



EUROPE 4 ALL AQUATICS

WE HAVE UNITY IN VISION

PRESIDENTIAL CANDIDATE:

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"The Presidents of the Portuguese Youth and Sports Institute, the National Olympic Committee of Portugal, and the National Paralympic Committee of Portugal declare their full support to the candidacy of the President of the Portuguese Swimming Federation, António José Silva, for the Presidency of LEN"

(Official statements, December 2021)





INTRODUCTION TO MY CANDIDACY

Dear all,

I am the President of the Portuguese Swimming Federation and have been involved in our sport for more than 40 years, first as an athlete, and most recently as an elected member of the FINA Bureau.

Above all, **I represent a movement, called Europe 4 All Aquatics**, made up of Member Federations from Europe who share a new vision for the future of aquatics and a commitment to positive change.

We stand now at a historic moment for our sport. After the recent elections at FINA, it is now the turn of LEN. Sweeping reforms are on the agenda.

I am honoured to announce that I will be standing as a candidate to become the next President of LEN.

And to answer the most important question: "Why are you standing for election?" my response is simple: It is not about ME but about US. I am a candidate not because of personal ambition, but to serve LEN as captain of a team.

Europe 4 All Aquatics exists because we are stronger together. **Unity in Vision is our campaign slogan** because we represent every type of Member Federation, large and small, who share a desire for change that will help us all. **We stand for democracy, integrity, transparency and for the development of our sport.**

Europe 4 All Aquatics has already been in dialogue with Member Federation colleagues to understand their priorities for our sport. We have listened carefully, and I am very excited to share with you my manifesto that outlines the priorities, the innovations and the vision that is required to drive the future of our sport and our organisation.

The vision is for LEN to be an **innovative, inclusive and diverse** Continental Organisation, underpinned by the highest standards of **integrity**, which works tirelessly to develop aquatics and serve its Member Federations and many other stakeholders.

The manifesto is based on the following four pillars:

- 1. Integrity: Transparency and Good Governance**
- 2. Our Sport: Making it Accessible for All**
- 3. Aquatic Disciplines: Learning and Working Together**
- 4. Sustainability: Making LEN Fit for the Future**

This manifesto explains the priority areas for the next two years as well as an action plan for the first 100 days in office for each of these pillars.

I look forward to working together with you all to achieve our vision and to design the future direction of aquatics.

INTRODUCING EUROPE 4 ALL AQUATICS UNITY IN VISION

Europe 4 All Aquatics is a movement that has been brought together by a shared vision for the future of aquatics. In September 2021 a group of European Member Federations came together and signed a letter of “No Confidence” in the current LEN President and Bureau. The letter indicated our collective opposition to the lack of integrity, transparency, good governance, sports driven projects and lack of communication with FINA. It also highlighted our wish to include a wider range of opinions and encourage debate in the organisation without this being regarded as a threat to be stamped out.

Our request in this letter was for an Extraordinary Congress where we could stage elections and enter a new era for our organisation. We now have the opportunity on 5th February 2021 to start this new chapter for LEN.

Europe 4 All Aquatics’ approach to achieving the vision set out in this manifesto will be collaborative, inclusive and united. We will all work together for the benefit of our sport, our Member Federations, our athletes, our coaches, our officials and our communities.

The movement already benefits from the strong support and input of a number of European Member Federations. I hope that you are as excited about the future of aquatics as we are. We would be honoured for you to join us on this journey too.



OUR VISION AND ITS FOUR SUPPORTING PILLARS

There is an exciting future ahead for LEN and its Member Federations. The organisation will be guided by an overarching vision and underneath this will be four supporting pillars. The pillars represent the values of the campaign and the principles that will be embedded into LEN, should we win the election. More details about the priorities and actions that will support each pillar's ambition are described in the following pages.

VISION

To be an innovative, inclusive and diverse Continental Organisation, underpinned by the highest standards of integrity, that works tirelessly to develop aquatics and serve its Member Federations and other stakeholders.

INTEGRITY TRANSPARENCY & GOVERNANCE

We will be regarded as the Continental Organisation that upholds the highest levels of integrity and standards. We will implement new policies, practices and decision-making structures that enable us to safeguard and govern our sport transparently and ethically.

OUR SPORT ACCESSIBLE FOR ALL

We will prioritise growing our sport at all levels, from grassroots to high performance. We will ensure that our Member Federations, athletes, coaches, officials and technical staff have the resources and tools required to develop and engage the next generation of swimmers - wherever and whoever they are.

