



**ECA
STRATEGIC
DEVELOPMENT PLAN**

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1-INTRODUCTION

A federation without a strategic plan is a federation that does not have a clear vision of the directions and objectives it sets for itself. The definition of a strategic plan is therefore an essential step for a sport federation and it was therefore important for the ECA to engage in this process. This Plan should allow our federations to have knowledge of the main orientations and objectives of the ECA and the means to implement to achieve them collectively. This project must in fact be supported by all of our member federations. It is also a tool that helps guide the actions of the ECA Board and professionals. Finally, it is an external communication document aimed at our partners.

To achieve this, a working group was set up and a survey was carried out among the member federations.

After carrying out a diagnosis of the ECA, and soliciting the opinion of the national federations, five areas of development were identified aimed at developing the ECA as a continental federation, supporting the federations in their structuring and their development, organize quality competitions and events to promote our paddle sports, facilitating the access to high performance, and finally develop paddle sports for all.

Carrying out this project will require the implementation of concrete actions to make it operational. These actions must be adapted to the financial and human resources available to the ECA and our federations. It will also be necessary to put in place regulatory tools and regular assessment in order to make this project evolve and adapt it to the new needs of our federations which may appear and to developments in sport and the world in which it takes place.

Last year, the ECA celebrated its thirtieth anniversary. This project aims to give it new impetus together.

Jean ZOUNGRANA
Président European Canoe Association



2- ECA WORKING GROUP



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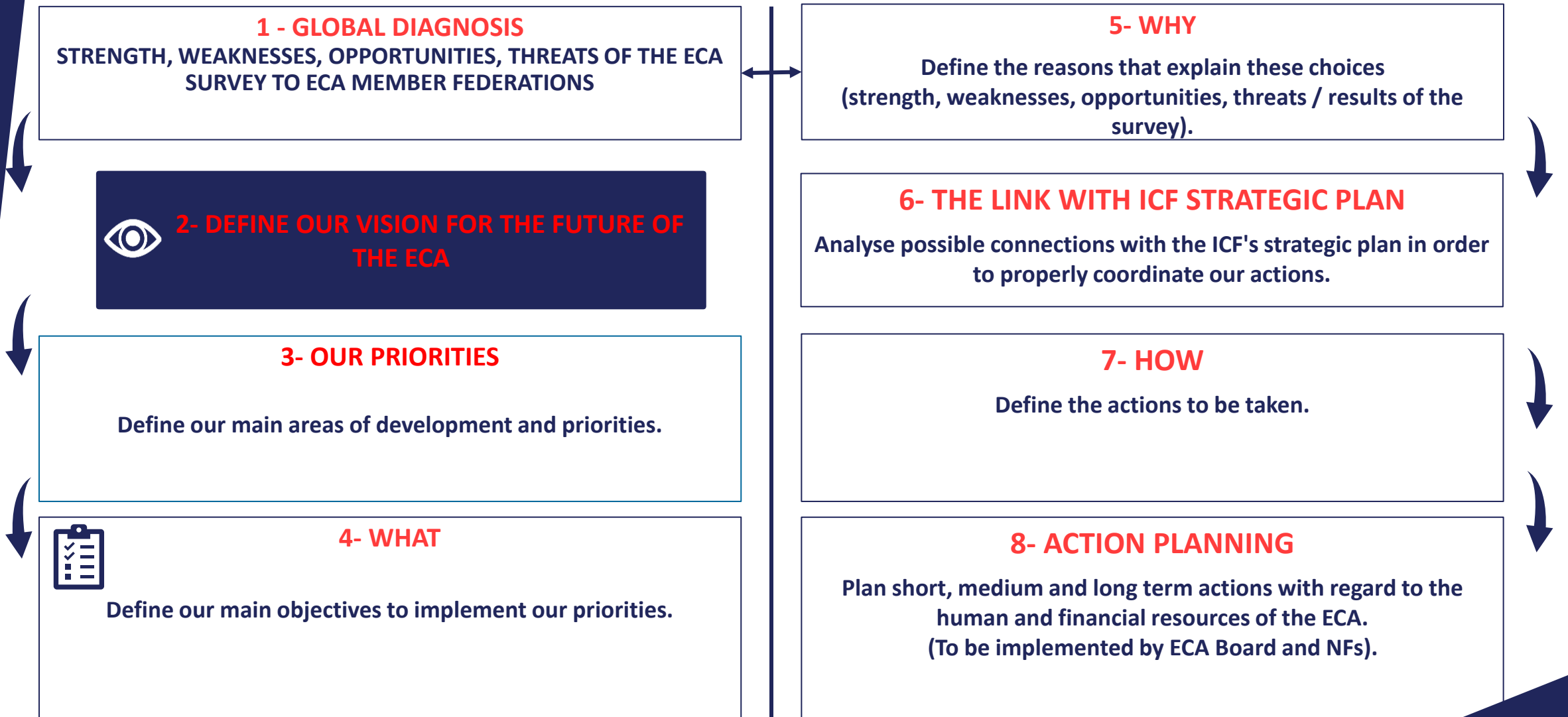


