insight for EA management
- Continuous improvement of operations and services, based on data
- Data monetisation opportunities, including data products offered to third parties such as media and technology partners

Water Polo Sensors: into clubs and federations

- Two further phases are planned
- The goal is to
 - Make the solution accessible to clubs and national federations
 - Enable new fan engagement data and solutions accessible (i.e. video overlays, analytics, statistics during matches)
 - Provide opportunity for media stream enrichments

Digital Asset Management: for the whole family

- Capabilities will keep expanding
- The platform will be tailored to the needs of clubs
- From January, it will also be tailored to the needs of national federations

European Aquatics centenary

- Anniversary-related developments will be prioritised on the digital roadmap (such as Digital Hall of Fame or searchable sports records of the last 100 years)

The next phase opens the ecosystem to clubs and national federations. It is built by European Aquatics, for all of European Aquatics.

Engineering the future of Aquatics

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A century in your element ~ ~



Regional Educational Hubs:

Malta, Georgia and Slovakia as practical examples
of decentralising education and building regional capacity

Officials

- 19 coaches clinics
- 1500 officials

Discipline	Event	Location	Dates	number of in-person attendees	number of online attendees
AS	AS Clinic Tblissi	ONLINE		0	22
DV	Diving Official Courses Level 1	Part 1: Jan (online) Part 2: 6-8 Feb Eindhoven (NED)	6-8 Feb	0	12
DV	Recognise Event 2026 - Dresden	Dresden	22-26 april	0	0
WP	Advanced certification course for WP Referees and Delegates 2025/2026	online	05-Jan	0	50
SW	Swimming Officials Clinic Educational Course	Sofia (BUL)	28 feb - 01 mar	53	173
DIV	Diving Officials Clinic - Level 2 (and Bergen)	online	online from 13 april 1-3may Bergen (NOR)		12
WP	Water Polo Referees School 2026 (basic course)		16 May 2026 for Online session and 25 - 28 June 2026 (IST, TUR)	19	0
OW	2026 Open Water Swimming Officials Clinic – Level 1	online	all year round (28 jan - 31 dec)	0	0
Master AS	EUROPEAN AQUATICS ARTISTIC SWIMMING MASTERS JUDGES TRAINING 2026	online	10-12 april 2026	0	76
Master SW	Swimming Masters Officials Training 2026	online	13 may - 30 june		
Master DIV	Diving Masters Officials Training 2026	online	15-31 may		
MasterWP	Water Polo Masters Officials Training 2026	online	30-May		
DIV	Diving Refreshment Course for Official	online	09-Jun		
DIV	Diving Officials Course - Level 1 and 2		Part 1: Online Part 2: 26-28 June 2026 (Budapest, Hungary)		
DIV	Diving Next Wave Development Camp 2026	Rzeszow (POL)	6-12 july	12	0
WP	Jury Table Officials	online	15-Aug	0	800
OWS	Open Water Swimming Clinic for Officials - Level 3	Paris FRA	1-2aug	17	0
WP	Water Polo Jury Table Officials Intermediate Certification Clinic	online	15aug-31july 2027		
WP	Intermediate Certification Clinic for Referees and Delegates	Tbilisi (GEO)	11-13 sept	30	224
			TOTAL	131	1369



Coaches ´ Clinics

- 16 coaches clinics
- 15 co-funded by Aqua
- 740 coaches

Discipline	Event	Location	Dates	number of in-person attendees	number of online attendees
WP	2026 European Water Polo Championship Men	Belgrade (SRB)	20 jan	25	0
WP	2026 European Water Polo Championship Men	Funchal (POR)	28 jan	25	0
AS	Youth Artistic Swimming Championships	Luxemburg (LUX)	03 jun	51	0
DIV	Junior Diving Championship	Budapest (HUN)	21 jun	41	0
SW	Junior Swimming Championships	Munich (GER)	08 July	60	0
OWS	Junior Open Water Swimming Championships	Sukoro (HUN)	22 Jul	90	0
AS	Junior Artistic Swimming Championships	Munich (GER)	02 Jul	89	0
WP	U20 Women EWPC	Oeiras (POR)	05 aug	24	0
WP	EWPC Division 1 Men	Oeiras (POR)	12 aug	30	0
WP	U20 Men Division Elite EWPC	Varna (BUL)	13 aug	12	0
OWS	2026 European Aquatics Championships	Paris (FRA)	05 aug	21	0
DIV	2026 European Aquatics Championships	Paris (FRA)	30 July	41	0
SW	2026 European Aquatics Championships	Paris (FRA)	14 aug	88	0
AS	2026 European Aquatics Championships	Paris (FRA)	30 July	42	0
SW	Elite Coach Conference	Maia (POR)	18-19 Sept	24	24
SW	"BMS satellite event" in partnership with CBDA (BRA)	Porto Alegre (BRA)	5-6 sept	52	1
			TOTAL	715	25



Coaches' Courses

- 04 coaches' courses
- 98 coaches

Discipline	Event	Location	Dates	number of in-person attendees	number of online attendees
SW	Coaches Course - Level 1 (Kosovo Swim Fed)	Pristina (KOS)	Online - Jan -Feb In-person - 6-8 Mar	49	N/A
SW	Coaches Course - Level 1 (MaltaSports) - 1st batch	Malta	Online –until 25 april 2026 In-person – 26-28 june	24	N/A
SW	Coaches Course - Level 1 (MaltaSports) - 2nd batch	Malta	Online –until 09 oct In-person – 16-18 october	14	N/A
AS	Coaches Course - Level 1 (AS Development Camp)	Samorin (SVK)	Online – until 26 october In-person – 2-6 nov	11	N/A
			TOTAL	98	N/A



Coaches' Certification

- 29 NFs
- XX Levels

Country/NF	Discipline / Level	Country/NF	Discipline / Level
Malta	SW/L1-L2-L3	Luxembourg	SW/L1-L2-L3
Austria	SW/L1-L2-L3	Norway	SW/L1-L2-L3
			AS/L1
			WP/L1
			Div/L1-L2
Czechia	SW/L1-L2-L3	Portugal	SW/L1-L2-L3
	AS/L1-L2-L3		WP/L1-L2-L3
	Div/L1-L2-L3		AS/L1-L2-L3
Denmark	SW/L1-L2-L3	Romania - WP	WP/L1-L2-L3
England	SW/L1-L2-L3	Belgium	SW/L1-L2-L3
	WP/L1-L2-L3		WP/L1-L2-L3
	AS/L1-L2-L3		AS/L1-L2-L3
	Div/L1-L2-L3		
Estonia	SW/L1-L2-L3	Netherlands	SW/L1-L2-L3
	AS/L1-L2		WP/L1-L2-L3
			AS/L1-L2-L3
			Div/L1-L2-L3
France	SW/L1-L2-L3	Spain	SW/L1-L2-L3
	WP/L1-L2-L3		WP/L1-L2-L3
	AS/L1-L2-L3		AS/L1-L2-L3
	Div/L1-L2-L3		
Germany	SW/L1-L2-L3	Scotland	SW/L2
	WP/L1-L2-L3		
	AS/L1-L2-L3		
	Div/L1-L2-L3		

Country/NF	Discipline / Level	Country/NF	Discipline / Level
Greece	SW/L1-L2-L3	Sweden	SW/L1-L2-L3
	WP/L1-L2-L3		WP/L1-L2-L3
	AS/L1-L2-L3		AS/L1-L2-L3
	Div/L1-L2-L3		Div/L1-L2-L3
Iceland	SW/L1	Wales	SW/L1-L2
Israel	SW/L1-L2-L3	Hungary - WP	WP / L3
	AS/L3		
Israel - WP	WP/L2-L3	Croatia - WP	WP/L1-L2-L3
Latvia	SW/L1-L2-L3	Switzerland	SW/L1-L2-L3
			WP/L1-L2-L3
			AS/L1-L2-L3
			Div/L1-L2-L3
Slovakia	SW/L1-L2-L3	Serbia - WP	WP/L1-L2-L3
	WP/L1-L2-L3		
	AS/L1-L2-L3		
Ireland			



Regional Education Clusters

AIM

The Regional Education Cluster model is designed to **strengthen and harmonise** coach and officials' education across Europe, prioritising countries where national certification systems are incomplete and where a regional hub can create **wider development impact**.

CORE PRINCIPALS

- Education resources should be concentrated where they generate the **greatest development** and **certification impact**.
- Clusters should facilitate access for **smaller and developing federations** and promote consistent standards across neighbouring countries.
- The strongest federation is not automatically the best host: host selection must **balance** development need, operational capacity and regional impact.
- European Aquatics Academy **retains** technical control and final certification authority.



Regional Education Clusters

PROPOSED REGIONAL CLUSTERS AND CANDIDATE HOSTS

Cluster	Participating countries	Potential hosts	Priority disciplines
Caucasus	Georgia, Armenia, Azerbaijan	Georgia or Azerbaijan	Swimming; Diving; Water Polo; Artistic Swimming
Western Balkans	Bosnia and Herzegovina, Montenegro, Serbia, Kosovo, North Macedonia, Slovenia, Croatia	Montenegro or Bosnia and Herzegovina	Water Polo; Swimming; Diving
Eastern Europe	Moldova, Romania, Ukraine, Bulgaria	Moldova or Romania	Swimming; Water Polo; Artistic Swimming
Baltic-Nordic	Lithuania, Latvia, Estonia, Finland, Iceland, Faroe Islands, Denmark	Lithuania or Finland	Swimming; Artistic Swimming; Diving
Mediterranean Small Federations	Malta, Cyprus, Gibraltar, Monaco, San Marino, Andorra	Malta or Cyprus	Swimming; Water Polo; Artistic Swimming
Central Europe	Slovakia, Austria, Switzerland, Czechia, Liechtenstein, Hungary	Slovakia, Austria or Switzerland	Diving; Artistic Swimming; Water Polo

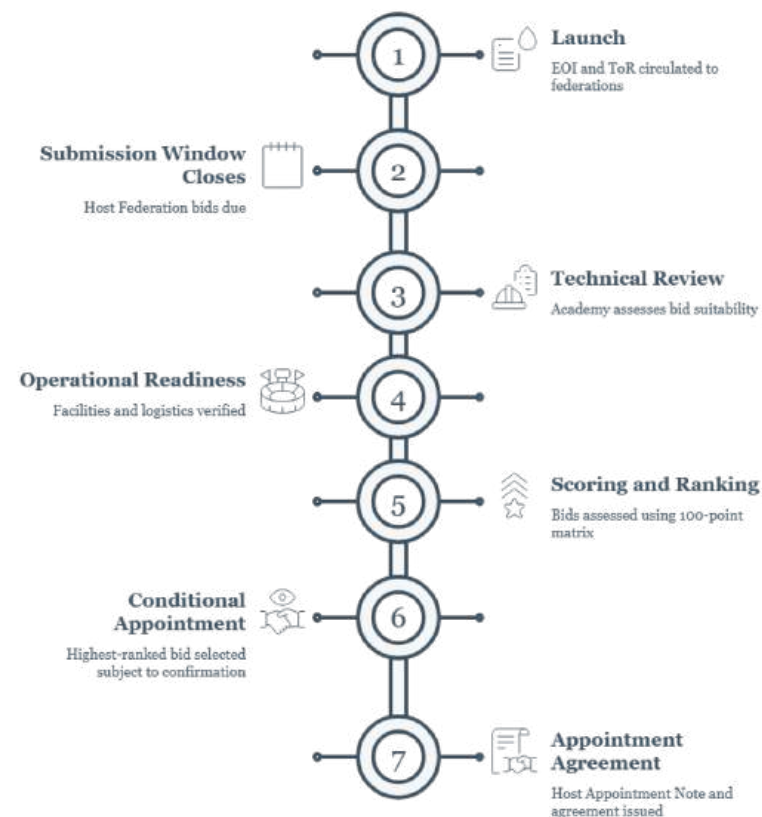


Regional Education Clusters

BID FORMAT

- A short application of no more than five pages, signed by the NF.
- Proposed dates, host city, venue(s), pool or discipline-specific facilities and accommodation plan.
- Priority disciplines and intended course levels, aligned with EA Academy pathways.
- Target number of participants and list of cluster countries to be invited.
- Budget responsibility sheet showing the Host Federation contribution and any proposed co-funding.
- Named local coordinator and local delivery team.
- Risk and mitigation note, including safeguarding, emergency and operational arrangements.
- Legacy plan explaining how the activity will strengthen certification, education capacity and future regional cooperation.

CALL EXERCISE



Matching European Aquatics' priorities

What Team Europe brings today and what we propose to build together

EA focus area	In place today	To build together
EuroCamps	✓ Joint camps since 2024: Potsdam, Eindhoven, Dijon	+ EuroCamps under the EA brand, with EA partners and sponsors
Junior & U23 development	✓ Young athletes train in international discipline groups	+ Link the camps to EA junior and U23 programmes
Coaches Clinics	✓ Online twice a year, around 1,500 coaches reached	+ Clinics delivered via the EA Academy, open to all federations
Coach Education Level 2	✓ Practical coach learning inside the camps	+ Camp learning as a module of EA Level 2 (Developmental coach)
Mentoring systems	✓ Experienced mentors in the Camp Development Programme	+ Dedicated education sessions with EA at the camps
Certification pathways	✓ DSV and KNZB courses already certified by European Aquatics	+ Camps and Clinics recognised for EA certification and renewal
Digital learning	✓ Video examples and data from camps and Clinics	+ Content published on the European Aquatics Academy platform



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European Aquatics x China Sport Collaboration

European Aquatics; Baku, AZE

08 October 2026



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01

New Opportunities for EA Member Federations

European Aquatics x China Sport Collaboration

08 October 2026

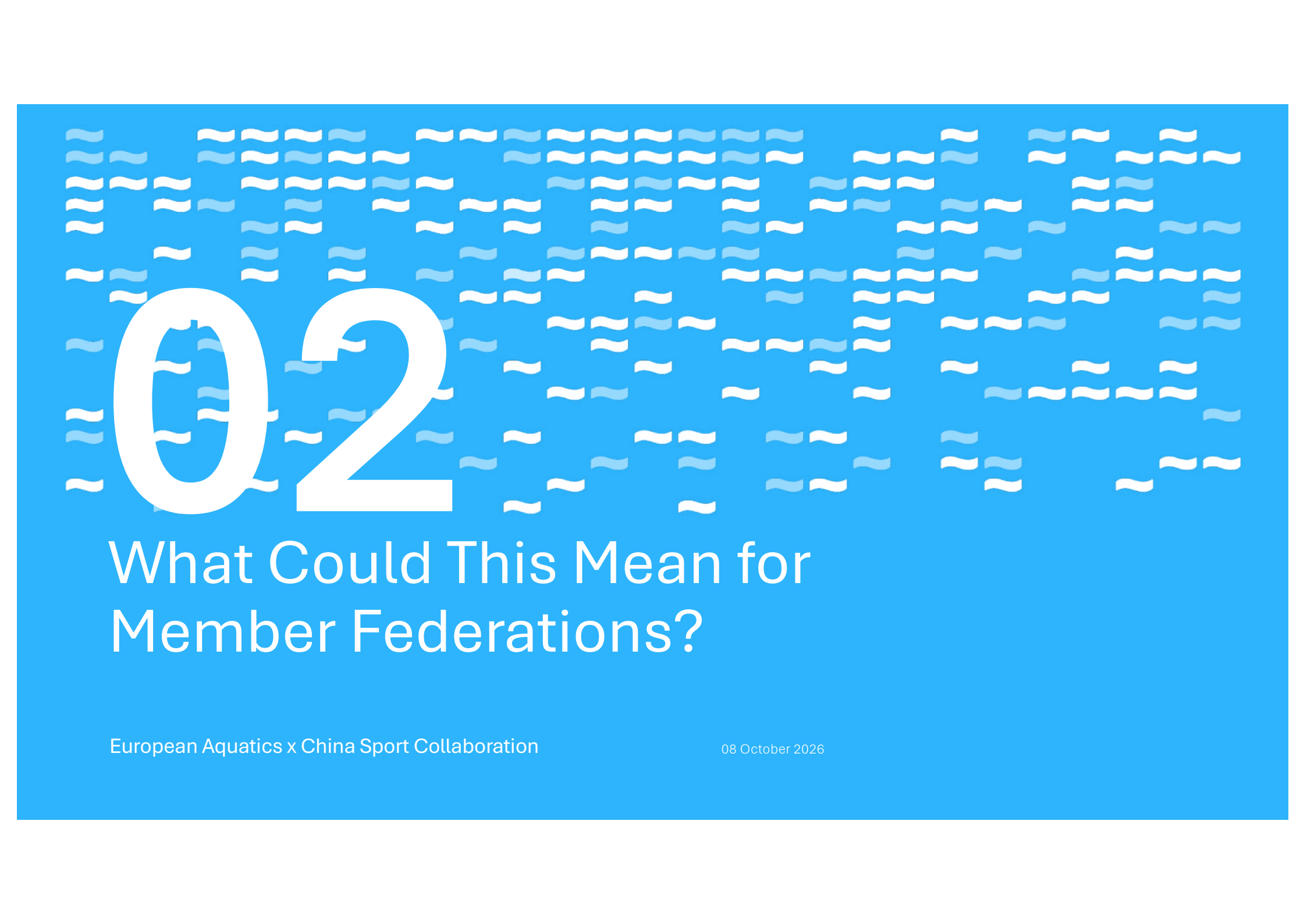
European Aquatics-China Cooperation Initiative

