



**PADDLESPORT**  
**SOUTH AFRICA**

# **TEAM MANAGERS MANUAL**

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## 1. INTRODUCTION

This handbook has been issued as a comprehensive guide with which to assist Team Managers in planning and executing the successful participation of South African teams in international competitions.

It is important to note that, although this document serves as a guideline to all Team Managers, all considerations need to be made in close consultation with the National Federations Secretary General, to ensure that all decisions are made in keeping with the overall principles and capacity of the Federation.

## 2. STRUCTURE

### Board of Directors

Paddlesport South Africa is governed by a Board of Directors that is elected at the Annual General Meeting and includes the nominated Chairpersons of each affiliated Union.

The PSA Board is principally tasked with the governance and strategic direction of PSA, including the management of its international responsibilities and disciplinary procedures.

A full list of the current PSA Board members can be found at: <http://www.paddlesportsa.co.za>

Correspondence to the Board should be addressed to:

Paddlesport South Africa  
NPO 250 - 693  
sg@paddlesportsa.co.za  
Tel: +27 83 263 1927

## 3. Paddlesport South Africa Management

Secretary General Colin Simpkins <a href="mailto:sg@paddlesportsa.co.za">sg@paddlesportsa.co.za</a>	The Secretary General is responsible for the overall efficiency and effectiveness of all PSA operations and works closely with Technical Committees, the Financial Controller to ensure the successful administration of those areas.
Financial Manager Katharine Atkinson <a href="mailto:finance@paddlesportsa.co.za">finance@paddlesportsa.co.za</a>	The Financial Manager is responsible for overseeing PSA's financial activities and maintaining all financial accounts and records for the organisation.

## 4. OVERVIEW

Below is a summary of the responsibilities of various Paddlesport South Africa Officers and Team Officials.

It is mandatory that all positions of team manager are advertised by the respective discipline committees. The selection of the manager should be undertaken by the discipline committee. The committee will recommend the successful applicant to the board for ratification.

When the Coaches and other officials have been appointed, the Team Manager should form a close association with them to enable preparations and arrangements to be carried out as smoothly as possible. In consultation with the Secretary General, the Internal Tour Manager and the Chairperson of the relevant standing committee, an agreement should be reached on the division of responsibilities among all officials. Where necessary, the Team Manager should delegate certain duties to individuals and the responsibilities of each official should be conveyed to team members.

Once elected, the Team Manager becomes a member of the relevant standing committee for the duration of his/her duties.

The Team Manager remains accountable to the Paddlesport South Africa Secretary General and should keep the Secretary General and technical Committee Chairperson informed of the progress of tour arrangements and of any changes which may occur.

## **5. SUMMARY OF RESPONSIBILITIES**

### **5.1 Secretary General**

The Secretary General is responsible for:

The overall management and control of Paddlesport South Africa, including all South African Teams;

- The formulation and implementation of policies that are designed to successfully achieve the mission and objectives of Paddlesport South Africa outlined in the PSA Constitution.
- Assist the Team Manager in the planning of the tour by ensuring that all information regarding relevant timelines for entries, accommodation and all necessary payments thereof are made available to the Team Manager and are met in goodtime.
- The delegation of responsibility to various staff and officers as is deemed appropriate.

### **5.2 Team Manager**

The Team Manager is responsible for:

- Working closely with Paddlesport South Africa to define clearly the duties and responsibilities of all team officials, and in particular with the PSA Secretary General and the relevant technical committee Chairman regarding all aspects of the team/tour;
- To supervise the co-ordination of clothing, equipment, finances, boat hire, visas, transportation and accommodation, in consultation with the Internal Tour Manager.
- To co-ordinate all efforts to meet the needs of athletes, coaches, officials and to minimize problems before tour and on tour;
- To liaise between event organising committees, the coach and the team;
- To liaise with the media team before and throughout the tour
- To lead the Paddlesport South Africa delegation and to meet all protocol responsibilities while on tour, including the wearing of national kit during travel, competition and all other formal events (opening ceremony, etc).
- The marathon team manager will also be responsible for assisting the masters competitors, as well as assisting with the administration related with the transportation of the PSA container (when applicable).
- Ensure effective communication with the team and in the case of minors, with their guardians at all times.

If a WhatsApp group is set up, minors guardians must be included in the group as per the safeguarding policy.

Conducting the safeguarding risk assessment prior to departure of the tour and submitting same to the Secretary General.

## **6. FINANCIAL MANAGEMENT**

### **6.1 General**

The Team Manager is the accountable officer to Paddlesport South Africa for the monies allocated to the manager for tour purposes.

Team Managers have authority to spend monies in line with the approved budgets, but expenditure beyond these limits will require a budget revision, which must be approved by the PSA Financial Manager and PSA Secretary General.

All finances must pass through Paddlesport South Africa bank accounts and are subject to an annual audit.