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3-METHOD

THE METHOD





4- DIAGNOSTIC

3 to 1300 Clubs	35 to 295 000 Paddlers	6K€ to 14 M€ Budget
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ECA DIAGNOSTIC

STRENGTHS

- Existence of strong NFs member of the ECA
- 46 members.
- The Abundance of our calendar of events. Many international events are organised in Europe.
- ECA is the leader continent in terms of development of paddle sports.

WEAKNESSES

- Absence of a strategic plan.
- No headquarters to develop its activities.
- Limited financial resources and few financial partners.
- An economic model that remains to be built
- Limited human resources.
- Insufficient use of ICF development programme.
- An heterogeneous development of the federation members.
- Insufficient cooperation between federations
- An activity that is limited to the organisation of competitions,
- The absence of a link with the canoe professional sector.
-

OPPORTUNITIES

- The richness and variety of our paddle sports on flat water, white water, sea.
- European funding.
- The Olympic development programme of the IOC
- The possibility of installing the ECA headquarters in Vaires Sur Marne, Paris.
- The possibility to have satellite offices of the ECA in European countries in charge of part of our strategic plan.
- Emerging practices – virtual practices, SUP.
- The strong development of outdoor activities, recreational, health and well being activities
- Millions of paddlers with potential to be NF members.
- A good image of our paddle sports as outdoor sport.
- Paddle sports can satisfy criterions of medical prescription for physical activities

THREATS

- The decline of certain disciplines and events,
- The development of leisure and health and wellbeing activities is not considered.
- The development of paddle sports in Europe but outside the ECA.
- The decline of sports practice, competition, in favor of leisure, health and well-being practices.
- The decline in sports practice among young people.
- The geopolitical situation in Europe.



5-AREAS OF DEVELOPMENT



ECA MAIN GOALS

According to its actual statutes the aim of the ECA is supporting and spreading the canoe sport throughout Europe, supporting closer co-operation among the European National Canoe Federations; in particular:

- To co-ordinate the European Calendar of Competitions and to establish European Championships in all canoeing disciplines;
- To represent the European Canoe Federations in International Canoe Federation;
- To promote technical exchanges among the Member Federations including the organisation of International Seminars for coaches;
- To promote canoe touring and help to protect the nature and environment;
- To maintain existing levels of access to rivers, lakes and waterways etc. and wherever possible to increase access to the above;
- To influence the setting of standards for safety in the sport of canoeing;
- To seek connections with European Continental authorities such as the European Union and the European Parliament in order to influence laws and legislation appertaining to the sport of canoeing.