Objective: *develop a long-term cooperation platform that creates practical benefits for European Aquatics Member Federations across all sports.*

Two Horizons

 **Immediate Opportunities** Preparation support for Beijing 2026

 **Long-Term Cooperation** Development initiatives towards 2029 and beyond

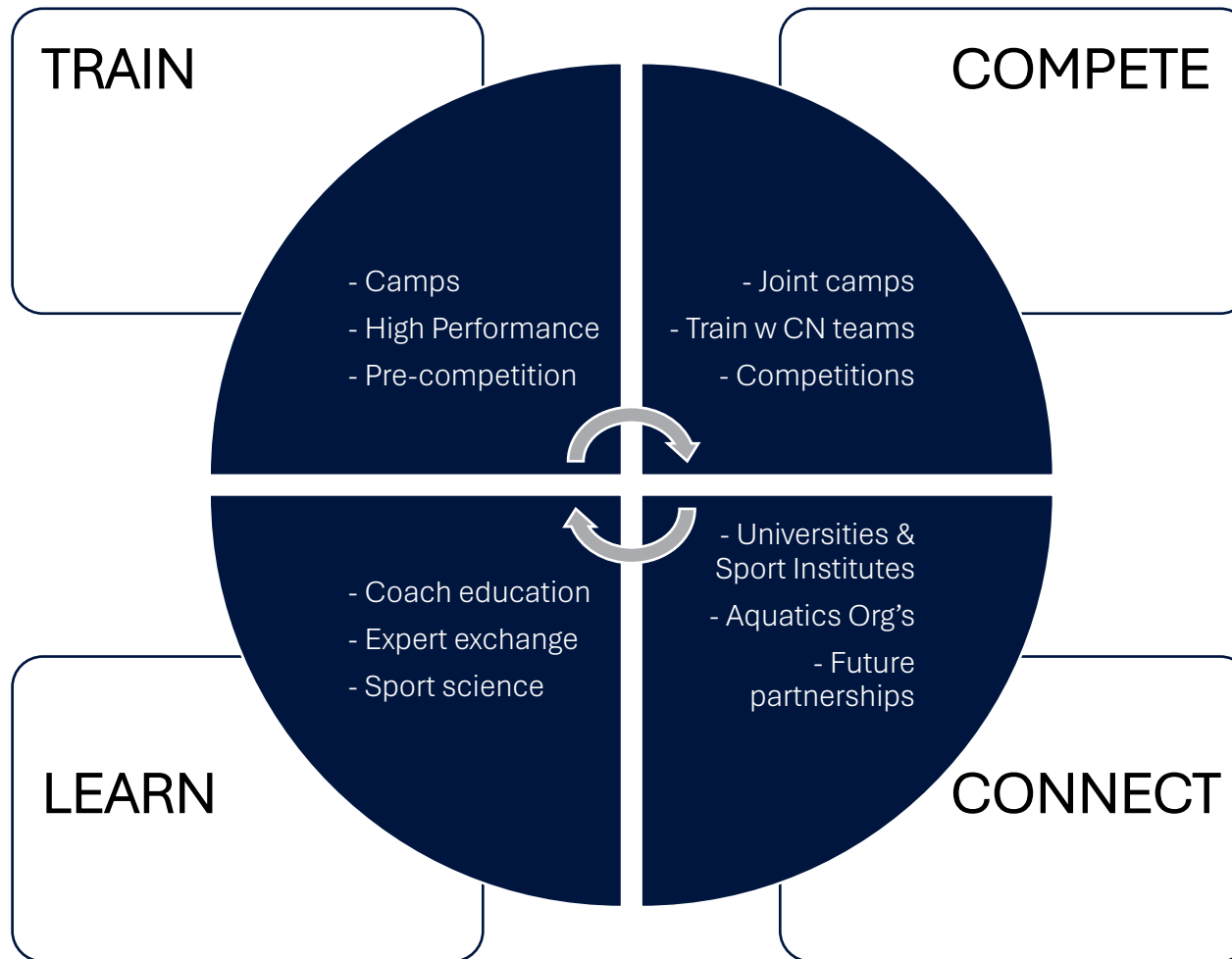


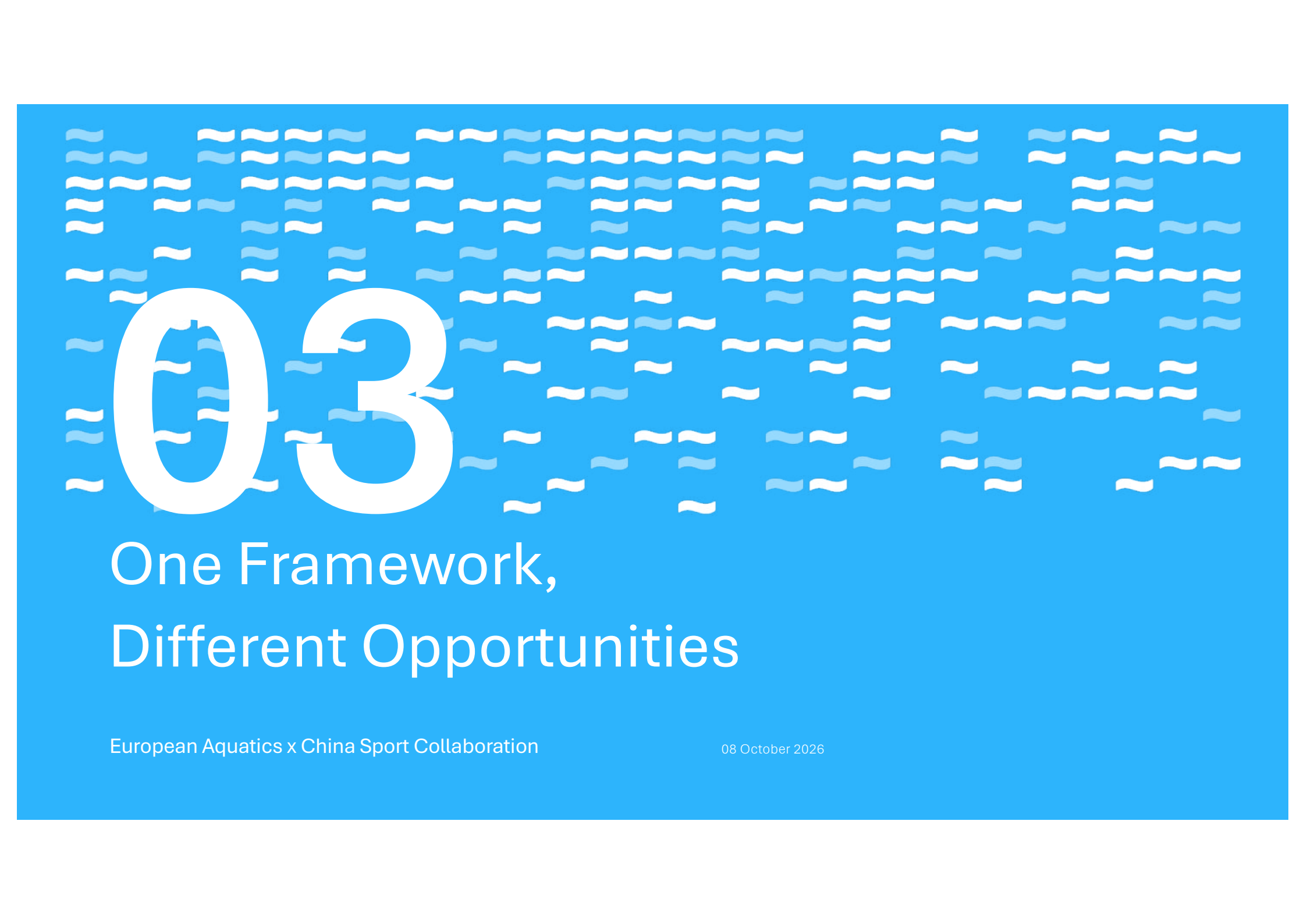
02

What Could This Mean for Member Federations?

European Aquatics x China Sport Collaboration

08 October 2026





03

One Framework, Different Opportunities

European Aquatics x China Sport Collaboration

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SW & OW

Preparation camps for
Beijing 2026

WP

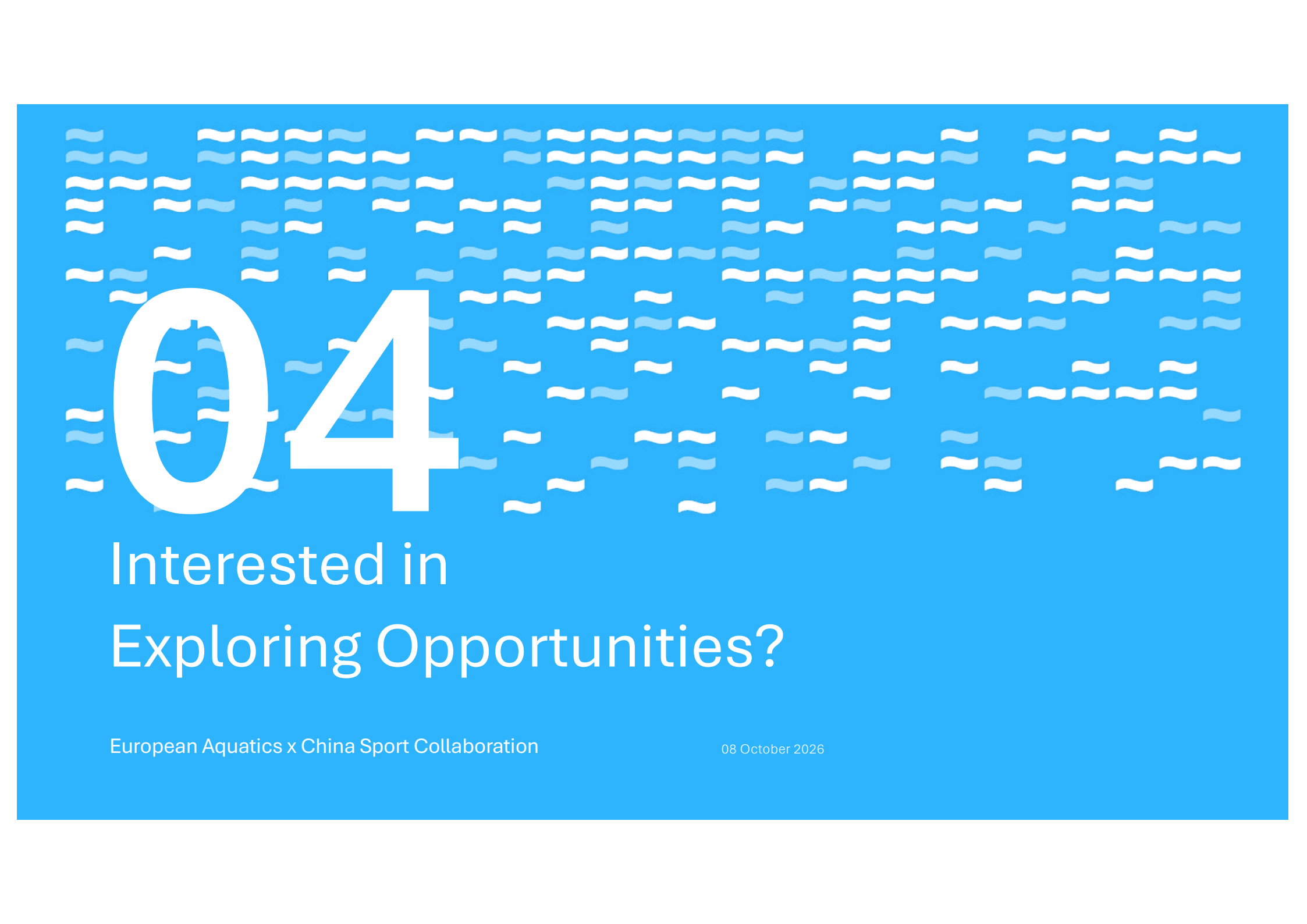
Training opportunities w
Chinese teams

AS & DV

Technical &
performance exchanges

ALL SPORTS

Education, research &
development initiatives



04

Interested in
Exploring Opportunities?

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Immediate Focus

Beijing
2026

Long-Term Vision

Cooperation for
all sports

Next Step

Talk to us, tell us
your priority



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European Aquatics Para Aquatics Insights

European Aquatics; Baku, AZE

08 October 2026



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01

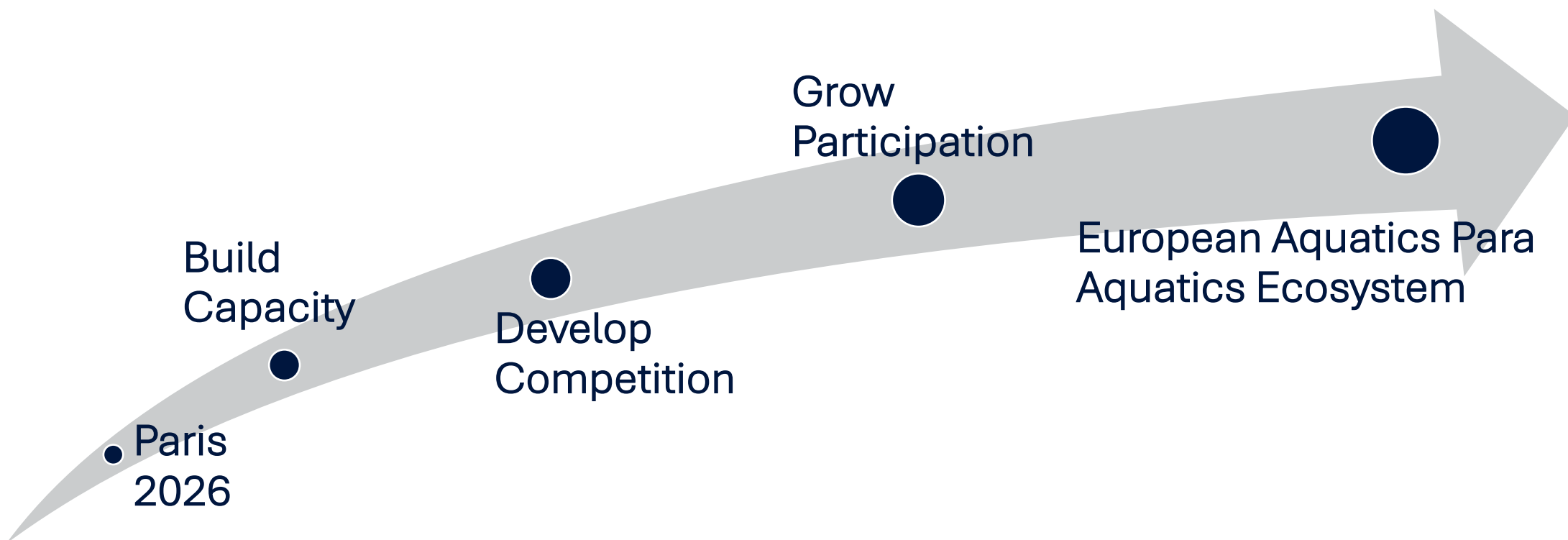
From Integration to Inclusion

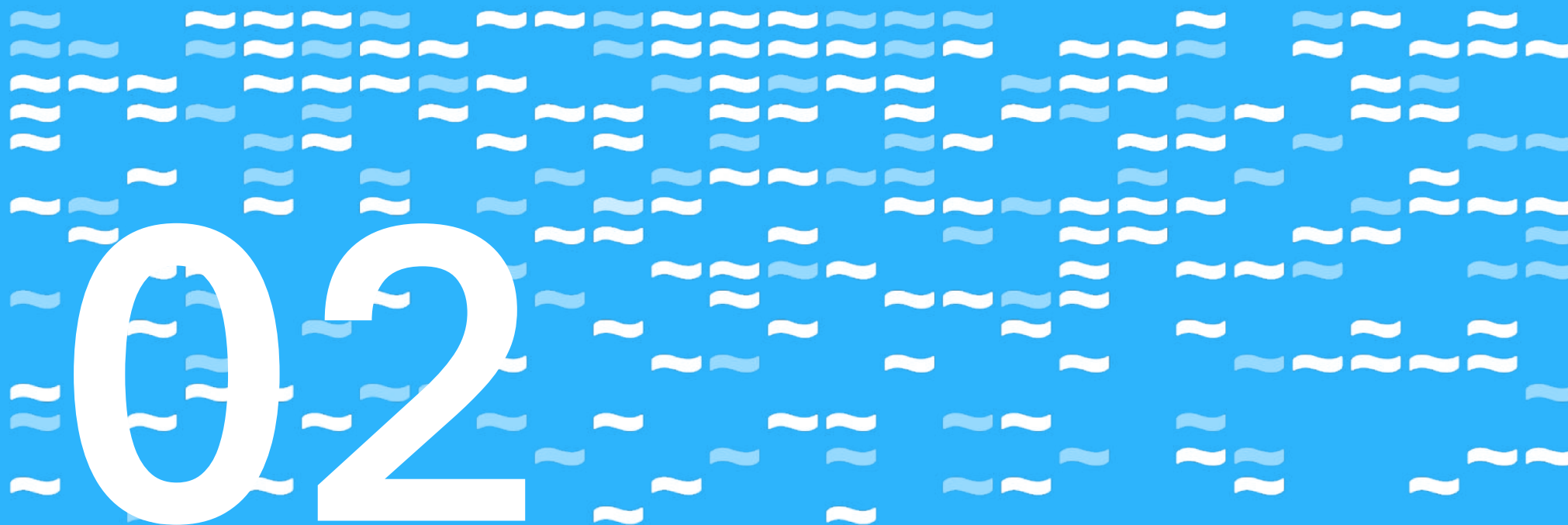
European Aquatics Para Aquatics Insights

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Paris 2026 was the beginning, not the destination.