Team Managers should contact the PSA Secretary General, internal tour manager and Financial Manager as soon as possible following their appointment to discuss the financial aspects of the tour.

Complete records of all transactions must be kept and presented to the PSA Financial Manager at the end of the tour or as and when requested.

## **6.2 Athlete Membership Fees**

The tour manager in consultation with the internal tour manager will ensure that all members of the team are registered members of the Federation in good standing for the duration of their selection leading up to and include the international event.

## **6.3 Budget**

In the fortunate event that a budget is available, the following will apply:

- Budgets for all programs of Paddlesport South Africa, including the operations of Paddlesport South Africa Team Tours must be approved by the Board of Directors.
- Team Managers must not commit to expenditure of funds that have not been provided for in this Team Budget.

To enable approval by the Board and incorporation in the overall Paddlesport South Africa budget, Team Operational Budgets need to be prepared by the relevant Team Manager in consultation with the PSA Secretary General and Financial Manager as early as possible - if possible, prior to the selection of athletes. These budgets will form the budget outline for the year and be shown on all budgets vs. actual reports.

The budget break down requires operating a comprehensive spreadsheet of revenues and expenses for which a template can be provided by the PSA Financial Manager.

These procedures are important to enable the close monitoring of actual expenditure and performance against budget and significant variances (< or > 5%) will require program explanations.

## **6.4 Payment of Expenses (Pre & On-Tour)**

Team Managers are required to consult the PSA Financial Manager to co-ordinate the most effective means of arranging the payment of pre and on-tour expenses.

- Payments to be effected by PSA direct to the supplier must be supported by an invoice in the name of Canoeing SA at its current address. This is especially important when it comes to foreign invoices as PSA's bankers cannot effect forex transfers unless these invoices are in the name of PSA.

- It is also important for the team manager to note that forex payments often require several days to be processed through the banking system.
- Payments to be refunded to the team manager and/or athlete need to be supported by valid documentation/invoices in the name of the team manager/athlete.
- PSA may make use of currency cards that are issued in a team manager's name and that are then loaded with the budgeted foreign currency required prior to the start of a tour. All payments made using the currency card must be supported by supplier vouchers/slips.

## **6.5 Remuneration and term**

Unless otherwise discussed, the position of Team Manager is on a voluntary, non-remunerable basis and is only for the tour as advertised by the technical committee.

## **6.6 Agreements /Contracts**

A contract is a legally binding agreement between two parties, in this case, Paddlesport South Africa being one party to the agreement, and a person or persons or an entity (i.e. company or another institution), which has the legal capacity to enter into a contract, being the other. The PSA Secretary General should be advised in the event of a contract being required for any purpose.

### **Signatories for Contracts or Agreements**

Where a contract of agreement requires the Paddlesport South Africa logo to be affixed, the authority to affix the logo must be approved by the PSA Secretary General.

In all cases it is important to ensure that the signatory has corporate responsibility and is authorised to sign on behalf of Paddlesport South Africa, but the terms of the contract must always be checked by the PSA Secretary General.

## **7. TEAM UNIFORM**

### **Official Supplier – Track suits, etc.**

If the budget permits, the costs for the team uniform/kit may be refunded to an agreed limit within the budget for each athlete.

### **Use of the Protea Emblem**

The Protea is the emblem for Paddlesport South Africa's National teams that will be receiving Protea Colours and is therefore only for use in those teams according to the following stipulations:

- Only teams recognised and approved by SASCOC may be permitted to use the Protea Emblem.
- Permission, where granted, will allow the Protea to be displayed by representative sports persons on their competition and dress uniforms and by accompanying officials on their dress uniforms.
- It is the Tour managers responsibility to only allow athletes to compete in international competitions with the correct national kit both on and off the water for both Protea and Federation teams.

## **8. COMPETITION INFORMATION**

Information received by Paddlesport South Africa regarding competitions will be forwarded immediately to the relevant technical committee chairman and if appointed, the relevant team manager.

Managers should note that competition entries, accreditation and accommodation procedures adhere to a strict timeline and that these must be adhered to well in advance to avoid problems and penalties from the organisers. It is therefore, recommended that once appointed the Team Manager contact the organisers directly as soon as possible, in consultation with the secretary general and the internal tour manager.

### **8.1 Competition Entries**

The PSA Secretary General is responsible to enter the team on the official platforms and submit proof thereof to the team manager.

No entries are to be made by the team manager.

### **8.2 Membership**

All team managers must be members of Paddlesport South Africa and in good standing with the Federation.

## **9. TRAVEL**

### **9.1 Air Travel Policy**

Should Paddlesport South Africa appoint an official travel agent it will be compulsory to make use of this agent as they will be briefed on the specific needs of PSA teams and will have a contractual commitment to them. The Team Manager must check whether such an agreement already exists before making any travel arrangements. The needs to be done in consultation with the internal tour manager.