AQUATIC DISCIPLINES LEARNING AND WORKING TOGETHER

We will learn together and from others to develop, innovate and grow all aquatics disciplines for our athletes and communities. We will support the development of aquatics beyond Europe and set an example for others to learn from us.

SUSTAIN- ABILITY MAKING LEN FIT FOR THE FUTURE

We will enhance our event portfolio and other owned assets to drive new standards in engagement, innovation, environmental responsibility and commercial value. The changes we make will attract and excite new athletes, new fans and new partners from across Europe.

THE BUILDING BLOCKS OF OUR FUTURE ORGANISATION

OUR PRIORITIES

We want LEN to be, and be seen to be, an organisation that is led with integrity and good governance. Aquatics and all aquatic disciplines can, and should, be accessible for everyone and anyone in Europe and it is LEN's duty to ensure that this is possible. For LEN to be able to deliver its vision, it must be a strong and financially stable organisation that supports its Member Federations and engages with its audience and communities.

The priorities that will be embedded throughout the organisation in the next two years are summarised below and are explained in more detail in the following pages.

INTEGRITY TRANSPARENCY & GOVERNANCE

Best practice governance principles

Transparent election processes

A diverse Bureau

Take inspiration from others

Empower our athletes

Transparency in all financial and business activities

Governance support for Member Federations

Protection of the integrity of our sport

A clean future for our sport

OUR SPORT ACCESSIBLE FOR ALL

Promotion of the Learn to Swim Programme

Engage the next generation

Address social inequality through aquatics

Education, scholarships and co-funding to support fair development of Member Federations

Address dropout challenges

Learning and knowledge transfer between all of LEN's stakeholders

Learning from global innovators

AQUATIC DISCIPLINES LEARNING AND WORKING TOGETHER

Progression pathways in all aquatics disciplines

Best practices in athlete welfare

Regular and affordable competition opportunities for our athletes

Knowledge and resource sharing to help our athletes

A Bureau Member assigned to each aquatic discipline

Awareness programmes for all aquatic disciplines

SUSTAIN- ABILITY MAKING LEN FIT FOR THE FUTURE

An efficient and cost effective Continental Organisation

A differentiated and exciting events portfolio

Innovative and engaging event formats

Environmentally sustainable event practices

Content that engages and connects with our fans

Brand and commercial partner growth

INTEGRITY TRANSPARENCY & GOVERNANCE

THE PROMISES

Member Federations should feel assured and confident that LEN is operating with transparency in everything it does and that the highest levels of integrity are always upheld. These promises demonstrate our commitment to ensuring that these values are promoted.

★ Adopt best practice governance principles by re-structuring our governance model to:

- better serve our sport
- better serve the needs of our Member Federations
- better align with FINA
- better align with other continental aquatic associations and European National Olympic committees

★ Re-design the election process to ensure greater levels of:

- democracy
- accountability
- transparency
- checks and balances (including removing conflicts of interest)

★ Ensure that the organisation, including the Bureau, represents the full diversity of our Member Federations by region and by skills

★ Proactively give our athletes a voice and empower them through existing structures and new platforms

★ Implement new practices to provide our Member Federations with transparency of all our financial and business activities (e.g. through professional, external and independent financial audits, minutes of Board meetings and Bureau decisions accessible through official reports, introduction of a Bureau Member contact for each Member Federation)

★ Provide Member Federations with support, advice and resources to allow them to implement their own good governance principles in line with guidance from the IOC, FINA and ASOIF (Association of Summer Olympics International Federations)

★ Become a world leader in the battle for Safe Sport and Fair Play to protect the integrity and ethics of our sport and the welfare and safeguarding of our athletes

★ Put the practices and educational resources in place to promote and protect a clean future for aquatics



EUROPE 4 ALL
AQUATICS

**INTEGRITY
TRANSPARENCY
& GOVERNANCE**

**THE ACTION PLAN FOR THE
FIRST 100 DAYS IN OFFICE**

We want to start making progress quickly to build a new future for our organisation. Some activities are targeted for completion within 100 days. Longer term actions will start during this period and will be ongoing. We will provide a first report at the Congress in May (three months after election).

One of our first projects will be to assess the current Bureau structure and consider how each Bureau Member can use their skills in the best way to drive forward the new pillars of the organisation. Each of the four pillars would have senior oversight and be equally represented. All Bureau Members will be elected democratically and transparently.