02

2027

Priorities

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Governance & NF
Development

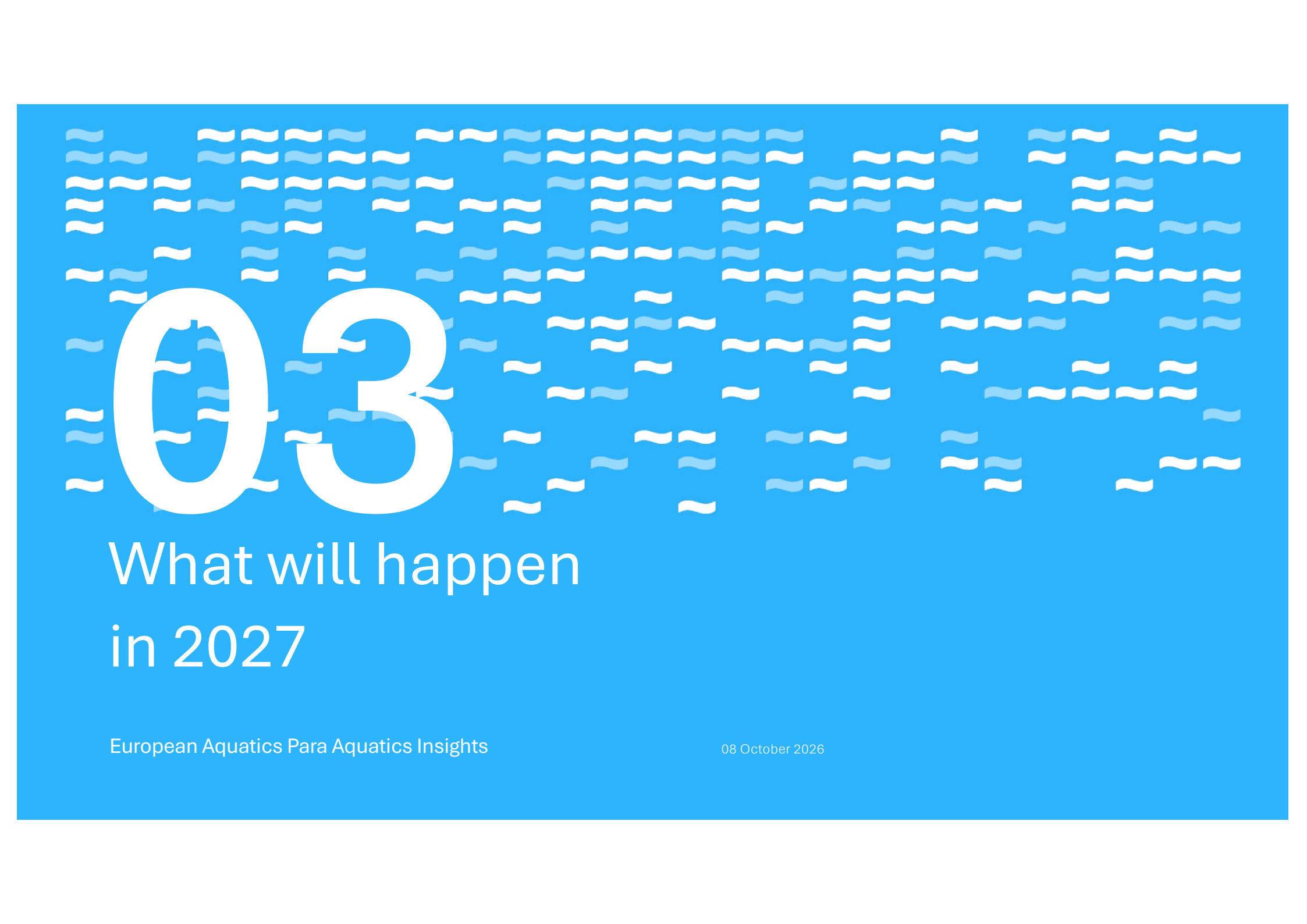
European Aquatics
Para Swimming
Competition

Education &
Classification

Expansion to
other Sports

Athlete Pathway &
Integration

Five Priorities. One objective: sustainable growth.

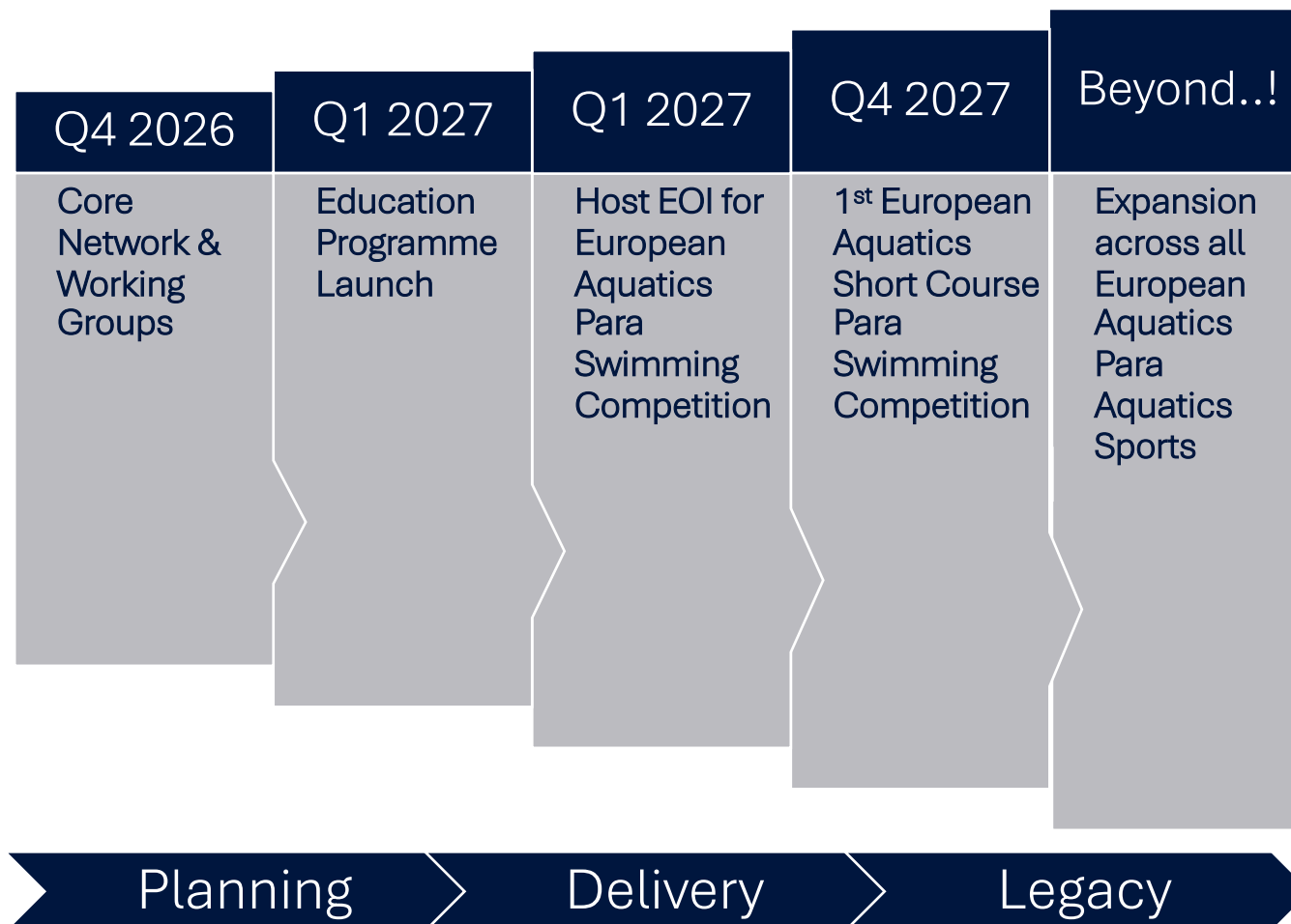


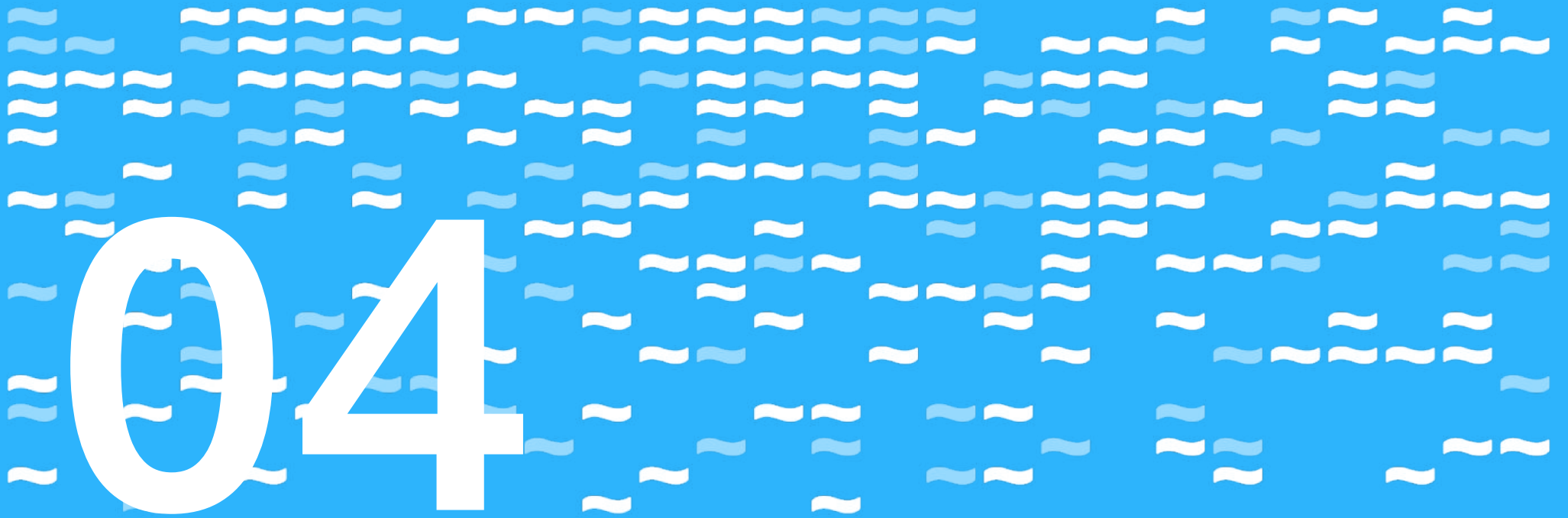
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What will happen
in 2027

European Aquatics Para Aquatics Insights

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04

The Vision

European Aquatics Para Aquatics Insights

08 October 2026



Discover

Learn

Participate

Develop

Compete

Excel



SWIMMING



WATER POLO



ARTISTIC
SWIMMING



OPEN WATER
SWIMMING



DIVING

**European Aquatics Para Aquatics is not a new sport.
It is part of European Aquatics global vision.**



05

Intellectual Property, Competition & Implementation Framework

European Aquatics Para Aquatics Insights

08 October 2026



Institutional & Legal Positioning: European Aquatics as the Master Brand

IMPORTANT: Para Aquatics is not a separate EA brand or autonomous organisation. It is the umbrella sporting concept used within European Aquatics to describe Para sports.

Examples: *European Aquatics Para Swimming; European Aquatics Para Diving; etc.*

1. “Para Aquatics”, “Para Swimming”, etc. may be used descriptively.
2. Avoid terminology implying IPC / Paralympic status or relationship: *Paralympic athlete, Paralympian, IPC athlete*.
3. Strategic positioning European Aquatics Para Swimming rather than Para Swimming European Aquatics.
4. EA recognises IPC-protected marks and Paralympic IP, while using “Para” descriptively for its aquatic sports.



Institutional & Legal Positioning: Building EA Ownership Around the Ecosystem, not the generic term “para”

EA owned assets	Visual & digital protection	Regulatory & commercial safeguards
• Competition programmes • Event logos • Visual IDs • Digital products • Results • Media assets • Etc.	• Original EA figurative IDs • No reference to Agitos /IPC • Prioritise EA domains & SoMe • Etc.	• EA ownership clause in relevant regulations • “para” used descriptively

Institutional & Legal Positioning: IPC / WPS Relationship

- 

1 Maintain institutional dialogue and respect protected IPC/Paralympic IP
- 

2 EA does not claim ownership of the generic term “Para”
- 

3 EA does not imply IPC endorsement or formal Paralympic status



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Sharing Experiences Forum

From Strategy to Practice: Swim Safe Europe | Aqua Safe Kids

8 October 2026

01



SWIM SAFE
EUROPE

ASR Principle 1 — Dive to Survive | Safety & Accessibility

From Strategy to Practice: Swim Safe Europe | Aqua Safe Kids

8 October 2026



Call to Action

In Europe, over **5,000 people** die each year due to drowning.

Children are particularly vulnerable, with drowning being one of the leading causes of death for children under the age of 14 in many European countries.

eurostat



Lack of standardized swimming education and access to safe aquatic environments.



The **Swim Safe Europe (SSE) Program** is not just about teaching children to swim - it's about **SAVING LIVES**.

This program seeks to ensure that every child in Europe has the **OPPORTUNITY** to develop essential aquatic literacy, **reducing drowning incidents** and creating a **safer environment for future generations**.