5 AREAS

1	THE ECA Develop the ECA as a continental federation.
2	MEMBER FEDERATIONS Develop globally and structure the paddle sports within our federations.
3	COMPETITIONS & EVENTS Provide quality competitions and events and expand our audience.
4	HIGH PERFORMANCE Supporting federations, athletes and coaches towards high performance.
5	PADDLE SPORTS FOR ALL Develop paddle sports for all.



P1- THE ECA

1-THE ECA

ECA SURVEY
90,6% of ECA NFs Think that it is very important or important to develop the ECA as continental federation.



OUR VISION

An ECA with a good administrative organization, a headquarters, a stronger economic model and with good relations with ICF and other continental federations.



OUR PRIORITY

Develop the ECA as a Continental Federation.
Maintain the link with the ICF and the Continental Federations.



WHAT

1. Define a strategic plan.
2. Strengthen the management and administration of the ECA and provide a headquarters to develop its activities.
3. Transform the economic model of the ECA to generate more revenues.
4. Develop cooperation with ICF and other continental federations.



WHY

- Absence of a strategic plan.
- An absence of a real federal headquarters to develop its activities.
- Insufficient cooperation between federations - lack of sharing of best practices and tools.
- Federations members are not enough involved in the development of the ECA.
- Limited financial resources and few financial partners
- Very little recourse to European funds.
- Limited professional resources.
- An activity that is limited to the organization of competitions.
- The absence of a link with the canoe professional sector.
- As leader continent the ECA needs to work closely with the ICF and continental federations.
- **Link to ICF Strategic Plan:** Generate more revenues.



1-THE ECA

1- Develop a Strategic Plan for the ECA

HOW

- Build a structured strategic plan based on **4 programmes** :
 1. **Governance programme**
 2. **Development programme**
 3. **Sport Programme**
 4. **Environnement programme**
- **A strategic plan co-constructed** with the national federations members, the ECA Board technical delegates.
- **Adapt our statutes and our organisation** to implement this strategic plan.
- **Organise an extraordinary congress on November 2024** to approve the Strategic Plan.



2- Strengthen the management and administration of the ECA and provide a headquarters to develop its activities

HOW

- **A headquarters** to develop the activities of the ECA.
- **Associate the federation members** in the implementation of the strategic plan of the ECA – satellite, decentralized offices/ partnership agreement.
- **A professional staff** - secretary general or CEO.
- Improve our digital services and communications tools **IT – Information technology - tools** for the administration of the ECA (Microsoft teams / office 365 / email tools).
- **Increase human volunteer resources** - the renovation of ECA governance (eg: committees – / The federation members involved in the governance) .
- **Define roles and missions in the administration and management** of the ECA.
- **Structure the organisation** of the ECA office.

1-THE ECA

3- Transform the economic model of the ECA to generate more incomes

HOW

Define a new economic model for the ECA by analysing the different levers on which it can rely to generate more income to develop its activities for its member federations.

The levers to generate more revenues:

- Partnerships and sponsoring.
- ICF funds.
- European funds.
- Olympic solidarity funds – Development National Sport System.
- ECA Events: Hosting fees / broadcasting / European games / naming...
- Membership fees.
- Courses and diplomas.
- Canoe professional sector.
- Recreational health and well being activities.

4. Develop cooperation with ICF and other Continental Federations

- Take into account the ICF development project and participate in its implementation.
- Strengthen our links with other continental federations – meetings, consultations and project sharing
- Establish regular meetings between the ICF and the ECA Board (annual or bi-annual meeting).
- Organise special exchange times between the Continental Federations and the ICF
- Better define the role and functions of the Continental Federations.
- Coordinate our activities and schedules with the other Continental Federations.



P2- ECA MEMBER FEDERATIONS

P2- ECA MEMBER FEDERATIONS



OUR VISION

A European continent with strong national federations.



OUR PRIORITY

Develop globally and structure the paddle sports within our federations.