**MAY CONGRESS
3 MONTHS AFTER ELECTION**

GOOD GOVERNANCE

Commence the re-structure of the existing Committee structures and the Bureau, defining all roles and responsibilities

Begin dialogue with FINA to identify ways to create more alignment between our constitutions

Implement new constitutional by-laws on mandate limits for all positions of responsibility in the organisation

ETHICAL AND INCLUSIVE PRACTICES

Draft the founding principles of an independent ethics panel, to focus on increasing diversity, inclusion and gender equality

Implement a whistleblowing solution

Embed Athlete representation in to the LEN Bureau and Technical Discipline forums

FINANCIAL TRANSPARENCY

Launch a procurement process to find an external and independent auditor



Our leadership and governance structure will represent and lead our organisation's vision



Our constitution will better reflect FINA's



Our leadership will be fairly elected and will bring new and fresh ideas to the organisation



Our organisation will be inclusive, diverse and underpinned by integrity



Our organisation will identify and resolve integrity issues quickly



Athletes' priorities will be valued and guide the future direction of our Federation



Our Members will have a transparent view of LEN's annual financial reports

OUR SPORT
ACCESSIBLE
FOR ALL

THE PROMISES

Aquatics is an activity that all members of society should have access to, regardless of their age, gender, disability or ethnicity. As an organisation, LEN must promote inclusivity and accessibility by creating programmes that allow everyone to participate in our sport, and ensuring that there are the coaches, officials and infrastructure in place to facilitate this.

- ★ Be a driving force behind a European-wide commitment to support more people to “Learn to Swim and prevent drowning” - wherever and whoever they may be
- ★ Prioritise engaging the next generation of European para-swimmers and para-athletes
- ★ Use aquatics to address social inequality issues across Europe, with a focus on gender and racial diversity
- ★ Create a programme of education, scholarships and co-funding that will enable Member Federations to develop the areas where they are weak and ask them to contribute to those areas where they are strong
- ★ Retain more talent in our sport by understanding dropout challenges and supporting our Member Federations to proactively address these
- ★ Create a suite of support services, such as seminars and exchange programmes, to promote learning and knowledge transfer between our Member Federations, our coaches, our officials and our executive leaders
- ★ Facilitate continuous knowledge sharing from the world’s innovators, within and beyond aquatics



OUR SPORT
ACCESSIBLE
FOR ALL

THE ACTION PLAN FOR THE FIRST 100 DAYS IN OFFICE

We must prioritise increasing the accessibility of our sport. We must all work as a team to help achieve these ambitions.

MAY CONGRESS 3 MONTHS AFTER ELECTION

GROWING THE LEARN TO SWIM PROGRAMME

Begin engagement with Member Federation governments to accelerate the promotion of the Learn to Swim programme

Consult Member Federations to identify ways to accelerate the growth of the Learn to Swim programme

SUPPORTING OUR MEMBER FEDERATIONS, COACHES, OFFICIALS AND EXECUTIVE LEADERS

Work with Member Federations to understand the areas where they need support and the areas they believe they are strong

Launch consultation with coaches, officials and executive leaders to understand the type of support and resources that would be useful

Consult our Member Federations to identify the priorities for developing the next generation of coaches and officials

Speak to Member Federations about their challenges with dropout rates and how these could be addressed and reduced

ADDRESSING SOCIAL INEQUALITY

Identify new Corporate Social Responsibility programmes to target social inequality issues

1 - 3 % of the European population are participating in Learn to Swim programmes at any one time

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Our Member Federations will grow stronger and will work together and learn from each other