Survey of 52 National Federations*

**49 of our 52 member federations responded to the survey*

- ~ Launched in Jurmala, 2023
- ~ To assess current swim education practices
- ~ Identify challenges and opportunities for standardization

Key Findings of the Survey:

Top Results:

- ~ Lack of Consistency in swimming standards across Europe
- ~ Strong demand for standardized swim education frameworks
- ~ Need for certified teacher training programs



Insight: European countries are seeking more cohesive frameworks to enhance safety and competency in swimming programs

SSE FRAMEWORK



SSE Framework

Target Audience: School-aged children 3-12 years

Innovative Approach: Combines new pedagogical methods with a coordinated model involving:

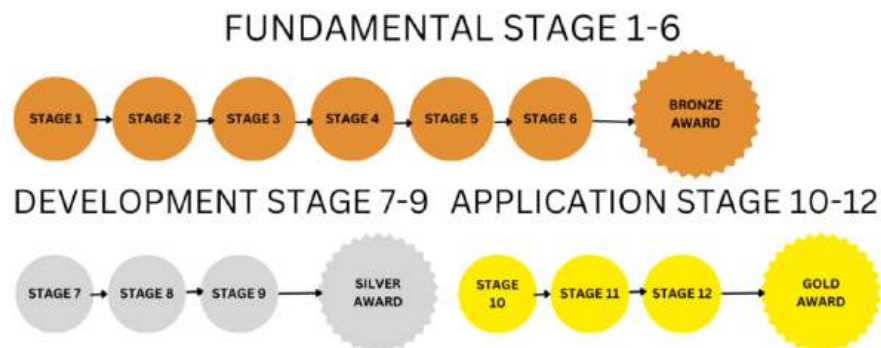
- European Aquatics
- Government / Educational systems
- National federations
- Municipalities, Grassroots, sport organizations

Collaborative Framework: National Federations & Governments partner to:

- Ensure aquatic education as mandatory in schools
- Provide **expertise, resources, training** and enforce **policies and funding**

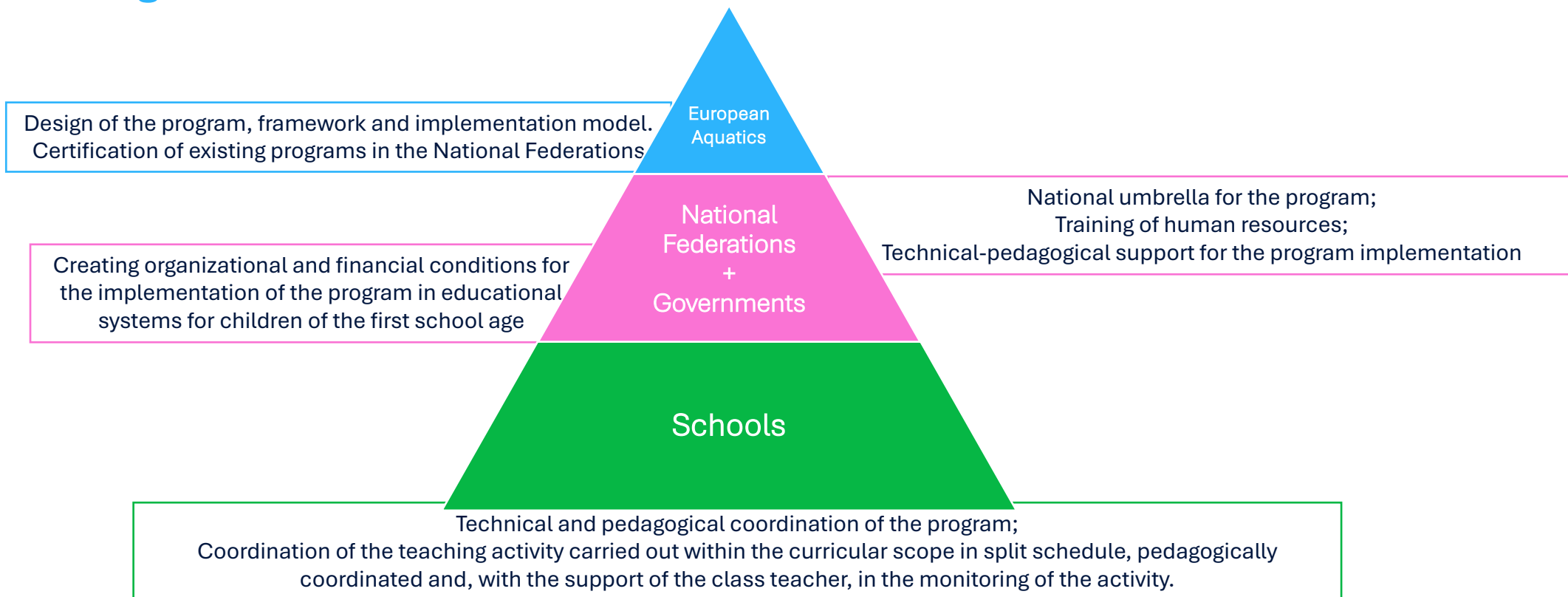
A total of **12 stages** have been developed within the LTS Framework:

- Fundamental – Bronze
- Development – Silver
- Application - Gold





Organization Model



SSE | From standards to European implementation

A. 2026 Progress & Certification

- 19 National Federations certified
- 6 Gold | 11 Silver | 2 Bronze
- Focus on progressive water safety, swimming skills and confidence
- Certification supports a common European standard for Learn to Swim



B. SSE | Implementation of Tailored Programs

- Malta: Let's Move Malta / Swim Safe proposal
- Azerbaijan: Learn to Swim project proposal
- Zagreb (Croatia): SSE proposal
- SSE pilots from ASK Project:
- Hungary
- Austria
- Croatia
- Estonia
- Bulgaria
- Georgia





SSE|From standards to European implementation

2025–2026: From framework to delivery

- 19 National Federations certified
- Organizational & Education Toolkit
- SSE Course education pilot launched (Iceland & Faroe Islands)
- 2026 Swim Safe Europe Conference (7&8 Aug), bringing together federations, researchers and practitioners
- **Family & Early water education:** European Aquatics and Zwemfed established an agreement enabling the European-wide distribution of the *Making a Splash Towards Water Fun! Booklet*
- Growing connection between **water safety, drowning prevention and Learn to Swim – Tailored Programmes**
- Discover Water (World Aquatics) **alignment** - Complementary programmes



AquaSafe Kids (ASK) adding a European research, education and community-delivery dimension

Swim Safe Europe is evolving from an awareness initiative into a structured European framework for water safety and aquatic education.

02

**AQUA
SAFE
KIDS**

AQUA SAFE KIDS

Project 101245132 — ERASMUS-SPORT-2025-SCP

From Strategy to Practice: Swim Safe Europe | Aqua Safe Kids

8 October 2026



Co-funded by
the European Union



What is Aqua Safe Kids (ASK)?

FROM A SHARED NEED TO A EUROPEAN IMPLEMENTATION OPPORTUNITY

Project 101245132 — ERASMUS-SPORT-2025-SCP

Duration in months: 36 (2026-2027-2028)

Keywords:

- Health-enhancing physical activity
- Education and skills development through sport
- Swimming; Physical Activity; Physical Exercise

Panel: Encouraging healthy lifestyle for all

Descriptor: The promotion of sport and physical activity as a tool for health

Nº	Role	Short name	Legal name	Ctry
1	COO	ASA of Malta	AQUATIC SPORTS ASSOCIATION OF MALTA	MT
2	BEN	CRO SWIM FED	HRVATSKI PLIVACKI SAVEZ	HR
3	BEN	EestiUjumisliit	Eesti Ujumisliit	EE
4	BEN	UNIZG	SVEUCILISTE U ZAGREBU	HR
5	BEN	OSV	OSTERREICHISCHER SCHWIMMVERBAND	AT
6	BEN	SPORT MALTA	SPORT MALTA	MT
7	BEN	MUSZ	Magyar Úszó Szövetség	HU
8	BEN	GeoAqSportFed	Sakartvelos Sportis Satsklosno Sakheobata Erovmali Federatsia	GE
9	BEN	Andre Rodrigues	ANDRE RICARDO DE ALMEIDA RODRIGUES UNIPessoal LDA	PT
10	BEN	BULSWIMM	BULGARSKA FEDERATSIYA PLUVNI SPORTOVE	BG

Work Package 1: Project management and coordination : Lead – **ASA of Malta** (Months 1-36)

Work Package 2: Curriculum Development : Lead – **OSV** (Months 1-14)

Work Package 3: Pilot Testing : Lead – **Eesti Ujumisliit** (Months 11-28)

Work Package 4: Digital Platform Development : Lead – **MUSZ** (Months 20-36)

Work Package 5: Dissemination and Impact : Lead – **CRO SWIM FED** (Months 1-36)

**AQUA
SAFE
KIDS**



What makes Aqua Safe Kids (ASK) different?

FROM PROJECT DEVELOPMENT TO IMPLEMENTATION

ASK SUPPORTS THE JOURNEY





FROM PROJECTS TO A EUROPEAN ECOSYSTEM



From Strategy to Practice: Swim Safe Europe | Aqua Safe Kids

The ambition:

Build a stronger European ecosystem for
water safety and aquatic education

**AQUA
SAFE
KIDS**

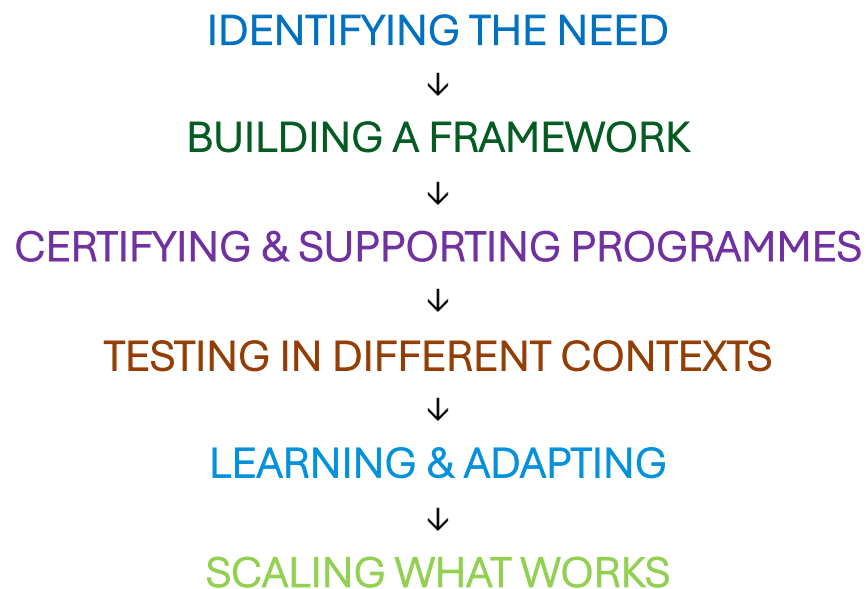


Co-funded by
the European Union



FROM STRATEGY TO PRACTICE

We do not have all the answers yet.
But we have moved from:



This is the journey from strategy to practice.

And the journey is only beginning.



www.europeanaquatics.org



SHARING EXPERIENCES FORUM

PANEL 2
**PARTNERS AS
DEVELOPMENT PARTNERS**

<epam>



Technology, Data, AI

Partnership Update from EPAM

2026 EA CONGRESS BAKU

EPAM Proprietary & Confidential.



The Challenge

Why digital transformation in sport is hard

The reality for every federation

- Many disciplines, events, partners and federations, each with its own systems and data
- Event-driven pressure: capacity has to peak around competitions, then scale back down
- Limited budgets and small digital teams
- Tools for timing, results, media and events that were never designed to work together
- Fans, broadcasters and sponsors expecting data-rich, AI-powered experiences

A natural path, with a hidden cost

Tailored solutions for each discipline, event or organisation are completely understandable. Every one of them has real and specific needs.

Over time, though, the effort of keeping many separate systems running, connected and up to date often quietly grows larger than the benefit of being unique.

In the age of AI, where value comes from connected data and shared capabilities, this becomes harder to sustain. It invites a more unified, strategic approach.

This is the thinking behind the unified agentic framework we built together with European Aquatics.

The Solution

One strategy, one delivery, continuous alignment

Unified strategy

- Every initiative traces back to the European Aquatics Strategic Plan and Action Plan
- No standalone projects: each capability strengthens the others

Unified delivery

- One team covering strategy, product and engineering
- Existing tools integrated, new capabilities built on a shared foundation
- Fast delivery at sustainable cost

Continuous priority alignment

- Regular joint reviews of priorities against the strategy
- The roadmap adapts as the needs of the sport change

Foundation: the EPAM agentic framework

- AI agents work alongside our people across product ownership, engineering, integration and support, creating a semi-autonomous delivery pipeline with very low running costs for development, support and transformation

Unification does not mean one size fits all. It means one foundation that every tailored need can build on.

What We Have Been Unlocking Together

One connected ecosystem, growing step by step

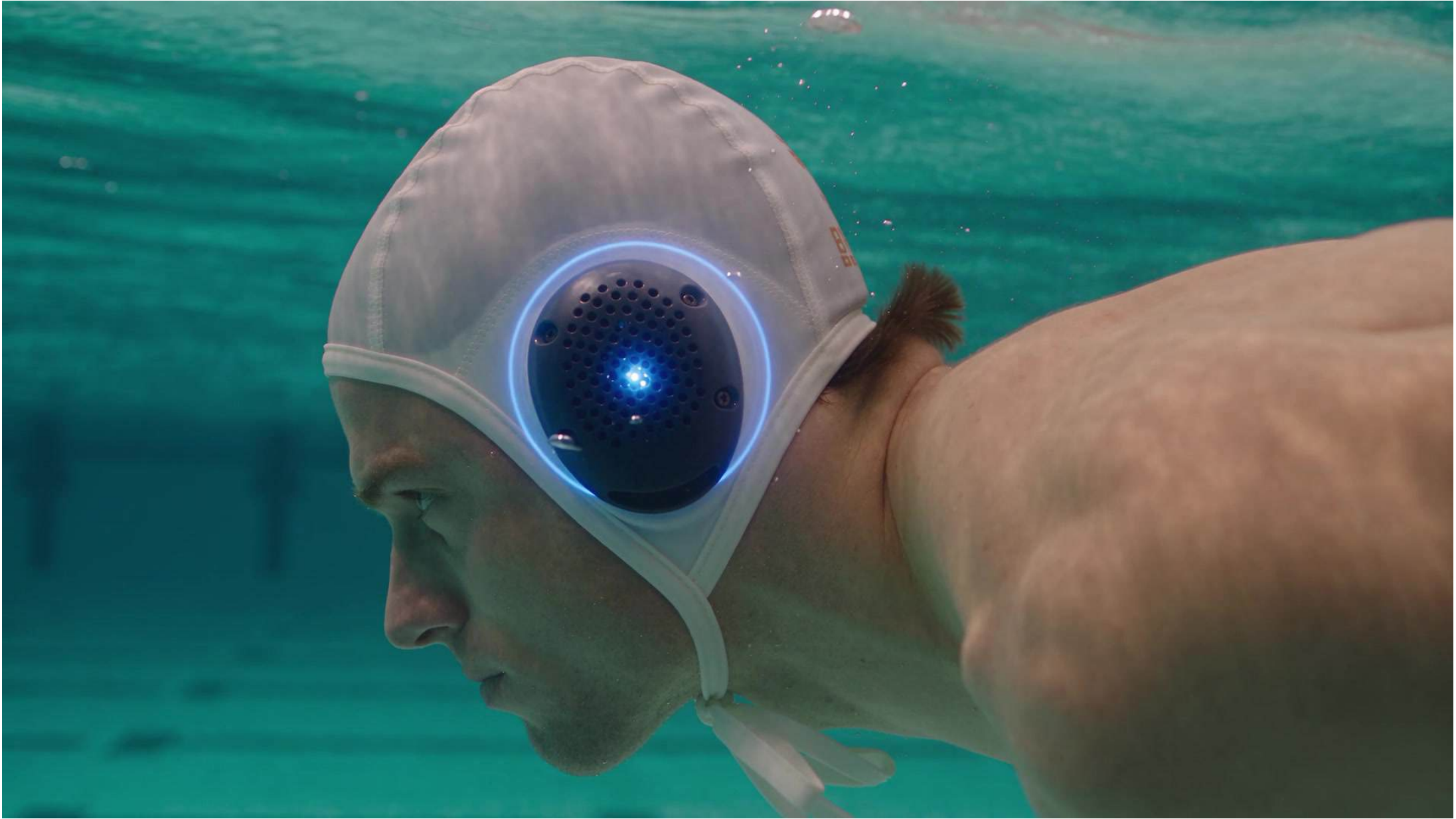
Unlocked so far

- Integrated ecosystem: event management, referee management, timing and results
- Digital Asset Management: content from live events to partners in near real time, with a searchable AI-enriched archive
- Data Hub: one governed source of aquatics data
- Water Polo Sensors: live performance data from balls and caps
- New European Aquatics mobile app and a digital delegate pack for the Baku Congress

Unlocking next

- Data products and new revenue opportunities built on the Data Hub
- Sensor technology made accessible to clubs and national federations
- Digital Asset Management tailored to clubs and national federations
- Developments for the European Aquatics centenary
- Richer digital experiences for athletes and fans

Every new capability builds on the same foundation, so each step costs less and unlocks more.



Engineering the future of Aquatics

For more information:

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Delivery Manager

Tatsiana_Melnichenka@epam.com

+90 5070387750

GENEVA
DUBAI

WASHINGTON DC

LISBON

SÃO PAULO



Strengthening the Governance of National Member Associations

Knowledge Sharing & Experiences Forum:
Panel 2: Partners as Development Partners

**EUROPEAN
AQUATICS**

[siga-sport.com](https://www.siga-sport.com)

[@SIGAlliance](https://twitter.com/SIGAlliance)

[@sigalliance](https://www.instagram.com/sigalliance)

info@siga-sport.com

SIGA SPORT INTEGRITY GLOBAL ALLIANCE



ABOUT SIGA

SIGA is the world's leading organisation for Sport Integrity.

SIGA is creating a whole new landscape for the sports industry by delivering independent global rating and certification for world Sport to ensure it is governed and operates under the highest integrity standards:

THE SIGA UNIVERSAL STANDARDS.

Funded by our Members, SIGA is a non for profit global independent organisation. We pursue one vital aim:

To ensure sport is governed under the highest integrity standards and its reputation is protected.



Overview of European Aquatics Journey with SIGA



How is SIGA supporting European Aquatics & its member associations enhancing its Governance?



What are the benefits of working with SIGA?