WHAT

1. **Develop cooperation and synergies between federations.**
2. **Support federations in their structuring and development.**



WHY

- The development of ECA NFs is very heterogeneous (Budget, Clubs, paddlers, competitors..).
- Insufficient cooperation between federations, lack of sharing of best practices and tools.
- An activity that is limited to the organisation of competitions.
- Very different vision of the development of canoeing within our NFs– focussed on competition on one discipline or extend their positioning to all disciplines and recreational, health and well-being activities.
- Different economic models and economic resources.
- Different organisations in the federations – place, role and missions of volunteers, professional staff, electives.
- The development of the different disciplines is heterogeneous within the NFs.
- The geopolitical situation must lead us to strengthen the bonds of friendship and cooperation between NFs.
- **Link with ICF Strategic Plan:** Maximise synergies.
- ...



ECA SURVEY

ECA NFs Think that it is very important or important to

1-Develop cooperation and synergies between federations (93,9%)

2-Support federations in their structuring and development (76,5%)

2- MEMBER FEDERATIONS

1- Develop cooperation and synergies between federations

HOW

- Use the ECA congress to highlight good practices, development tools and share them .
- Promote the tools of our federations on our website.
- Develop common tools for European federations.
- Facilitate the cooperation and partnerships between nations – Links between large and small federations – transborder cooperation.
- Develop specific programmes founded and launched by ECA for the National Federations, which are willing to share best practices.
- Support and promote common European projects – ex: European funds

2- Support federations in their structuring and development

HOW

- To map the canoeing in European countries and to define needs of developing countries.
- Define a development plan focused on improving structures and development.
- Politically support the federations in their projects and their relationships with their ministries and government,
- Supporting federations in the evolution of their economic model.
- Promote the development of all our disciplines and all our activities (Competition, recreational, inclusion, health and well-being) within the federations.
- Equipment donation programme to support the development of emerging NFs or facilitate the development of new disciplines,



P3- COMPETITIONS & EVENTS

3- COMPETITIONS & EVENTS



OUR VISION

Quality competitions and events followed by a large audience.



OUR PRIORITY

Improve the quality of the organisation of our events and our communication.



WHAT

- 1. Constantly improving the quality of our events.**
- 2. Improve our communication to increase our audience and generate more revenues.**



WHY

- The quality of our events is heterogeneous depending on the disciplines and the organisers.
- We lack specifications for our organizers.
- Our communication is fragile – e.g. live streaming.
- We have a weak communication on TV and live streaming.
- Despite our millions of paddlers, our paddling sports lack an audience.
- The formats of our competitions are not innovative enough to attract new audiences.
- The bidding process can be improved.
- The calendar is not optimised (overlapping championships between disciplines and with the ICF).
- Revenue from TV rights and live streaming is limited.
-



3- COMPETITIONS & EVENTS

1. Constantly improving the quality of our events

HOW

- Adapt your strategy according to the disciplines – Olympic or non-Olympic.
- Develop attractive and cost-efficient events for our NFs.
- Harmonise and better coordinate the calendar of our events.
- Set up a sports commission to better coordinate the action and projects of the different disciplines.
- Improve our bidding process.
- Set up online tools for organisers.
- Highlight and share best practices.
- Define the standard contracts for our events.
- Better define the specifications of our organisations. Set clear expectations to event organizers backed by continuous bilateral communication between the ECA and the HOC.
- Define clear expectations and a clear structure who is in charge for which area within the ECA and in the HOC.

- Define precisely the role of the service providers, who are contracted by ECA (e.g. Time & Scoring), but paid by the HOC, should be defined precisely.
- Implement tools to assess the quality of the organisation of our events.
- Expand the content and audience of our events – type of discipline, type of audience – e.g. special Olympics, open competitions,
- Accept to innovate alongside traditional formats to broaden our audience, and attract new paddlers.
- **Develop multidiscipline championships and events.** Facilitate cooperation between disciplines for the organisation of multidiscipline championships.
- Systematise the reports of the technical delegates on the European Championships.
- Seize the opportunity of the organized championships to train our volunteers and organizers.
- Taking into account the families who accompany the athletes in the organisation of the events.

