**ETU DEVELOPMENT COMMITTEE IN THE FUTURE.**

**1. Evaluation by National Federations of the work of ETU Development during the past 8 YRS.**

During the Face-to-Face meetings with presidents and/or other managing level representatives of the National Federations (NF) that get financial support from the ITU and ETU development funds, the question was raised how they did evaluate the contribution of the ETU Development Committee during the past 8 years.

Even when the Cttee insisted on getting the negative feedbacks as well as the positive ones, the feedback was remarkably positive on various levels.

Not only financially, but also politically and as driving factor for the NF's operations the development practice sorted results.

1.1. Operational level of the NF.

* For sure, the general level of athletes, coaches, TOs has increased, thanks to the education programs and camps that have been organised and made accessible to the NF.
* Many projects would not have been possible within the NF, without the financial support provided by the Development program.
* Specific Youth development programs were not in place before the Development program made it a specific development topic.
* The fact that the NF gets a letter confirming in writing that they are entitled to a certain subsidy when they realize their projects, creates some internal pressure to effectively realize the projects.

1.2. Politically.

* The mere fact that the NF is considered and recognized by ETU, is the cause that national authorities also appreciate it.

1.3. Financially.

* Multiplication effect: the fact that ETU gave subsidies to the NF, incited national bodies to do so as well.

1.4. Influence on Committee members:

* To be a member of the Cttee increases the degree of concern on development in the NF. A very specific comment from a Cttee member: it was a great advantage to be a member of the ETU Development cttee: it gave me the opportunity to learn from some very interesting projects that were brought forward in other countries.

1.5 Room for improvement.

* We got the comment that ETU is absent in daily life of a NF.
* ITU diagrams put too much focus on elite athletes.

**2. Ideas for improved functioning from within the ETU Development Committee itself.**

2.1. Activation of the role of ETU Development Cttee members and intensify contacts with NF.

Some members of the Cttee felt the need for a structure where they could more actively contribute in the development process of the NF. In principle all NF can appeal on the ETU Development Coordinator (Zeljko Bijuk) for any technical problem they might encounter, but in practice, that possibility is not fully used.

This finding, linked with the statement under 1.5 (absence of ETU in daily life of the NF), brought about the idea to intensify structurally the contacts between the Cttee and the NF by:

a. appoint a “geographic” contact person for each NF within the Cttee. The committee member– who accepts this responsibility on a voluntary basis- should get in touch with the development contact person within the NF, at least once a month to discuss: follow-up of life in NF, development projects, use of budget, submission of costs. The contact should report to the Cttee also on a monthly basis.

b. appoint “specialist” contacts within the Cttee. Cttee members with specific skills in certain areas (coaching, TO, youth, administration,) can volunteer to be contacted by a NF directly or through the channel of the geographic contact person.

c. invite NF to attend the monthly Cttee’s Skype/Zoom meeting if clarifications (mutually) are needed.

d. some NF would like to get the physical visit of a Cttee member. This could help them to get more support from national instances. However, this would absorb a substantial amount of the overall budget. Therefore, physical visits should be limited in number and reserved for very specific purposes, preferably taken care of by the ETU Development Coordinator.

e. Physical visits could also be realized by another practice within ETU. At each European Cup or similar international race, an ETU Executive Board Member is present. For races in a country of NF cat 2 or 3, preferably the representative of the EB in the Development Cttee would take this responsibility and would be available for discussions with NF and national authorities.

2.2. Improve the use of available development funds.

2.2.1. Every year the Cttee has to notice that not all available funds are used, esp. by some NF, because they did not realize the project, or they did not submit the expenditures related to a project. Yet NFs have the opportunity to change their originally approved projects up to mid-September and submit expenditures for reimbursement up to mid-December

The question was raised whether a kind of “penalty” could be imposed on NF that didn’t use their funds up to a “reasonable level” or for unjustified reasons, without freeing the subsidy up for other development projects.

Proposal is to give a signal to NF concerned that this behaviour might have implications for future development budgets to be made available to the NF.

2.2.2. Several times the question has been raised whether the financial strength of a NF should be considered during the distribution process of available development subsidies. The same amount of a subsidy can have much more impact for one NF than for another one. Since the new World Triathlon constitution stipulates (art. 10.1.b(4)) that each member NF should submit annually their financial statements, the Cttee has access to the data on the financial strength of the NF. So, in the process of attributing financial development subsidies, the Cttee should consider the financial strength of the NF concerned, without denying it the access to common ETU projects or specific technical support by the Cttee.