Our coaches, officials and executive leaders will continue to learn and develop

Aquatics continues to grow and is supported by new coaches and officials

Our Member Federations will feel supported in overcoming dropout challenges

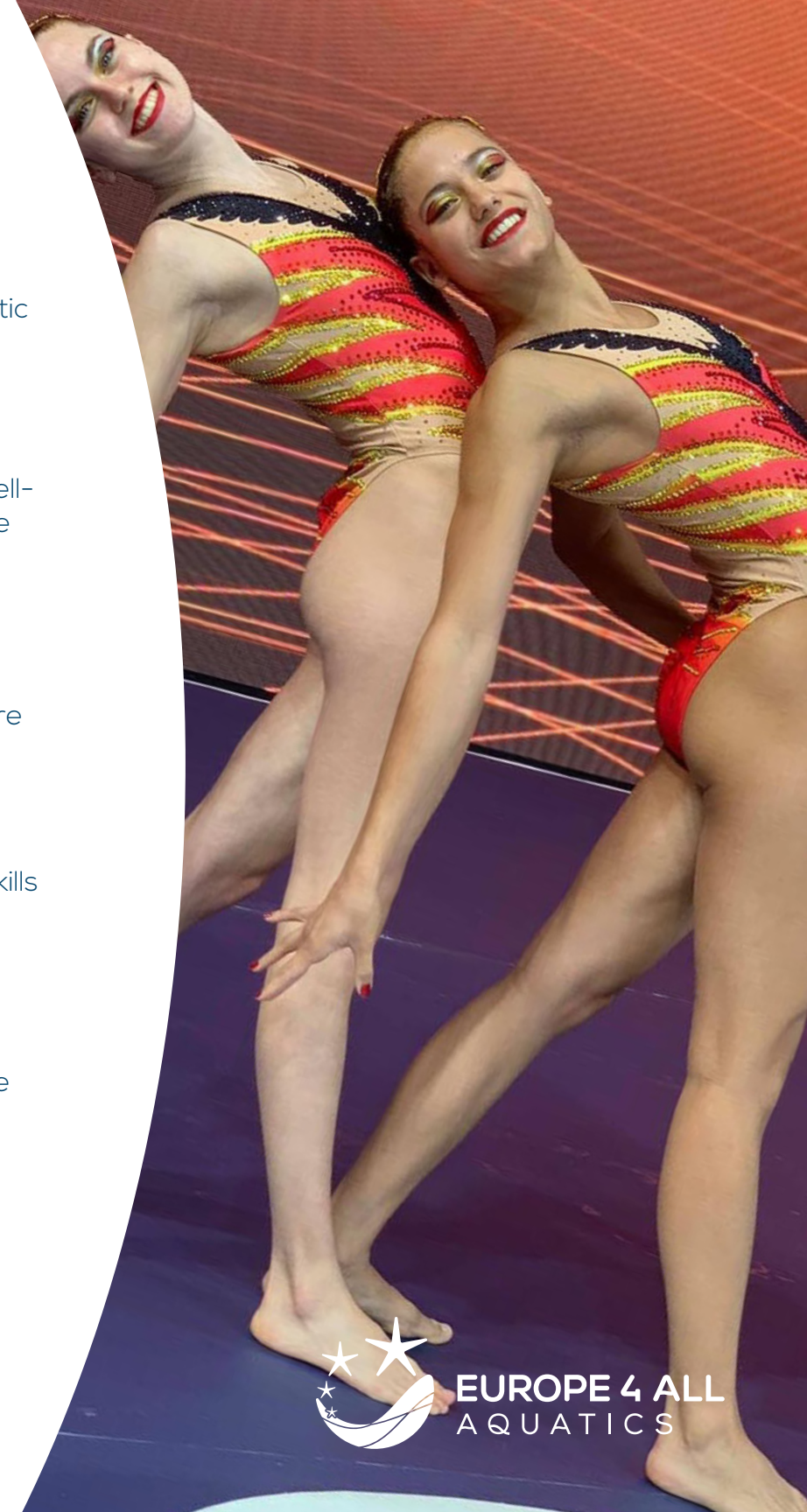
Aquatics will be a more inclusive sport and benefit a broader number of people

**AQUATIC
DISCIPLINES**
LEARNING
AND WORKING
TOGETHER

THE PROMISES

Every aquatic discipline forms an important part of LEN and should be offered the appropriate support to help it grow, develop and innovate for the future. By working together, we can build an exciting roadmap for each of our aquatic disciplines that provides our athletes with enhanced opportunities.

- ★ Support the development and implementation of performance progression pathways, through international cooperation, for each aquatic discipline
- ★ Implement international best practices in athlete welfare for each aquatic discipline
- ★ Create a European event eco-system that supports progressive, well-planned competition opportunities in each aquatic discipline that are affordable for participants and engaging for fans
- ★ Identify ways to co-ordinate our competition schedule and structure with FINA's World Series to support better planning and alignment
- ★ Establish structures to promote sharing of knowledge, resources, skills and infrastructure across all Member Federations to support all of our athletes
- ★ Assign dedicated and empowered Bureau level responsibility to drive innovation and development for each aquatic discipline
- ★ Introduce programmes to raise awareness of each of the aquatic disciplines



AQUATIC DISCIPLINES

LEARNING AND WORKING TOGETHER

THE ACTION PLAN FOR THE FIRST 100 DAYS IN OFFICE

A structured plan will be essential to growing our aquatic disciplines and progress can be made in the first 100 days after the election. Our athletes must also feel supported to develop, whether this is through competition opportunities or educational resources.