SIGA REFORM AGENDA: CORE PILLARS

SIGA

UNIVERSAL
STANDARDS

GOOD GOVERNANCE

- DEMOCRACY
- INTEGRITY
- TRANSPARENCY
- ACCOUNTABILITY
- STAKEHOLDER REPRESENTATION
- ANTI-CORRUPTION
- RACE, GENDER, DIVERSITY & INCLUSION IN SPORT

FINANCIAL INTEGRITY

- CLUB LICENSING
- FINANCIAL TRANSACTIONS
- FINANCIAL SUPERVISION
- CLUB OWNERSHIP & OVERSIGHT
- BIDDING CRITERIA: SPORTS EVENTS, BROADCASTING SPONSORSHIP
- ANTI-MONEY LAUNDERING TAX EVASION

SPORT BETTING INTEGRITY

- ANTI MATCH-FIXING
- SPORTS BETTING FRAUD
- ILLEGAL SPORTS BETTING
- CRIMINAL INFILTRATION IN SPORT
- INFORMATION-SHARING
- INTERNATIONAL COOPERATION

YOUTH DEVELOPMENT & PROTECTION

- RECRUITMENT
- TRAINING (Training & Match Infrastructures)
- EDUCATION (Vocational Career, Sport Ethics & Integrity Checks)
- PROTECTION (Medical Care, Anti-Trafficking, Agents)
- PREVENTION OF MORAL (Physical and Sexual Abuse Discrimination and Racism)

SUSTAINABILITY

- ENVIRONMENTAL STEWARDSHIP
- RESPONSIBLE GOVERNANCE
- SOCIAL ACCOUNTABILITY

AI & SPORT INTEGRITY

- AI-ENHANCED CORRUPTION MODELS
- CYBER VULNERABILITIES
- CROSS-BORDER NETWORKS
- DATA BREACHES

ISSUES

TOOLS



TRAINING, EDUCATION & CAPACITY BUILDING

INDEPENDENT
RATING



SIGA INDEPENDENT VERIFICATION & RATING SYSTEM



SPORT TRANSPARENCY INDEX

@SIGAlliance

@sigalliance

info@siga-sport.com

European Aquatics' Member Journey Options with SIGA:



EUROPEAN
AQUATICS



Phase 1: Benchmarking Evaluations

Phase 2: Result Exploration, Interventions and Training

Phase 3: Re-Evaluation Window

Phase 4: Public Release of Results and Report



Phase 1: Confidential Gap Analysis Against the Bronze Level SIGA Standards on Good Governance

Phase 2: Full SIGA Bronze Standard Certification

Phase 3: Full SIGA Silver Standard Certification

Phase 4: Full SIGA Gold Standard Certification

The Sport Transparency Index:

A pioneering initiative launched in 2025, led by SIGA with the Portuguese Swimming Federation as a development partner.

The Indicators

Organization Domain

GOS : Governance and organizational structure

CoC : Code of Conduct

BM : Board Membership

MiO : Membership (in organizations)

LoS : Lists all Sponsors / Partners

GA : General Assembly

Operational Domain

EOD : Equal opportunities and diversity Policy

DPS : Data privacy and security policy

WBP : Whistle blower policy

SEC :Stakeholder engagement/consultation policy

SBP : Sport Betting Policy

Financial Domain

CAS : Compliance with accounting standards

FDR : Financial disclosure and reporting

PP : Procurement Policy

ACP : Anti-corruption Policy

Belswim Journey with the Sport T Index: High Level Process Overview



September 2024: Preliminary Discussions



Initial Scoring Review Completed: Total Score - 5/15



Online Training Commenced with Guided Governance Enhancement Strategies Implemented



These actions facilitated an upgrade in Governance/Organizational structure scores from 4/6 → 6/6



Further Guided Enhancement Increased Operational 1/5 → 2/5 and Financial improvements: 0/4 → 2/4



Rescored review following training and evolution: 10/15 (June 2025)



BELSWIM Testimonial: Benefits translate to much more than ‘score’ enhancement

Why use the Sport Transparency Index?

- ✓ **Builds trust** with athletes, clubs, parents, sponsors, and authorities.
- ✓ **Improves governance** by identifying gaps in policies, procedures, and communication.
- ✓ **Strengthens integrity** and reduces risks of conflicts of interest or misconduct.
- ✓ **Supports compliance** with funding and regulatory requirements.
- ✓ **Enhances reputation** as a modern, professional, and accountable federation.
- ✓ **Creates a safer sport environment** through clear and accessible information.



“The Sport T Index helps federations become more transparent, credible, and future-ready”.

WHAT IS SIRVS?



BRONZE

SILVER

GOLD

SIRVS is an integral part of **SIGA's** ecosystem to lead sport and the wider sporting industry into **a new era of enhanced governance, integrity, transparency and accountability**

SIRVS is the *Game Changer* that the sports industry needs!

- SIRVS **assesses and rates** sport organisations' level of implementation of and compliance with the **SIGA Universal Standards on Sport Integrity**.
- SIRVS is strictly independent, impartial, neutral, rigorous and objective.
- SIRVS is operated by a group of SIGA trained independent third-party auditors with SIGA retaining overall supervision, oversight and strategic control of the scheme and all related intellectual property rights.
- SIRVS is collaborative and provides sports organisations with a road map of what excellence looks like to support their ongoing governance journeys.
- SIRVS provides the most reliable foundation and a strong incentive to sports organisations to comply with the **SIGA Universal Standards on Sports Integrity**.

SIGA UNIVERSAL STANDARDS ON SPORT INTEGRITY



BRONZE

SILVER

GOLD

SIGA: Setting the Industry Standard for Sport



SIRVS CERTIFICATE OF EXCELLENCE

SIRVS: A Service to Sport for Sport

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@sigalliance

info@siga-sport.com

SIRVS: BENEFITS



REDUCING RISK



SAFEGUARDING



PROVIDING CONFIDENCE



PROMOTING ONGOING
BEST PRACTICE



SUPPORTS SOCIAL, DIVERSITY
& SUSTAINABILITY ISSUES



PROTECTING REPUTATIONS



POSITIVE RELATIONSHIP WITH
GOVERNMENTS & REGULATORS



MAKES US BETTER PREPARED
FOR THE UNEXPECTED

SIRVS: GAP ANALYSIS STATUS REVIEW:



EUROPEAN
AQUATICS

António Silva
President,
European Aquatics



SIGA helped European Aquatics turn good governance from a priority into measurable progress. European Aquatics' experience of SIRVS has been positive. We have seen how a gap analysis can become a roadmap for reform, and how that roadmap can lead to measurable and independently recognised results. I believe our national federations can benefit from taking the same path.



Recognizing that Sports organizations are at various stages of their governance journey SIGA developed the **confidential gap analysis status review audit**.

FEATURES:

- Confidential
- Virtual (*can be done in person with travel expenses*)
- Identifies the gaps in your sports organizations' systems and processes
- Includes:
 -  a preliminary virtual meeting to explain process audit plan
 -  one day audit against the bronze level of the SIGA Universal Standards on Good Governance in Sport
 -  provides a post audit report including a corrective action plan to support the national association's journey to achieve independent SIGA Certification

SIRVS: FULL SIGA CERTIFICATION



Conducted in two stages:

- **Stage 1 SIRVS – Evaluation of process & procedure systems**
- Provides confidence to move to Stage 2 and the demonstration of implementation.
- Typically, 1- or 2-days audit depending on size of the organisation.
- Formal report produced by auditor of conformity and opportunities for improvement.

- **Stage 2 SIRVS – Evaluation of implementation of such systems**

- Audit of implementation to determine if the systems and processes that address SIRVS requirements have been effectively implemented and evidence of use/effective deployment can be shown.
- Involves interviews with relevant members of the sports organisations' team.
- Typically, 1- or 2-days audit depending on size of the organisation.
- Must take place within 4 months of Stage 1.
- Formal report produced by auditor and recommendation made.
- Recommendation independently reviewed by SIGA.
- Certificate issued.

The SIRVS Certificate is valid for a period of three years with reviews on years 2 and 3 as part of ongoing good governance checks.



BE THE LEADER OF CHANGE



KATIE SIMMONDS

Chief Legal & Business Affairs Officer, SIGA

Katie.Simmonds@sigasport.com



EXTENDING THE LIFE OF AQUATIC FACILITIES

With modern technology and contemporary
design

October 8th, 2026 - Baku
Knowledge Sharing & Experience Forum

 **EUROPEAN
AQUATICS.**



1. Extending the Life of Aquatic Facilities

Renovate. Connect. Activate



Renovate the structure

Rehabilitate and future-proof facilities with innovative, durable and sustainable solutions.



Connect the operation

Integrate Smart technologies and data solutions to optimize performance, efficiency and safety.



Activate the experience and business model

Enhance user experience and unlock new revenue streams through innovate experiences.



2. Aquatic facilities need a second life

Ageing infrastructure. Rising expectations. New operating pressures.

Many existing pools face the same challenges:

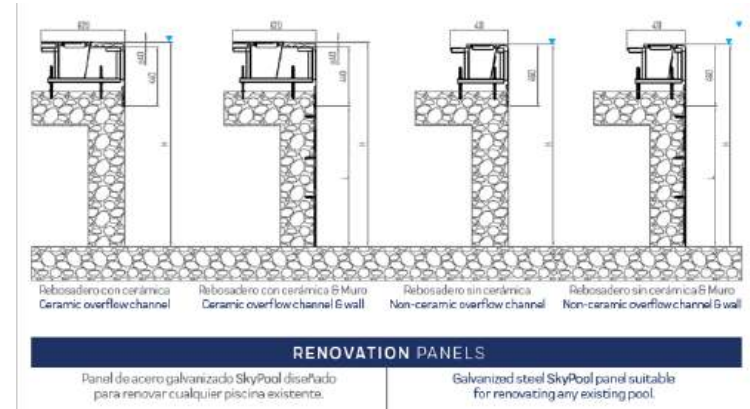
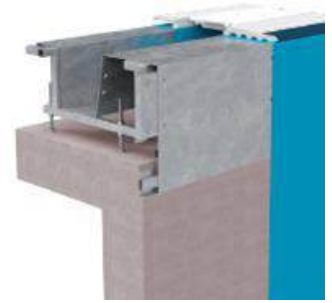
- Ageing basins and outdated overflow systems
- Increasing energy, water and maintenance costs
- Limited flexibility for different user groups
- Higher expectations around safety, accessibility and experience
- Pressure to deliver more value from existing assets



3. Renovate: Modular Renovation Panel

A modular solution for pool basin renovation

- Designed to renovate existing pools with reduced demolition
- Overflow channel integrated into the renovation panel
- Fast and reliable installation
- Supports compliance with current standards and World Aquatics requirements



3. Renovate: Modular Renovation Panel



4. Digital solutions: Connect the operation

A renovated pool should also become a smarter pool.

Digital services can help operators

- Monitor performance in real time
- Detect anomalies earlier
- Optimize energy and water use
- Improve safety and response
- Reduce operational inefficiencies
- Support more sustainable facility management



5. Smart management: Datapool

Energy, water and comfort optimization

Datapool helps operators move from reactive to proactive management

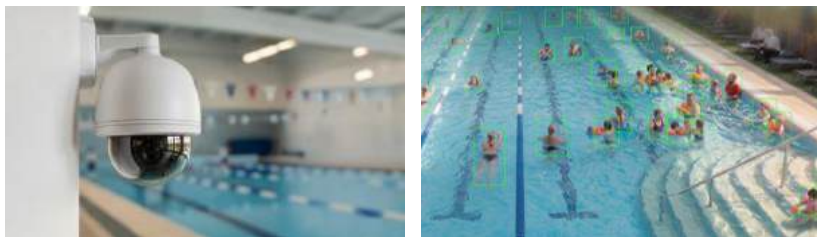
- Digitalizes operational data from the facility
- Uses a digital twin to compare optimal vs actual performance
- Detects anomalies in consumption and operation
- Optimizes water, energy and thermal comfort
- Supports alerts, reporting and better decision-making



6. AI Safety and sustainable heating

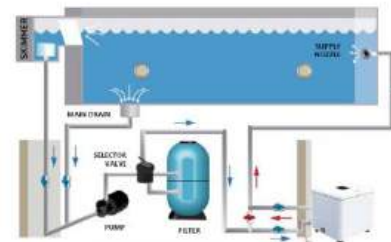
Lynxight — AI safety and pool analytics

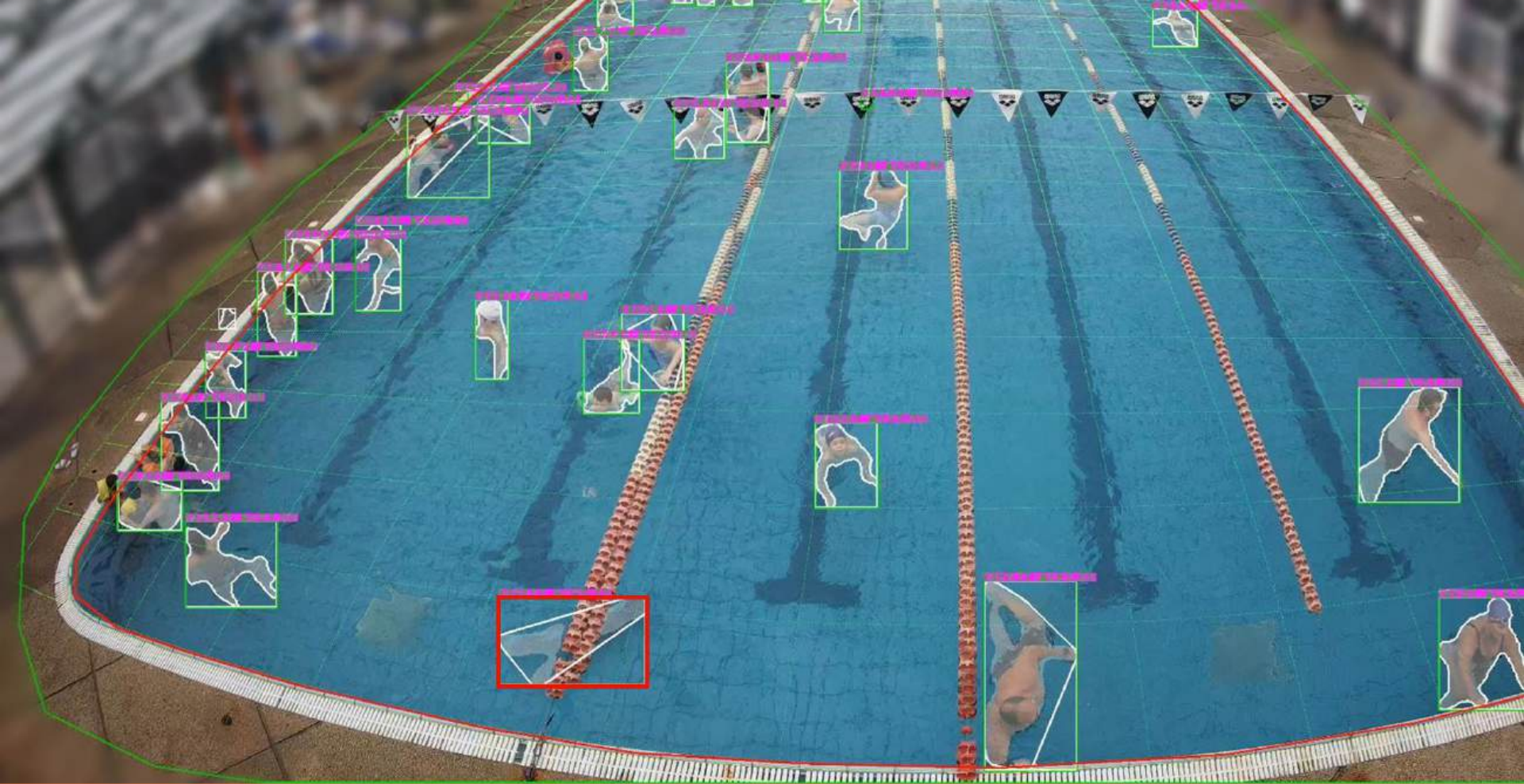
- Real-time video analysis
- Detection of risky or unusual behaviour
- Instant alerts to lifeguards
- Pool usage data and analytics
- Faster emergency response



HOTTA — smart pool heating

- Reuses heat generated by servers
- Supports pool heating
- Reduces energy waste
- Lowers dependence on fossil fuels
- Creates a more sustainable heating model





7. Activate the pool: from infrastructure to experience

A pool should work harder throughout the day

The next opportunity is utilization

- One pool can serve multiple user groups
- Flexibility increases programming options
- Engagement creates stronger user experience
- Higher utilization supports a stronger business case
- The pool becomes an active platform, not a fixed asset



8. Multipurpose pools: flexibility, utilization and ROI

More uses per square metre of water

Moveable floors and bulkheads create flexible aquatic spaces

- Adjustable water depth for different activities and users
- Pool division for simultaneous programs
- Improved accessibility, inclusion and safety
- More programming options: learn-to-swim, fitness, rehabilitation, competition, leisure and events
- Higher utilization can support a stronger investment case



In suitable facilities, flexible pool configurations can create attractive payback scenarios by increasing utilization and revenue opportunities.