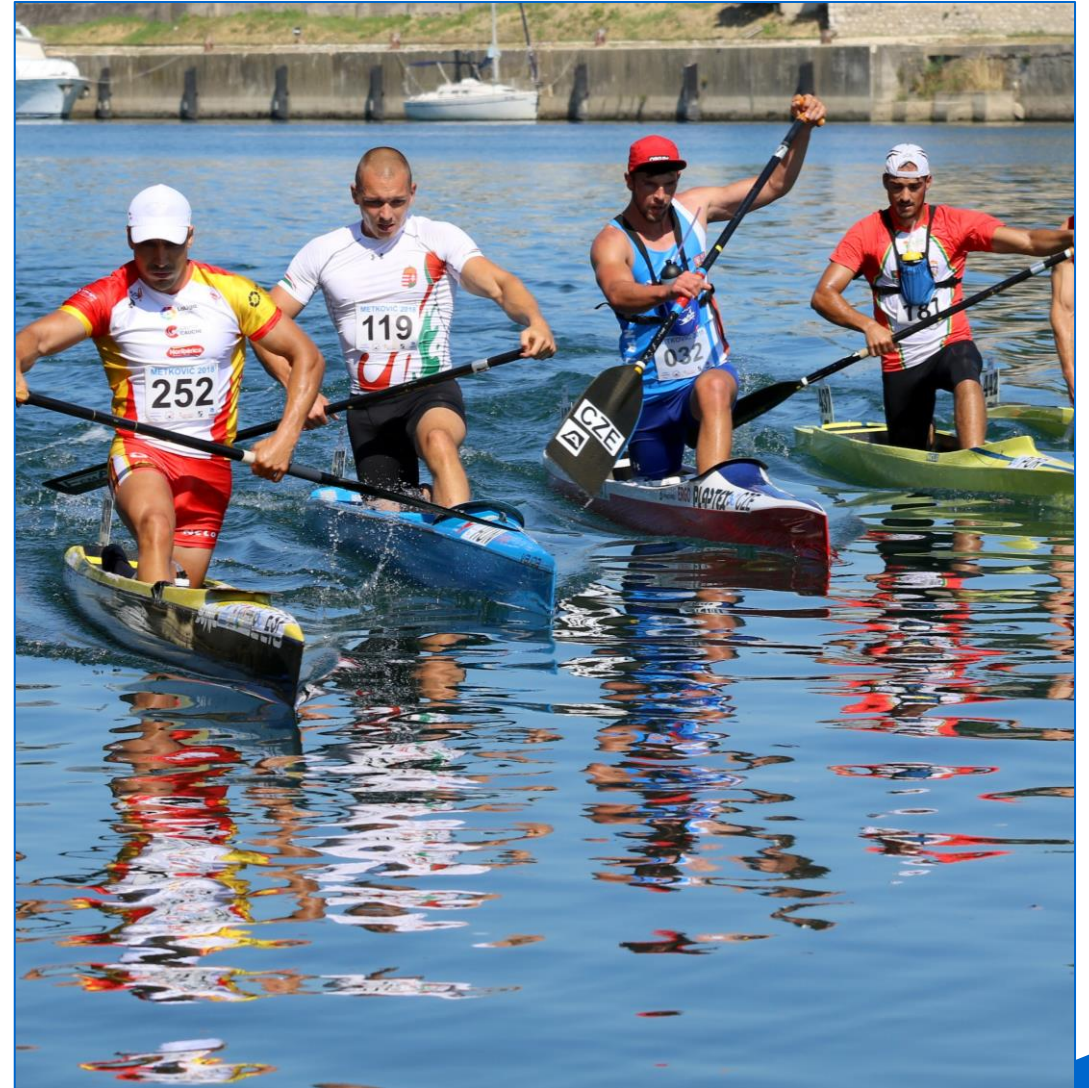


3- COMPETITIONS & EVENTS

2. Improve our communication to increase our audience and generate more revenues

HOW

- Study the feasibility of joint marketing with the ICF for production and TV rights.
- Study the feasibility of a platform to broadcast our events in live streaming.
- Develop our live streaming contents in our different disciplines.
- Continue to develop our communication on social networks.
- Develop the number of partners at our events.
- Use a naming strategy on our events to attract new partners.
- Ensure good TV production at the European Championships.
- Define coherent competition programmes with regard to the constraints of TV broadcasting.