2.2.3. The Cttee tends to have a physical meeting twice a year.

Once, the first weekend of November in order to discuss the project proposals for the forthcoming year as well as the distribution of available funds over the projects.

The second meeting coincides with the annual Presidents’ meeting and the related Face-to-Face meetings with mgmt. of each NF to hear their comments and discuss their situation. The NF get a limited travel budget in order to facilitate their presence during these meetings. In order to reserve available funds for mere development projects, it might be wise to request a very specific commitment from each NF belonging to cat 4 and 5 that presents a candidate for the ETU Development Cttee during the General Assembly. The NF should commit itself to absorb the travel cost for both physical meetings.

**3. Spread of available budget between:**

**3.1. national and common ETU projects and;**

**3.2 NF of cat 2 and 3**

3.1. Distribution of available budget between “national” and “common ETU” projects.

Aim has always been to reach a 50%-50% spread of the available budget over national and common ETU projects. In practice, this target was never realized. It is rather a 60% (common projects) vs 40% (national projects) distribution. In fact, during the budget allocation process, the Cttee started by defining the financial needs for the common projects and distributed the balance available on a proportional basis over the NF.

For basic education projects (coach and TO education) no freedom exists: the WT standards prevail and define the needs for courses; also, the salary for the ETU Development Coordinator- responsible for organizing these courses, the organisation of the ETU Development team and cooperation with WT initiatives in the area-is “a given”. Costs related to the ETU Development team and the subsidy for NF to attend the annual Face-to-Face meetings cannot be eliminated either. The annual “Youth Festival” also belongs to ETU standard policy.

The only degree of freedom is the number of ETU Development Camps to be organized. If ETU management wants to realize the 50-50% distribution, the number of development camps has to be decreased.

3.2. Budget distribution between NF.

In the past, the Cttee tried to attribute about the same amount to each NF, disregarding their number of projects, their classification (cat 2 or 3), strengths or weaknesses in their development process or financial capacity.

The results of the recently introduced, very detailed WT questionnaire offer new opportunities. They show the weakest areas in the NF development process and bring to the surface the important spread between NF of the same category 3.

The results of the 2019 exercise indicate that:

a. cat 2 NF are clearly weaker than their colleagues in cat 3 and hence are worthy getting most support (when respecting the basic rules for use of budget and submit expenditures).

b. cat 3 in fact has 3 clear clusters, the higher scoring one hitting the ceiling to cat 4.

This offers the opportunity to differentiate allocated budgets to various NF.

The Cttee proposes to allocate higher budgets to weaker NF, and less important amounts to stronger NF, rather than entitle all NF to a similar budget. This new system of contribution will be integrated with a particular attention to the overall budget of every single NF, because in cat 3 we have NF with a very poor spending power and other ones with a well-structured budget. The latter ones perhaps don’t need money but a different kind of support.

Also, the NF hitting the ceiling to cat 4 should be invited to submit original and innovating development projects, rather than repeating projects they submitted in the past.

**4. Total amount of development funds available.**

4.1. The Cttee is grateful to both World Triathlon and ETU for the funds that are made available annually for development. Yet, sometimes the Cttee has the feeling that the available budget is far too limited to give a real boost to the development process in most NF.

4.2. The critique is sometimes raised that in fact all the money invested in development over the past several years, has not resulted in getting NF promoted to a higher category in the classification, nor in more countries represented in the Olympics, which is the ultimate goal of the development program.

The results of World Triathlons questionnaire demonstrate however that some cat 3 NF are really hitting the ceiling to cat 4 and testimonies of the NF mgmt. members confirm that the performance of their athletes, coaches, TOs has increased thanks to the various education programs and the contribution of the ETU Development program.

5. The ultimate goal of the ETU development program is to have as many NF represented at the Olympic Games as possible.

The Cttee proposes to request each NF, benefiting from development subsidies, to define their own “intermediate goals” to be reached within 4 and 8 years. During the Face-to-Face meetings, these goals should be monitored.

6. Commitment of candidates running for memberships of the ETU Development Cttee.

Each NF that presents a candidate for the elections of Committee membership should commit itself that the candidate member is committed to play an active role in the Cttee.

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