9. Gamification: making aquatic spaces more engaging

Play. Learn. Train. Rehabilitate. Entertain.

Gamification creates new reasons to use the pool

Area H2O:

- interactive play, projected games and water features

Pool-On:

- subaquatic video projection and content platform
- Supports play, learning, training, rehabilitation and entertainment
- Helps attract broader user groups
- Can create new experiences without permanently changing the pool.





10. Integrated model: Towards a future-ready aquatic facility

It is about unlocking new value from existing aquatic assets

Renovate

Renew the physical asset

Connect

Optimize the operation

Activate:

Increase flexibility and engagement

Outcome: durability, compliance,
faster renovation

Outcome: efficiency, safety,
sustainability

Outcome: utilization, experience,
ROI

**Renovation extends the life of the pool.
Digital services improve the operation.
Flexibility and gamification unlock new value.**

A young boy is standing in a swimming pool, wearing goggles. The background is a blurred scene of a beach with trees and a sailboat. The text "Thank You!" is overlaid in the center.

Thank You!

Contact us

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Safer and More Sustainable Aquatic Facilities

A connected approach to earlier awareness, faster response and practical rescue support

European Aquatics Conference 2026 | Baku

Jelly Chen · Lokang Sports



One connected water safety system



Technology should strengthen the people and procedures already responsible for safety.

01

AWARENESS

Understand activity and possible risk earlier

02

RESPONSE

Turn an alert into a clear operational priority

03

RESCUE

Deliver flotation, reach and support sooner

Drowning remains a global public health challenge

~300,000

annual drowning deaths worldwide

NEARLY

1 in 4

drowning deaths are children
under five years of age

92%

occur in low- and
middle-income countries

Every number represents a preventable loss — and a reason to strengthen the safety chain.

Two environments. One priority.

SWIMMING VENUES

Controlled space, complex visibility

- High swimmer density
- Occlusion and blind spots
- Need for continuous supervision

OPEN WATER

Changing conditions, longer distance

- Weather, waves and visibility
- Larger search areas
- Difficult or delayed access

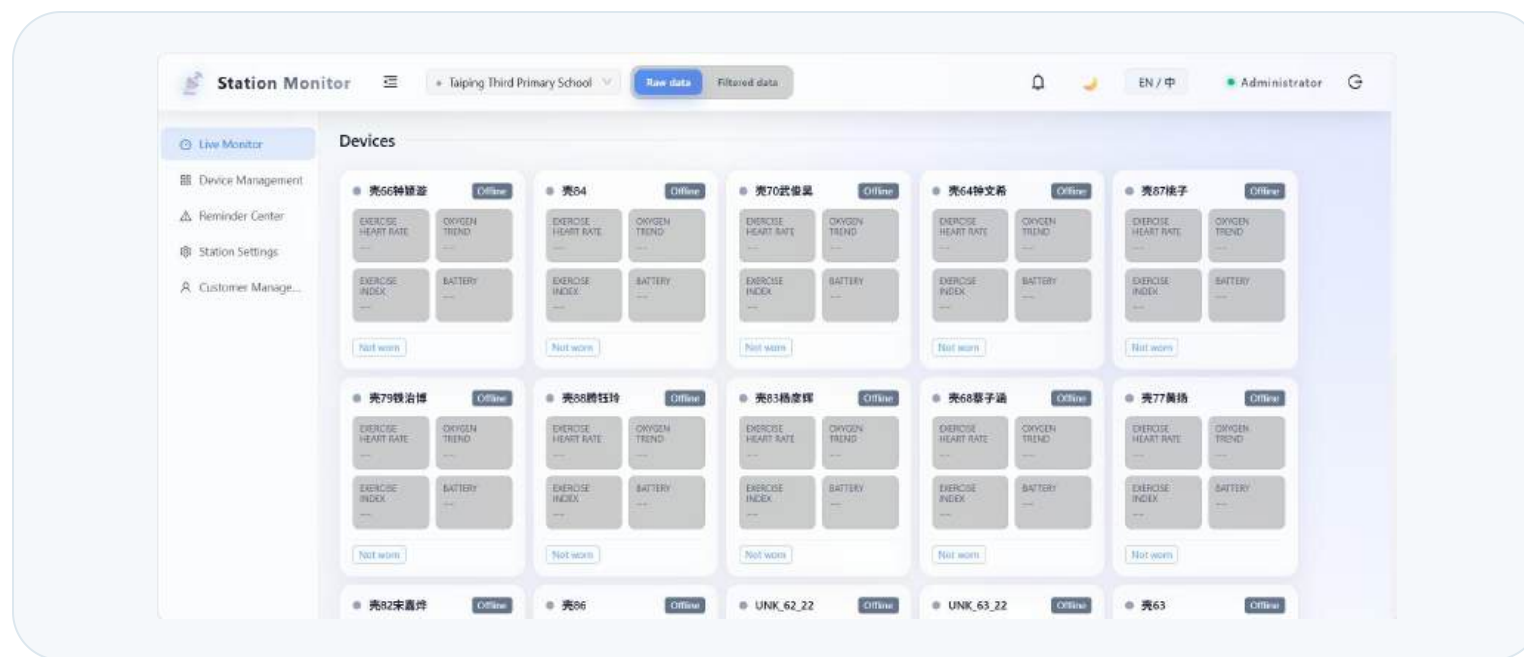
SHARED PRIORITY

Earlier warning + faster meaningful help

Earlier awareness in swimming venues



Smart swimming activity monitoring cap



HEART-RATE
patterns

OXYGEN
trend

POSTURE
changes

UNDERWATER
time

Safety-management support — not medical diagnosis and never a substitute for lifeguards.

Helping rescuers arrive faster



PRECISION AERIAL RESCUE

14 m/s

specified speed

up to 1 km operating range

SMART RESCUE RAFT

~30 sec

deployment

200 kg

buoyancy

45 min

endurance

Response multipliers — extending reach while trained teams mobilize.

Performance figures are current manufacturer specifications.

Personal protection adds another layer



**Automatic inflatable
life jacket**

Inflates in 2–3 seconds



**Anti-drowning
rescue wristband**

Compact emergency buoyancy



**AIS locator
life jacket light**

Helps improve location visibility



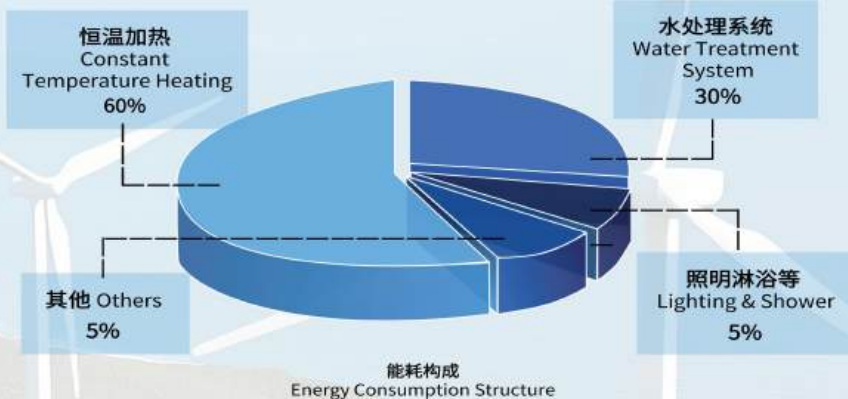
EDD rescue kit

Rapid-access rescue tools

Different users and environments require different combinations — not one universal device.

游泳馆能源需求与缺口

Energy Demand and Gap of Global Swimming Venues



1

分布失衡
Imbalanced
Distribution

2

运营困难
Operational
Difficulties

全球碳中和战略

Global Carbon Neutrality Strategy

国际要求 International Requirements

国际奥委会、世界泳联发布2030碳中和战略，要求赛事/场馆优先使用可再生能源
IOC and World Aquatics released 2030 carbon neutrality strategies, requiring renewable energy priority for events/venues



资金门槛 Funding Threshold

全球环保、体育发展基金等对项目ESG有硬性要求，绿色能源是资金核心准入条件
Global environmental, sports development funds have rigid ESG requirements; green energy is core entry criterion for funding

Swimming Venue AI Intelligent Energy System

泳馆0碳智慧能源系统

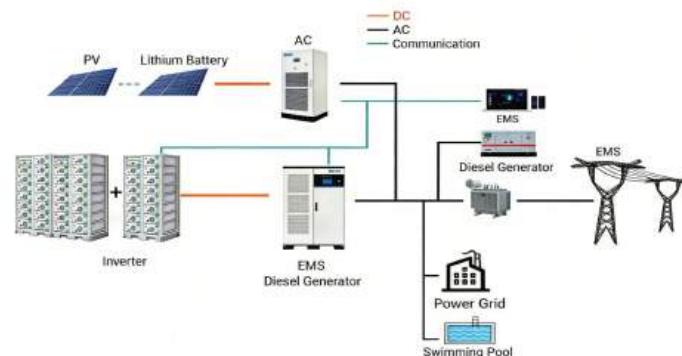
Swimming Venue Zero-Carbon Intelligent Energy System

泳馆0碳智慧能源系统简介

Introduction to the Zero-carbon Smart Energy System of the Swimming Pool

以光伏为核心主力电源、储能为能量调节核心、辅电补能系统为应急备用电源，集成AI智能能量管理系统（EMS），实现“发电-储电-备电-智能调度”全链路智慧协同。

With photovoltaic (PV) as the core primary power source, energy storage as the core for energy regulation, and the auxiliary power supply system as emergency backup, the system integrates an AI-powered Energy Management System (EMS) to achieve full-link intelligent coordination of power generation, energy storage, backup power, and intelligent scheduling.



四大核心子系统

Four Core Subsystem



光伏发电子系统
Photovoltaic
Subsystem



储能子系统
Energy Storage
Subsystem



辅电补能系统
Auxiliary Power
Supplement System



AI智能EMS系统
AI Intelligent
EMS



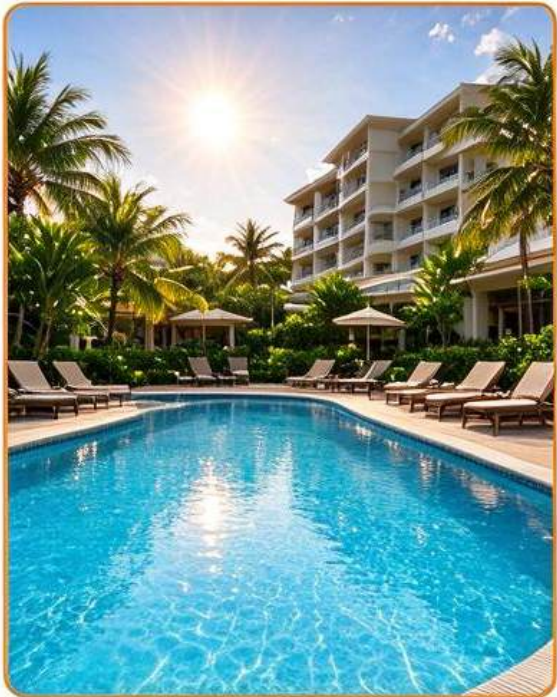
C&I Energy Storage Projects

Project Details

This hotel swimming pool project delivers a complete water circulation and energy-saving solution for a resort hotel. By integrating pool filtration, LED lighting, and smart control systems, it creates a comfortable leisure environment while reducing operational energy consumption. The system supports stable water quality, lower maintenance costs, and an enhanced guest experience.

200kWp+200kW/430kWh

Hotel



- Project: 2025
- Kenya

- PV: 200kW Solar System
- ESS: 200kW/430kWh

- Backup Power
- Commercial Building and Solar Carport Project

Safer Swimming. A More Sustainable Future.

- Founded in 2010
- Global high-tech enterprise
- Supplier to World Aquatics Pools for All
- Drowning-prevention, energy storage cooperation with European Aquatics and African Aquatics

Thank you

Jelly Chen · Lokang Sports



**LET'S CONTINUE
THE CONVERSATION**



SCAN TO CONNECT



SHARING
EXPERIENCES
FORUM

COFFEE BREAK



SHARING EXPERIENCES FORUM

PANEL 3
NATIONAL FEDERATIONS
DIFFERENT MODELS, COMMON CHALLENGES



SHARING
EXPERIENCES
FORUM

AQUATICS GB



NATIONAL FEDERATIONS – DIFFERENT MODELS, COMMON CHALLENGES

The Hungarian Water Polo Model

Presentation by Norbert Madaras



NATIONAL FEDERATIONS – DIFFERENT MODELS, COMMON CHALLENGES

The Hungarian Water Polo Model

WHO WE ARE?

HUNGARIAN WATER POLO FEDERATION

We have

- **nearly 9000 athletes,**
- **55 League,**
- **more than 5200 matches per year.**

NATIONAL FEDERATIONS – DIFFERENT MODELS, COMMON CHALLENGES

The Hungarian Water Polo Model



What works in our system – and what can others learn from it?

Tradition , Performance, Community, Development

- Hungary has a very special relationship with water polo.
- Our success is not based on one generation, one coach or one successful programme.
- It is the result of an ecosystem that has developed over many decades:

Clubs + Coaches + Youth Development + National Teams + Competition + Federation

NATIONAL FEDERATIONS – DIFFERENT MODELS, COMMON CHALLENGES
The Hungarian Water Polo Model



OUR MODEL IS AN ECOSYSTEM

We have FOUR PILLARS:

- 1. Strong clubs**
- 2. Coach development**
- 3. Long-term player pathway**
- 4. Federation–club cooperation**

NATIONAL FEDERATIONS – DIFFERENT MODELS, COMMON CHALLENGES

The Hungarian Water Polo Model



THE PLAYER PATHWAY

FROM GRASSROOTS TO ELITE



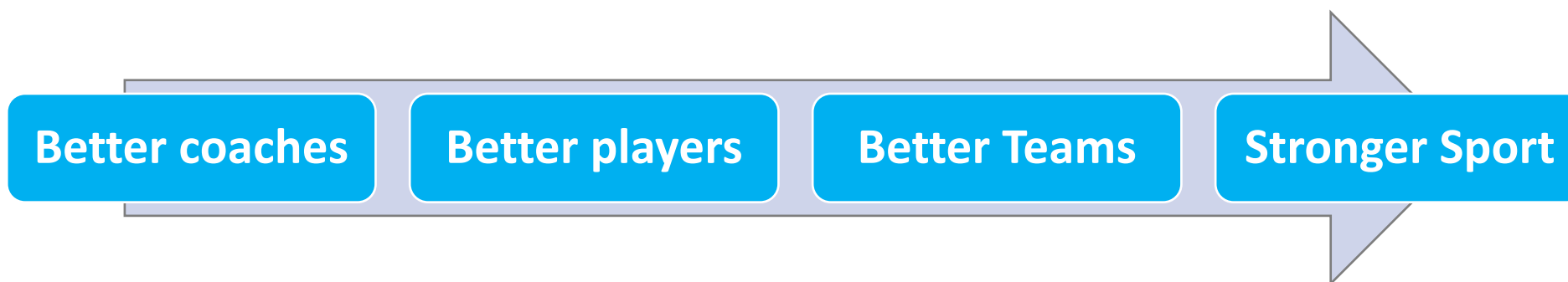
NATIONAL FEDERATIONS – DIFFERENT MODELS, COMMON CHALLENGES

The Hungarian Water Polo Model



THE ROLE OF COACHES

COACHES ARE THE MULTIPLIER



NATIONAL FEDERATIONS – DIFFERENT MODELS, COMMON CHALLENGES

The Hungarian Water Polo Model



TRADITION VS. INNOVATION

KEEP THE IDENTITY - CHANGE THE METHOD

We need innovation in areas such as:

- *digitalisation*
- *performance analysis*
 - *sports science*
 - *education*
- *communication*
- *talent identification*
- *competition management*

NATIONAL FEDERATIONS – DIFFERENT MODELS, COMMON CHALLENGES

The Hungarian Water Polo Model

WHAT HAVE WE LEARNED?

THE FIVE LESSONS

- 1. Build the ecosystem, not only the national team.*
- 2. Clubs and Federation must be partners.*
- 3. Invest in coaches as much as athletes.*
- 4. Use tradition to create identity – innovation to create the future.*
- 5. Measure development, not only medals.*

NATIONAL FEDERATIONS – DIFFERENT MODELS, COMMON CHALLENGES

The Hungarian Water Polo Model

OUR COMMON CHALLENGES

DIFFERENT SYSTEMS- SIMILAR PROBLEMS

- 1.How do we attract more children?*
- 2.How do we keep them in the sport?*
- 3.How do we develop better coaches?*
- 4.How do we make clubs sustainable?*
- 5.How do we use technology effectively?*
- 6.How do we balance elite performance with mass participation?*
- 7.How do we make our sport attractive to the next generation?*

8.