P4- HIGH PERFORMANCE

4- HIGH PERFORMANCE



OUR VISION

Consolidate Europe's leadership at the international level.



OUR PRIORITY

Support federations, athletes, coaches, officials towards high performance.



WHAT

1. Support federations and develop synergies and partnerships between federations for high performance.
2. Develop the number and qualifications of our coaches, judges and officials.
3. Increase the participation of our NFs and athletes to European and international competitions.



WHY

- Europe is the leader continent for canoeing and we need to consolidate this leadership.
- An heterogeneous development of ECA NFs (paddlers, budget, clubs..).
- An heterogeneous participation to European championships in the different disciplines (ex: sprint from 1 athlete to about 100 in seniors & Ju U23 / 37 participating nations in sprint , 20 in Wildwater)).
- Insufficient cooperation between federations,
- Courses needs for athletes, coaches, officials.
- The number of female athletes, coaches and officials remains insufficient.
- Insufficient use of development mechanisms put in place by the ICF – Talent identification program / equipment donation plan.
- Relations with other continents are not formalized.
- **Link with ICF strategic plan:** support the athletes / Develop globally.



ECA SURVEY

ECA NFs Think that it is very important or important to

1-Develop synergies between the federations (93,9%)

2-Set up courses for coaches and officials (85,8%)

3-Develop training camps for the athletes (70,6%)

4- HIGH PERFORMANCE

1. Support federations and develop synergies and partnerships between federations for high performance.

HOW

- Promote and facilitate the implementation of joint actions between federations (selection competitions, training camps, Cross-border projects). Connect the trainers and coaches of the NFs so that they can coordinate their actions,
- Promote the implementation of actions within the framework of the IOC's - Olympic Solidarity -,
- Seize the opportunity of integrating slalom into the EYOF program in Skopje in 2025 to carry out actions in favor of European young athletes.
- Define an equipment support program for ECA NFs.

2. Develop the number and qualifications of our coaches, judges and officials.

HOW

- Organise courses and seminars for coaches, judges, referees and officials for our different disciplines. Promote access to Paracanoe classifier training
- Mobilise Olympic solidarity funds - to increase the number of certificate coaches and qualified officials, particularly women.
- To create education programme for the slalom coaches and issuing the ECA licences; Level 1 and Level 2.
- Identify and value our international judges and referees.
- Study the possibility of implementing European certification.
- Develop tools to train our officials
- Organise European conferences for coaches and officials.
- Create a European judges committee
- Develop and share online courses for coaches, judges and referees.

4- HIGH PERFORMANCE

3. Increase the participation of our NFs and athletes to European and international competitions.

HOW

- Organise training camps for emerging nations during the European championships.
- Facilitate and encourage the participation of emerging nations at European Championships
- To raise the number of participating nations at European Championships, support the participation of 1-2 athletes from those countries which hasn't participated at the last (e.g.: 3 last) European Championships.
- Facilitate the arrival of emerging nations at the European Championships.
- Study the feasibility of a development support fund from which certain emerging nations could benefit from time to time to participate to European championship.
- Expand the opportunities to compete especially for our junior athletes (e.g. increase the number of events they can participate in the same competition when the competition schedule of events allows it).
- Développer le nombre de nations et d'athlètes participant aux compétitions de Paracanoë





P5- PADDLE SPORTS FOR ALL

5- PADDLE SPORTS FOR ALL



OUR VISION

Paddle sports accessible to all in Europe through our national federations.