MAY CONGRESS 3 MONTHS AFTER ELECTION

ASSESSING OUR COMPETITION CALENDAR

Review and challenge the existing competition structure and annual calendar for each aquatic discipline

Document the competition and progression pathway for an athlete in each aquatic discipline

LOOKING AFTER OUR ATHLETES

Engage with other continental and international federations to understand the practices they have in place to protect athlete welfare

Engage with athletes to understand the types of educational resources and support that they would find useful

GROWING AND DEVELOPING OUR AQUATIC DISCIPLINES

Assign a Bureau Member to each aquatic discipline

Begin dialogue with Member Federations to understand challenges with raising awareness of aquatic disciplines

LEN's competition calendar complements, rather than competes with, FINA's competition calendar

Our athletes, in every aquatic discipline, feel supported and have the opportunities to progress and develop

Our athletes feel protected and supported

LEN provides our athletes with useful tools to help their development

Bureau Members are empowered to develop and progress the aquatic disciplines

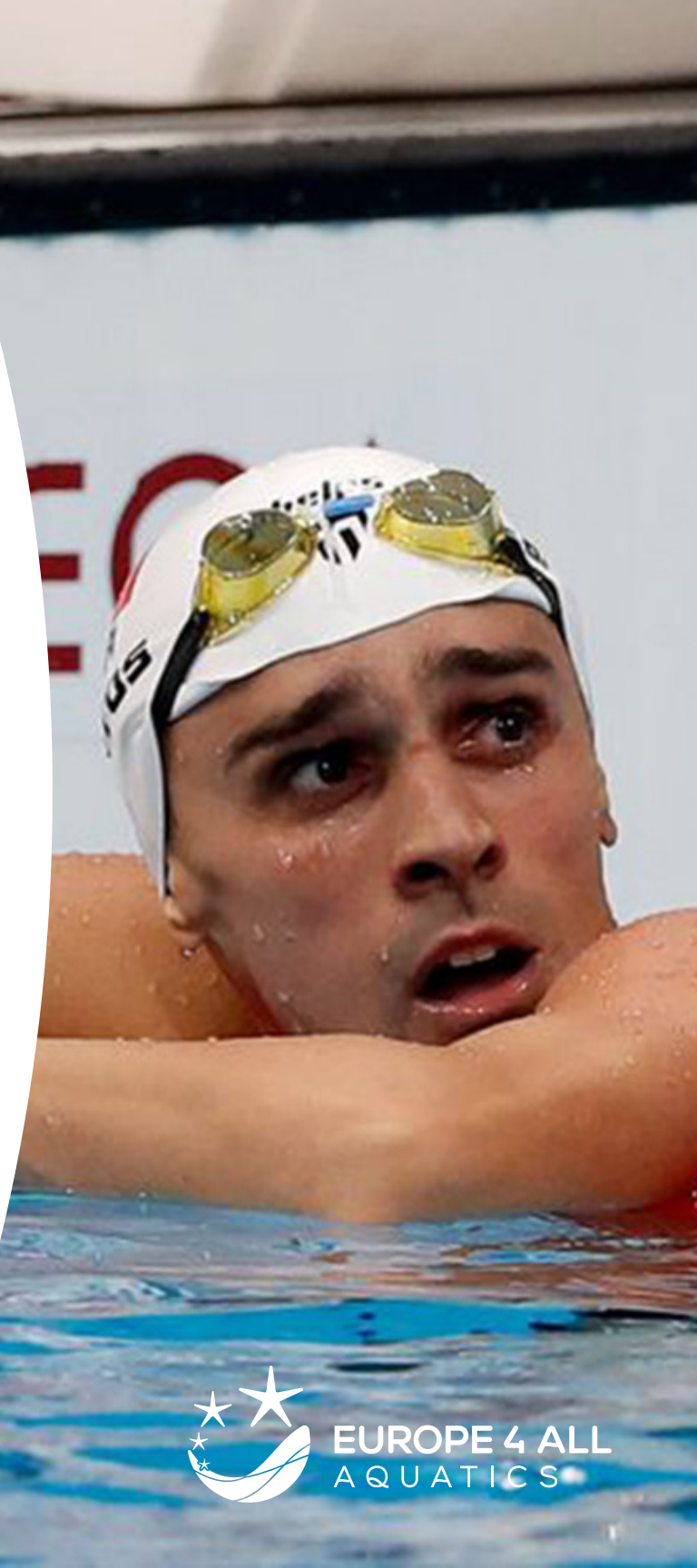
Member Federations feel supported by LEN in raising awareness for all aquatic disciplines in their countries

**SUSTAIN-
ABILITY**
MAKING LEN
FIT FOR THE
FUTURE

THE PROMISES

Our Member Federations deserve, and should receive, the best service possible from LEN as their Continental Organisation. Therefore, it is important that we focus on how we can create a stable financial future for the organisation so that LEN can continue to invest in its Member Federations. Here are the promises that will help us achieve this.