These are not just Hungarian problems!

NATIONAL FEDERATIONS – DIFFERENT MODELS, COMMON CHALLENGES

The Hungarian Water Polo Model



THE FUTURE

FROM COMPETING SYSTEMS TO A SHARED WATER POLO COMMUNITY

The most important message I would like to leave with you:

We compete against each other in the pool, but outside the pool, we should learn from each other.

And I would finish with one sentence:

“A successful Federation is not the Federation that produces one successful generation. It is the Federation that creates a system capable of producing the next generation.”

MAGYAR
VÍZILABDA
SZÖVETSÉG



Thank you for your attention.

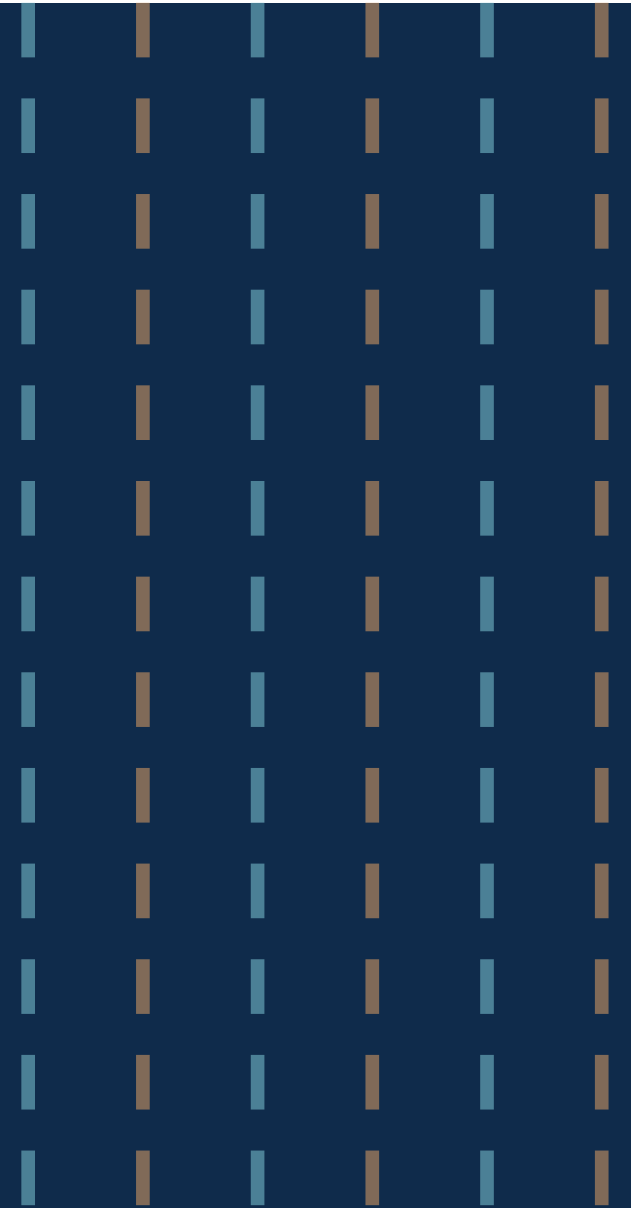
EUROPEAN AQUATICS · SHARING EXPERIENCES FORUM

From Strategy to Practice: Learning, Innovation and Cooperation across European Aquatics

One Federation, Five Sports

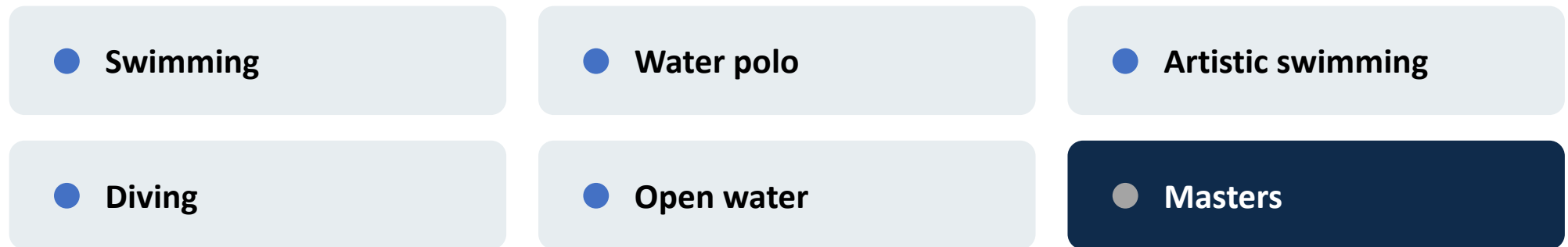
Managing complexity, resources and sporting excellence in a multisport federation

Hellenic Aquatics Federation (KOE) · Kyriakos Giannopoulos, President



OUR MODEL

One federation. Five sports. One common strategy.



One organisation that brings together different sports, competition calendars and operational needs.

THE TWO MODELS

The two models in short

MODEL A

One federation

One federation runs swimming, water polo, diving, artistic swimming and open water.

Examples: Greece (KOE), Spain, Italy

The same as World Aquatics and European Aquatics.

MODEL B

Separate federations

Each big sport, most often water polo, has its own federation.

Examples: Hungary (swimming and water polo); Serbia and Croatia (water polo)

Built on the strength of one sport.

The two models compared

Question	One federation	Separate federations
Cost	Lower	Higher
Planning of pools	Planned together	Federations compete
Focus on each sport	Shared	Full focus
Who is responsible	Less clear	Very clear
Sponsors	One name for all	Each sport has its own
Help for small sports	Strong	Weak
Voice to the state	One strong voice	Many voices
Effect of a crisis	Hits every sport	Stays in one sport
Hosting big events	Easier	Harder

OUR APPROACH

Shared resources, sport-specific expertise

SHARED BY ALL SPORTS

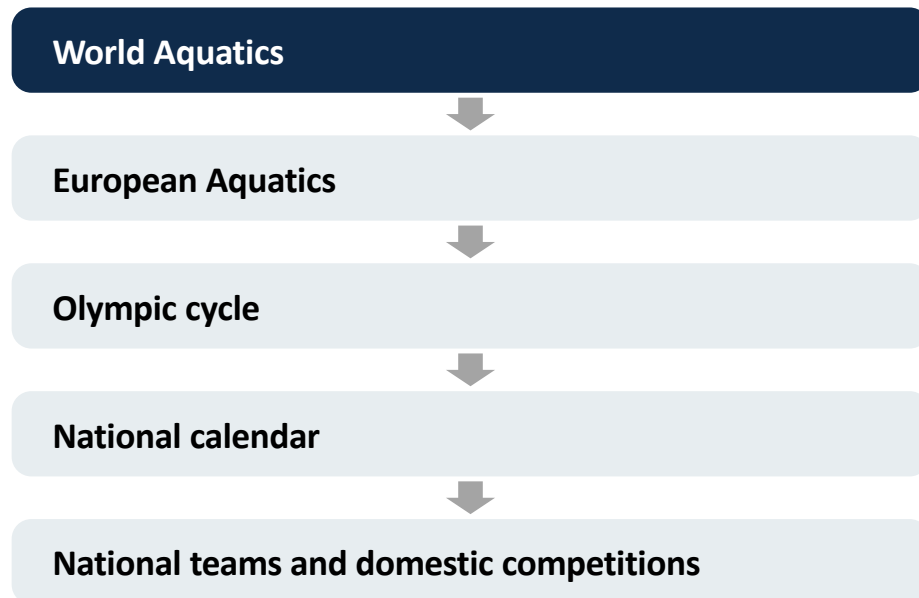
- Logistics
- Finance
- Administration
- Communications
- Event operations
- Planning and monitoring

SPECIFIC TO EACH SPORT

- Technical preparation
- Coaches and technical experts
- Athlete development
- National team preparation
- Competition needs

Centralise what can be shared. Protect what must stay sport-specific.

Coordinating five competition calendars



WE ALSO PLAN FOR

- International competitions
- Qualification periods
- National championships
- Development competitions
- Training camps
- National team preparation

Calendar planning is not only operations. It is a strategic decision.

Every stage of the athlete journey



Every sport must deliver:

- ✓ Development opportunities
- ✓ Fair, quality competitions
- ✓ Athlete safety
- ✓ National team preparation
- ✓ International participation
- ✓ High-performance support

The challenge: keep the full pathway in five sports, with limited resources.

RESOURCE ALLOCATION

Investing in sport, not in extra structures



Resources are limited and must cover five sports.



Every new structure needs more money and more people.



Shared services avoid duplication and work better.



Central services keep more money for sport itself.



We balance development, participation and high performance.

OUR PRINCIPLE

**Not equal resources,
but resources based on
strategy and real
needs.**

WHAT THIS MEANS FOR GREECE

No model is perfect. For Greece, one federation is the better choice.

Our funding comes from the state, sponsorships and private resources. With limited pool facilities infrastructure, our less widely followed sports need the support of the whole federation.

Lessons from a multisport federation

Share what can be shared

Use common structures where needs are similar.

Protect each sport

Central services must not remove a sport's identity or needs.

Plan early

Let international and Olympic calendars drive long-term plans.

Balance the future and today

Invest in development and in current results.

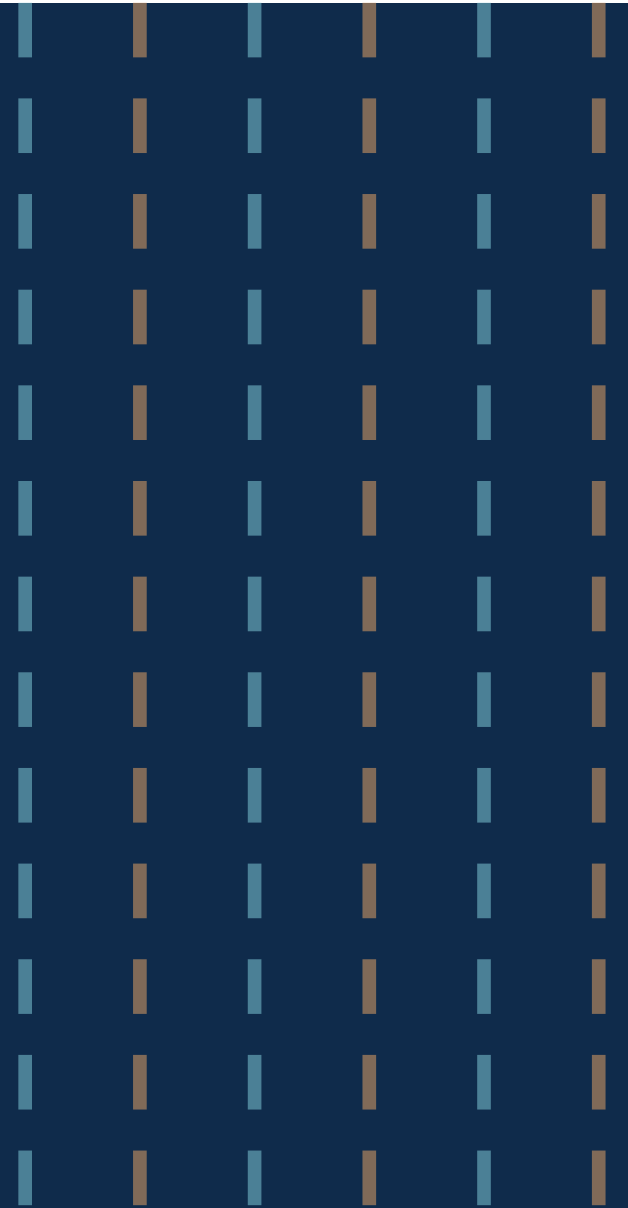
Monitor as one organisation

One framework gives a clear picture of priorities and resources.

**One federation can
serve five sports well.**

Thank you

Questions?





SHARING EXPERIENCES FORUM

PANEL 4
HOSTING BETTER EVENTS:
THE LOC EXPERIENCE

EUROPEAN AQUATICS FORUM · PANEL 4 ·
HOSTING BETTER EVENTS

Athens 2025

One week, two European
Championships

Kyriakos Giannopoulos

President, Hellenic Aquatics Federation · 8 October 2026



Two championships, one venue, one week



23–29 June 2025

European Aquatics Junior Diving Championships



25–29 June 2025

European Aquatics Junior Artistic Swimming Championships

Both at the Olympic Athletic Center of Athens - OAKA

A deliberate pairing: two judged disciplines, each in its own pool

THE HONEST PART

It was not easy

Peak overlap

25–29 June: both championships at full capacity, side by side

Our people

Two programs, two groups of officials, one team of staff and volunteers

Hotels in high season

Athens in June: rooms scarce, prices high, for two events at once



WHAT WORKED

One Olympic-standard venue made it possible

Build it once, use it for both.

Each championship had its own pool. Shared across both:

Accreditation

Transport

Medical & anti-doping

Volunteers

Operations office

Media & broadcast



MORE THAN TWO EVENTS

A celebration of aquatics

Young athletes, girls and boys from across Europe, on one stage. One opening and one closing ceremony that brought both championships together.



ONE AQUATICS FAMILY

One opening and one closing ceremony for both



LESSONS LEARNED

What we would do differently

01

Plan as one operation

Two competitions, but one integrated plan from day one

02

Secure hotels early

One block agreement for both events, right after the award

03

Map the peak days

Training slots, transport and staff shifts built around the overlap

How European Aquatics can help hosts

1

One aligned calendar

Entries, accreditation and technical meetings on one timeline

2

Joint coordination

One contact point across the disciplines' technical delegates

3

Earlier team numbers

So rooms can be blocked with confidence, with tourist seasons in mind

4

Practical guidance for multi event hosting

A practical guide, including which disciplines work well together

LOOKING AHEAD

The parallel model has a future

More affordable hosting · better use of great venues · a richer experience for young athletes

Thank you



An aerial photograph of the Munich Olympic Stadium, featuring its iconic translucent, tent-like roof structure. The stadium is surrounded by lush greenery, including a large lake to the left and a winding path. The image serves as the background for the text overlay.

EUROPEAN AQUATICS CONGRESS • BAKU

MUNICH'S OLYMPIC STAGE

Junior European Championships 2026 • Olympic Park Munich

JAN POMMER • CEO, GERMAN SWIMMING FEDERATION

dsv
Deutscher Schwimm-Verband e.V.