OUR PRIORITY

Develop paddle sports for all – Education – recreational - tourism – health and well-being.



WHAT

- 1. Develop paddle sports for all.**
- 2. Strengthen paddler training and safety knowledge.**
- 3. Develop a recreational events calendar and strengthen communication on recreational, tourism, health and well-being activities.**



WHY

- Millions of paddlers geographically but few of them are members of our federations, We need to attract more paddlers within our federations.
- The richness and variety of our paddle sports– Competition, inclusion, recreational, tourism, health, well-being - calm water, white water, sea.
- Emerging and developing practices – virtual practices, SUP.
- The strong development of outdoor activities, recreational and tourism.
- A lot of recreational events organised within our federations.
- A good image of our paddle sports
- For the moment, the ECA is essentially positioned on competitions and high-performance sport.
- Women practice remains below male practice.
- Our discipline remains poorly accessible to people with physical or mental disabilities.
- Our activities require good safety knowledge and skills.
- **Link with ICF strategic plan:** Maximise synergies, Develop globally.



ECA SURVEY

ECA NFs Think that it is very important or important to

- Set up an Educational program (86,1%)
- To set up instructor courses for recreational, (76,4%) , health and well being activities (67,6%)
- Develop paddle sport for all (65,6%)
- 78% of the NFs have a calendar of Recreational activities
- 74% of the NFs are interested in a European calendar of recreational activities

5- PADDLE SPORTS FOR ALL

OUR PRIORITY

Develop paddle sports for all – Education – recreational - tourism – health and well-being.

1- Develop paddle sports for all.

HOW

- Extend our positioning to recreational, health and well-being activities.
- Create a committee for – Education – Recreational - Tourism – Health and Well-being.
- Support and promote the actions of our federations to promote women's practice and share good practices developed by our federations.
- Use the congress to address these themes – conference, workshops –.
- Coordinate a European week for disabled people to create more opportunity to paddle.

- Coordinate a European week for inclusion
- Reinforce gender equity in the ECA Bodies.
- Promote collaborations between federations to promote the practice of young people – cross-border cooperation, training camps .
- Analyse membership strategy of our federations – categories, fees etc.
- Support federations in the transformation of their economic model and the development of tourism activities.
- Promote exchanges and partnerships between clubs for recreational activities.
- Develop all our disciplines and activities – SUP, rafting etc..
- Facilitate the establishment of inclusive events in our different disciplines (regulations, categories, etc.).



5- PADDLE SPORTS FOR ALL

OUR PRIORITY

Develop paddle sports for all – Education – recreational - tourism – health and well-being.

2- Strengthen paddler training and safety knowledge.

HOW

- Harmonise courses and diplomas on a European scale.
- Develop the Europaddle pass tool and mobilise European funds.
- An inventory of European diplomas allowing you to be an instructor in paddle sports – sport, leisure, health and well being.
- Study the possibility of having European diplomas valid in the European countries.
- Set up a committee for educational programme.

- Improve safety skills and awareness of our community of paddlers - Promote the tools of our federations in terms of security, safety education and awareness programs.



5- PADDLE SPORTS FOR ALL

OUR PRIORITY

Develop paddle sports for all – Education – recreational - tourism – health and well-being.

3- Develop a recreational events calendar and strengthen communication on recreational, tourism, health and well-being activities.

HOW

- Establish a calendar of European-scale recreational events for all our activities and disciplines.
- Study the possibility of creating a European label for major international leisure events.
- Reinforce the link between competition and recreational activities.
- Promote recreational activities: In a short term, create a web page and in a long term a website.

- Offer a service to our federation to promote their events at a European scale,
- Develop all our disciplines and activities – SUP, Rafting etc..

ECA SURVEY

- 78% of the NFs have a calendar of Recreational activities
- 74% of the NFs are interested in a European calendar of recreational activities