- ★ Build a Continental Organisation that is cost efficient, whilst having the human resources to deliver a best-in-class offering to our Member Federations and athletes
- ★ Create an events portfolio that is commercially differentiated and attracts year-round global attention from fans, media and sponsors
- ★ Challenge ourselves to create innovative and engaging formats for all aquatics disciplines
- ★ Promote environmentally sustainable event hosting across our whole events portfolio
- ★ Better understand our fans and proactively engage them through year-round content (e.g. more live streaming opportunities, athlete generated content etc.)
- ★ Grow our brand partnership opportunities and other commercial revenue streams to enable us to provide more to our Member Federations
- ★ Grow our online presence and information that we share on social media channels and the website to keep our community up-to-date



SUSTAIN- ABILITY

MAKING LEN
FIT FOR THE
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THE ACTION PLAN FOR THE FIRST 100 DAYS IN OFFICE

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MAY CONGRESS 3 MONTHS AFTER ELECTION

RE-ORGANISING FOR SUCCESS

Review the structure of the LEN Office and its central business areas

LEN Office's departments have a well-defined purpose and are aligned to best support the needs of its Member Federations

Draw up annual budgets and reporting structures for each central business area

LEN is more cost efficient and has financial planning systems in place

DEVELOPING OUR EVENTS PORTFOLIO

Finalise EBU Broadcast and Digital discussions

LEN will have more clarity about our future broadcasting partners
Our Member Federations, athletes and other partners will have greater awareness of our future competition schedule

Engage European Sports Championships 2026 to secure LEN's position

Each event will have its own value and unique selling point

Define the target audience for each of LEN's events and identify innovations that will engage them

Environmental sustainability will be an important consideration in our events

Identify environmental best practices from other international events to implement across LEN's event portfolio

BUILDING OUR COMMERCIAL FUTURE

Develop a commercial strategy, that aligns with FINA's, to target sponsors and brands

Our commercial partners will be aligned to our values and support a stable commercial future

ABOUT ANTONIO

I have been privileged enough to be involved in aquatics for over forty years now. First, I was a former swimmer and water polo player and I then went on to be a national and international coach for twelve years. I am honoured to be the current President of the Portuguese Swimming Federation as well as a FINA Bureau Member.

I feel incredibly fortunate to be part of such a strong team, who also have significant experience in swimming, and we would like to use our collective experiences as athletes, coaches and officials to lead the future of our organisation.



SPORTING AND COACHING CAREER

Swimmer and water polo player, 1979 - 1993

National & international coach, 1995 - 2007

Trained athletes who have broken several national records and that have qualified for European Junior Championships.



ACADEMIC EXPERIENCE IN SPORT

Professor of Sports Science, Exercise and Health at The University of Trás-os-Montes and Alto Douro (UTAD), Vila Real, Portugal, 2012 - present

Bachelor's Degree in Sports Science, 1993

Post-Graduate Master's Degree in High Performance Sports Training from University of Lisbon, Portugal, 1997

PhD in Sports Science, UTAD, 2001

Pro-Rector for Development and Internationalisation at UTAD, 2007 - 2013

Vice-Rector for Science and Technology UTAD, 2013 - 2016

Director of the Research Centre in Sports, Health Sciences and Human Development (CIDESD), 2007 - 2013

President of the Life and Environmental Sciences School's (ECVA) Pedagogic Council, 2009 - 2013

Published 50 books and book chapters and 290 articles in peer-reviewed and internationally recognised journals.



SPORTS ADMINISTRATION

President of the Portuguese Swimming Coach Association, 2005 - 2009

President of the Portuguese Swimming Coach Association General Assembly, 2008 - 2012

President of the Portuguese Swimming Federation, 2013 - present

Member of the Portuguese National Council of Sports, 2016 - present

Member of FINA Swimming Technical Committee, 2017 - present

FINA Bureau Member, 2021 - present.