ONE OF GERMANY'S MOST ICONIC SWIMMING VENUES

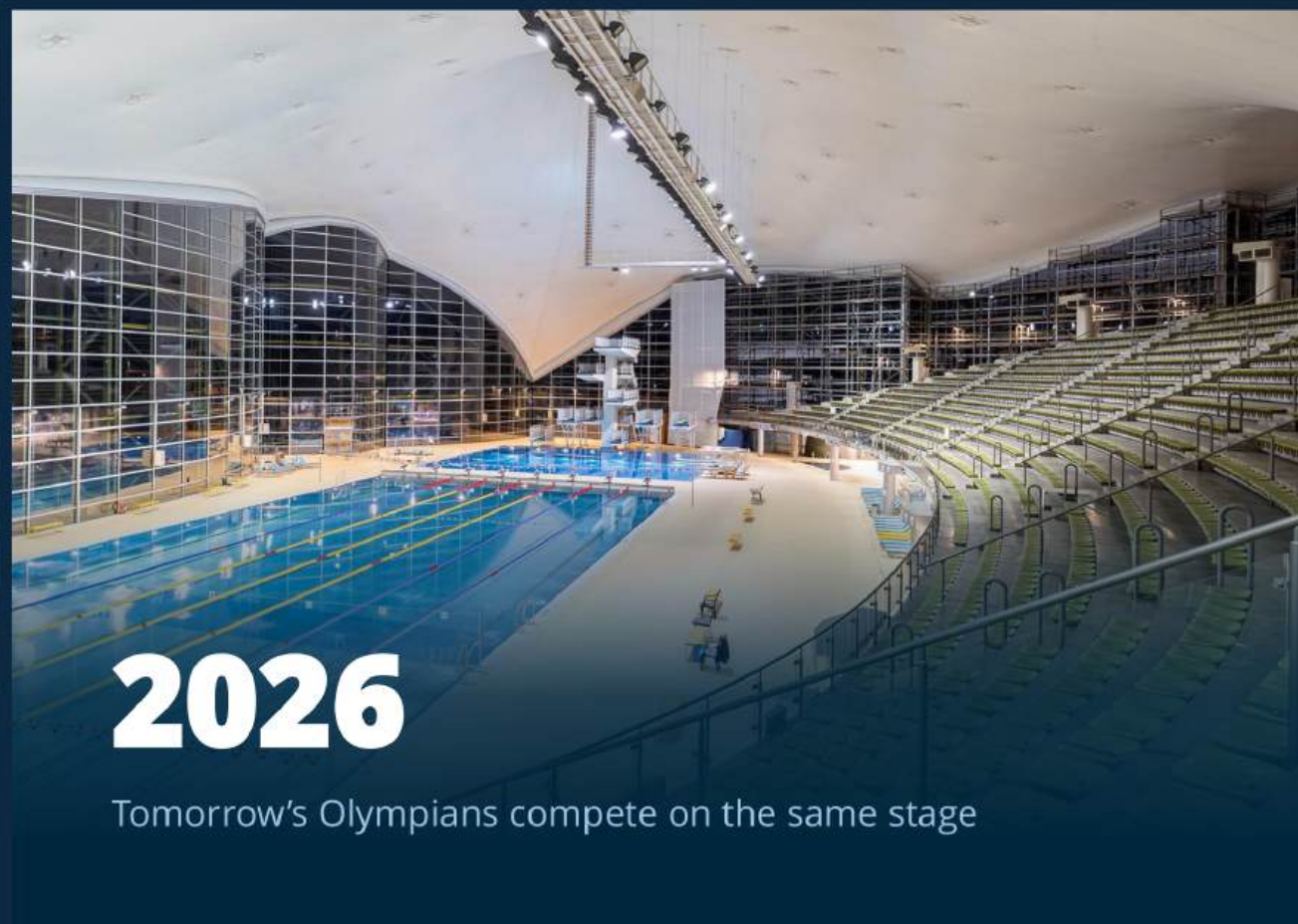


OLYMPIC HISTORY, FUTURE GENERATIONS



1972

Mark Spitz makes Olympic history



2026

Tomorrow's Olympians compete on the same stage

JUNIOR EUROPEAN CHAMPIONSHIPS 2026

TWO WEEKS, TWO EVENTS



2 Days
Changeover



30 JUNE

13 days · Olympic Swimming Stadium Munich

12 JULY

700+

Athletes

46

Nations

6000+

Spectators

TAKEAWAY

**ONE STAGE, ONE TEAM, TWO
EUROPEAN CHAMPIONSHIPS
BACK-TO-BACK**

ONE VENUE, TWO SPORTS, ONE MISSION



WHAT THE COMBINATION MADE POSSIBLE



01

GREATER REACH

Swimming as the main draw put artistic swimming on a bigger stage.

02

NEW AUDIENCES

Combined tickets led spectators to discover the other sport.

03

LOWER COSTS

Shared infrastructure and bundled supplier contracts.

04

STRONGER PARTNER OFFER

Two Olympic sports, two stories, one mission for sponsors and public funders.

05

REGIONAL RELEVANCE

The Olympic bid context built local support and expertise.

TAKEAWAY

TOGETHER, BOTH SPORTS REACHED MORE PEOPLE AT LOWER COST



OUR CONCLUSION

WE WOULD DO IT AGAIN

Logistically demanding and intensive for the operational teams – but the benefits outweigh the challenges.

Combined formats are more attractive to market and keep every participating sport visible and relevant.



EUROPEAN AQUATICS.
YOUTH ARTISTIC SWIMMING
CHAMPIONSHIPS
LUXEMBOURG-2026

European Aquatics Youth Artistic Swimming Championship 2026

A Luxembourg Experience

- First experience for Luxembourg
- Specific organisation scheme different from what we know in « Normal » meetings.
- Governmental support complicated because of Euro Meet.
- Hotel Pricing Rather High.
- Starting point difficult because of date issues with major influence with Budget (European Council)
- Long lasting discussion around usage of public transport with great influence of the budget.
- Venue « COQUE » to be « Arranged »
- Long lasting discussion around contract.





Positive :

- Excellent communication and personal relation with EA-staff and Officials.
- Comprehension regarding budget constraints and awareness of supplementary burden to the OC regarding transport.
- Support in getting in contact with experienced companies regarding organisation.
- The support on all competition related issues to be settled in advance.
- Communication and Visibility of Artistic Swimming through EA Channels.

Negative:

- Necessity to adjust decision making and working rhythm by taking into account the fact CESyou are organising « on behalf ».
- Difficulty in getting answers on financial support by Ministry.
- Difficulty in having the correct travel information in time of the different delegations.
- In an already very stressed budget situation the fact that basically participants are not obliged to use the organisers « packages » creating supplementary losses. Without compensation.



Postive

- Medical system worked well.
- Technical equipment without failure
- Artistix swimming as a sport with big gain of visibility in the country, Luxemburg with large visibility abroad.

Negative

- Mismatch on arrivals due to realyed arrivals at the airport.
- Some issues around arrival and departure informations
- Bus transport from some hotels more difficult than would have been with tramways.

Positive

- ✓ Regarding the positive effect, in final financial support of the Ministry making the event a « break even ».
- ✓ Feeling of proudness within the OC With the readiness for new.
- ✓ Positive returns from the parties involved.

We are ready to continue !





EUROPEAN AQUATICS
WOMEN WATER POLO
CHAMPIONSHIP
FUNCHAL 2026



***HOW AN INTEGRATED ORGANISATIONAL MODEL
MAKES INTERNATIONAL EVENTS POSSIBLE IN
PORTUGAL***

One Federation. One Team. One Event.

**EUROPEAN
AQUATICS**



FPN
FEDERAÇÃO PORTUGUESA
DE NATAÇÃO

THE PORTUGUESE REALITY



International ambition within a constrained funding environment

INTERNATIONAL AMBITION

Portugal aims to host prestigious European and World Aquatics events, ensuring excellent conditions for athletes and teams.

LIMITED EVENT BUDGETS

The funding available for these programmes makes it financially difficult to outsource several operational areas to specialised external providers.

OUR RESPONSE

Instead of reducing ambition, FPN mobilizes its internal structure and combines staff expertise across departments.

The constraint is financial. The response is organizational.

THE WHOLE FEDERATION BECOMES THE LOC



SPORT & TECHNICAL

Competition delivery, technical requirements and team liaison

OPERATIONS

Venues, transport, accommodation, equipment and daily problem-solving

ADMINISTRATION

Contracts, procurement, finance, documentation and institutional coordination

COMMUNICATION

Media, digital content, branding, ceremonies and public engagement

DEVELOPMENT & EDUCATION

Volunteers, local engagement and knowledge transfer

LEADERSHIP

Fast decisions, coordination and direct responsibility

Not separate departments supporting an event — one organization delivering it together.

EXTERNAL SUPPORT, INTERNAL LEADERSHIP



Where we bring in specialists, FPN remains in charge.

01 MANAGED BY FPN

Every external provider works under FPN's direction, planning and quality control.

02 TRUSTED PARTNERS

Companies and professionals who have accompanied us in international events for years.

03 SHARED STANDARDS

They know our teams, our standards and our way of working.

External partners strengthen the team. FPN keeps the leadership.

WHY DID IT WORK IN FUNCHAL?



Funchal was delivered through partnership: European Aquatics + FPN + LOC + local stakeholders.

01 SHARED OWNERSHIP

Everyone understands that event success is a collective responsibility.

02 FAST DECISIONS

Short communication lines allow operational issues to be solved quickly.

03 FLEXIBILITY

Staff can move across functions and respond where the event needs them most.

04 KNOWLEDGE

Experience remains inside the Federation and improves the next event.



HOSTING AS A SPORTING STRATEGY



Organising international events develops Portuguese aquatics.

01 ACCESS

As the organising committee, we hold a wildcard for our national teams. Many would not otherwise take part.

02 DEVELOPMENT

Competing at this level, at home, raises the standard of our national teams.

03 VISIBILITY

Recognition for our sport and its disciplines, in Portugal and internationally.

Hosting is not only delivery. It is an investment in our athletes and our sport.

BUT THIS MODEL ALSO HAS LIMITS...



WORKLOAD

International events are delivered on top of the Federation's permanent responsibilities.

SPECIALISATION

Some functions increasingly require highly specialised event expertise and technology.

SCALABILITY

A model based heavily on internal commitment becomes harder to sustain as the number and complexity of events grow.

**Our people make the model possible.
The next challenge is to protect those people while maintaining the standard.**

HOW CAN EUROPEAN AQUATICS HELP?



1. LOC TOOLKIT

Standard templates, timelines, checklists and operational standards to reduce duplicated work.

2. SHARED SERVICES

Explore central or framework support for specialized areas that are expensive for each LOC to procure independently.

3. KNOWLEDGE TRANSFER

Create structured handovers between previous and future hosts, including practical documentation and lessons learned.

4. EARLY PLANNING

Confirm requirements, responsibilities and deliverables earlier, allowing LOCs to plan resources and budgets more efficiently.

**The goal is not to replace the LOC.
It is to allow the LOC to focus its people where they create the most value.**



EUROPEAN AQUATICS
WOMEN WATER POLO
CHAMPIONSHIP
FUNCHAL~2026

We organise international events not because we have unlimited resources, but because we mobilise our people, our knowledge and our partners around one common objective.

ONE FEDERATION. ONE TEAM. ONE EVENT.



FPN
FEDERAÇÃO PORTUGUESA
DE NATAÇÃO

THE LOC EXPERIENCE

Malta 2026:

Turning a Final Four into a Lasting Legacy

Water Polo Champions League Women & Men Final 4 | Malta

2026 MALTA

A host nation that delivered beyond
fixtures: operations, visibility,
confidence and legacy.

Karl Izzo – President of the Aquatic Sports Association of Malta

CONTEXT

From experience to a larger combined event

Why Malta 2026 required a different operating model

Malta had already organised two Champions League Final 4 editions in a men-only format. The 2026 event raised the level of complexity by bringing the women's and men's competitions into one delivery framework, while maintaining service standards, visibility and operational control.



CORE OPERATIONAL REALITY

Three hotels were manageable, but they required stronger coordination to ensure consistent standards. The centralised pool footprint was a major advantage because distances were short, athlete time was protected, and match-day control was stronger.

What worked well in Malta

A professional event is built through coordination, not improvisation.

The strongest outcomes came from treating the event as one integrated project. Malta's delivery model combined prior experience, clear responsibilities, short distances, daily coordination and a venue transformed specifically for a European final-stage environment.

INTEGRATED LOC COMMAND

One working plan, daily rhythm and a clear escalation route.

ONE INTEGRATED EVENT MODEL

CONSISTENT SERVICE ACROSS HOTELS

Three hotels were aligned through common communication and expectations.

CENTRALISED COMPETITION FOOTPRINT

Short transfers protected recovery time and reduced operational risk.

VENUE TRANSFORMATION AND LEGACY

The pool became an event venue and left benefits for the local league.



EUROPEAN AQUATICS
WATER POLO CHAMPIONS LEAGUE
MEN & WOMEN FINAL 4
MALTA-2026

SOCIAL MEDIA REPORT

22.4M
VIEWS ACROSS
EA PLATFORMS

14.9M
TOTAL REACH
ON EA PLATFORMS

660K
TOTAL ENGAGEMENT
ON EA PLATFORMS

289%
INCREASE IN COMBINED
VIEWS SINCE 24/25
F4 TOURNAMENTS



The formal backbone of successful delivery

A strong LOC requires clear mandates, contractual certainty, defined responsibilities and traceable decisions. This protects European Aquatics, the host organiser, participating teams, athletes, suppliers and public stakeholders.

1. MANDATE AND ROLES

Clear lines of responsibility for LOC members, volunteers and suppliers.

2. CONTRACT MANAGEMENT

Hotels, transport, venue, suppliers and service standards clearly agreed.

3. OPERATIONAL RISK REGISTER

Transport, training, medical, security, weather and contingency risks monitored.

4. ATHLETE WELFARE AND COMPLIANCE

Medical cover, safeguarding, accreditation, anti-doping and equal treatment.

5. RECORDS AND REVIEW

Decision log, incident record, financial discipline and post-event report.

PRACTICAL LESSON

The higher the profile of the event, the more important it becomes to move from informal coordination to written responsibilities, verified decisions and repeatable procedures.

LESSONS LEARNED

What we would strengthen next time

A mature LOC measures success by its ability to improve.

The event was successful, but the value of hosting is also found in the learning it creates. Future editions would benefit from earlier certainty, fewer operational variables and even clearer protocols across every stakeholder interface.

EARLIER CERTAINTY AND FEWER VARIABLES

- Confirm hotel blocks earlier and reduce splits where possible.
- Apply equal standards across accommodation, meals and transport.
- Confirm training allocations, media calls and protocol arrangements through one master plan.

REHEARSED DELIVERY AND LASTING BENEFIT

- Give LOC members concise role briefs and escalation routes.
- Rehearse match-day flows before the arrival of teams.
- Agree which assets, branding, systems and know-how remain for the domestic game.

The objective is not to make events heavier. The objective is to make them clearer, safer and more repeatable.

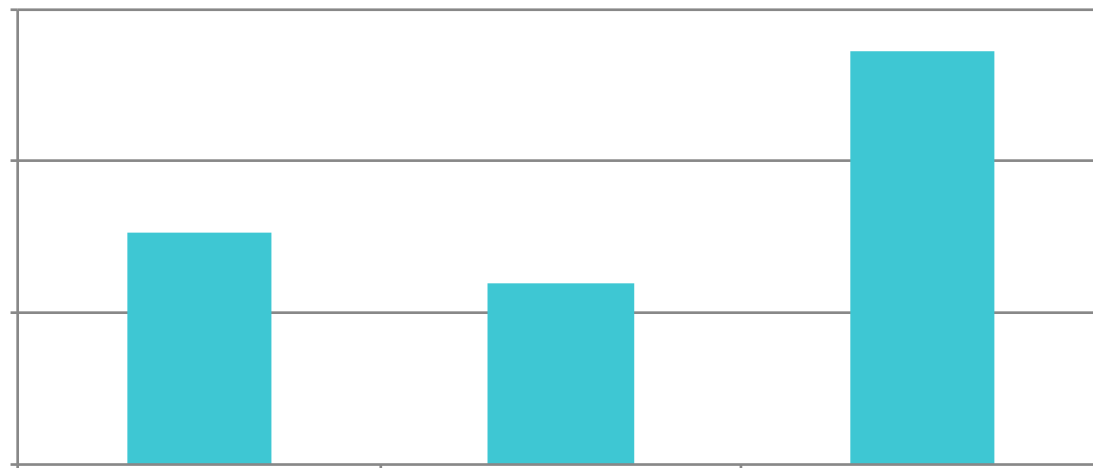
ASA Malta also hosted one of its largest international water polo operations.

The World Cup Division 2 events brought 23 men's teams and 18 women's teams to Malta; 41 teams in total. This was a major organisational test, yet the experience gained from previous Champions League Final 4 editions helped the LOC deliver a high-standard event under significant pressure.

23
MEN'S TEAMS

18
WOMEN'S TEAMS

41
TEAMS IN ALL



Capacity proven

Previous event experience becomes institutional capability when it is captured, refined and applied to larger formats.

How European Aquatics can help LOCs deliver stronger events

The next step is a more structured support package for future hosts.

Malta's experience suggests that future hosts would benefit from a shared framework that protects standards while reducing avoidable uncertainty for LOCs.

1. HOST PLAYBOOK

Timeline, deliverables, risk register and daily operating agenda.

2. LEGAL AND SUPPLIER TEMPLATES

Hotels, transport, volunteers, media rights and service levels.

3. PLANNING TOOLS

Training, protocol, accreditation, media and transport matrices.

4. DIGITAL AMPLIFICATION PACKAGE

Content priorities, athlete profiles, branding and platform support.

5. KNOWLEDGE TRANSFER

Structured debriefs from previous hosts to incoming LOCs.

The strongest events do not end at the final whistle. They leave systems, confidence, visibility and a stronger domestic game.

A word cloud featuring various expressions of gratitude in multiple languages. The words are arranged in a circular pattern, with some appearing larger and more prominent than others. The colors used for the text include shades of blue, green, yellow, orange, red, pink, and purple. The phrases include: THANK, DANKE, YOU, GRACIAS, MERCI, SHUKRAN, DANK U, TACK, OBRIGADO, ARIGATO, GRAZIE, NANDRI, SPASIBO, SHUKRIYA, KITOS, and many others. The background is a light, textured grey.



SHARING EXPERIENCES FORUM

OPEN DISCUSSION:
WHAT CAN WE LEARN FROM EACH OTHER?



AQUATICS

Social
Responsibility



**WAVES OF CHANGE
DEI & INTEGRITY
CONFERENCE**

**FRIDAY
9 OCTOBER 2026
09h00 – 12h30**



**FOUR SEASONS HOTEL BAKU
2nd FLOOR, MEETING ROOMS**

**WOMEN  IN
AQUATICS
NETWORK**

EUROPEAN AQUATICS 100.

**FRIDAY
9 OCTOBER 2026
15h30 – 16h30**