## 9.2 Bookings

Bookings should be made as soon as possible.

If a team is travelling soon after their selection event, then provisional bookings can be made using the names of those athletes who have been nominated to the team in order to secure the best priced flights. These names can then be confirmed / cancelled immediately after the team has been announced.

## 10. MARKETING AND SPONSORSHIPS

The PSA Secretary General is responsible for all marketing and sponsorship programs with Paddlesport South Africa. Team Managers **MUST** discuss all sponsorship approaches with the Secretary General prior to any proposals being distributed.

All Team documentation must acknowledge the support of the National Lotteries Commission and when necessary, any other relevant institutions such as the Department of Sport, Arts and Culture. The use of the logo in any communication or any other format, needs to be approved by the Secretary General.

## 11. RISK MANAGEMENT

### 11.1 Behaviour Protocol

All members of Paddlesport South Africa are obliged to behave in an appropriate manner and to the absolute satisfaction of Paddlesport South Africa, and, in particular, the Team Manager.

The team manager will need to ensure that all members of the team are aware of the contents of the Federations Safeguarding Policy.

Any poor behaviour must immediately be reported to the Secretary General.

### 11.2 Athletes Code of Ethics

**The tour manager needs to ensure the athletes code of ethics is enforced on all tours.**

As a participant in any activity held by, or under, the auspices of Paddlesport South Africa, an athlete must meet the following requirements in regard to their conduct during any such activity or event:

- Respect the rights, dignity and worth of fellow athletes, coaches, officials and spectators.
- Refrain from conduct which could be regarded as sexual or other harassment towards fellow athletes and coaches.
- Respect the talent, potential and development of fellow squad members and competitors.
- Care and respect the equipment provided to you as part of your program.

- Be honest and sincere with your coach regarding any illness or injury and your ability to train fully within the program requirements.
- Conduct yourself in a professional manner relating to language, temper and punctuality.
- Always maintain high personal behaviour standards.
- Abide by the rules and respect the decision of the adjudicator, making all appeals through the formal process and respecting the final decision.
- Be honest in your attitude and preparation to training. Work equally hard for yourself and your team/crew.
- Cooperate with coaches and staff in development of programs to adequately prepare you for competition at the highest level.

## **12. TEAM MANAGERS & BEHAVIOUR PROCESS**

Team Managers are responsible for the behaviour of the athletes and officials within their team. This responsibility commences as soon as athletes and officials are selected to the team. Team Managers are expected to promptly advise each of their team members of the standards of behaviour required and to ensure that there are no misunderstandings as to Paddlesport South Africa's expectations in this regard. Team Managers will remain responsible for each team member until they conclude their involvement in the team.

During team tours/camps, and as appropriate according to their competition schedule, Team Managers will:

- Schedule a daily meeting of the team.
- Ensure they always know the whereabouts of their team members.
- Arrange social occasions for the team, and
- Monitor the behaviour of team members, especially in the Team accommodation to ensure that no disturbance is created for other Team members.

Team Managers must promptly report to the PSA Secretary General all incidences of failure to observe the required standards of behaviour. Failure to do so will itself be unacceptable behaviour by the Team Managers.

Team Managers may give the PSA Secretary General a recommendation as to the sanction to apply in particular cases.

Each Team Manager is authorised to act in accordance with the Team Members By-Law in determining the sanction to be applied to any Team Member who breaches the required standard of behaviour whilst part of a national team. The Team Members Agreement allows the following in the event of any breach:

Where a Team Manager believes that a team member ought to be expelled from the Team then the matter should be referred to the PSA Secretary General. If complaints are received about a team member's behaviour, the members Team Manager will be asked to investigate the matter and report all details to the Secretary General, who will ensure that all complainants will receive a response and a determination.

## **12.1 Examples of Required Standards of Behaviour**

### **Team Accommodation**

All team members will respect the privacy and comfort of their fellow Team members and other residents, particularly those team members and residents still involved in competition.

They must comply with the directions of their Team Manager and other Team Management.

### **Venues**

Team members will respect the authority of officials from the South African team, the ICF and must behave with decorum and dignity.

### **Alcohol**

As a requirement of the Team Member By-Law, Team members under the age of 18 years are not permitted to consume alcohol whilst on team tour.

The primary role of the Team Members is to perform to the best of their ability at the event for which they were selected. Consumption of alcohol must not detract from this performance. Therefore, Team Managers may determine a policy to apply to their team or individual team members in this regard.

Whilst acknowledging that team members will want to celebrate after completing their competition (s), team members must not allow their behaviour to be adversely affected by alcohol or become unruly or cause offense to others.

The practice of a "Fines" evening in which team members are made to consume alcohol is strictly prohibited.

All Team members are expected to counsel and assist their fellow team members to prevent inappropriate behaviour before it happens.

Team managers are not permitted to consume alcohol while on a team tour.

### **Public Behaviour**

When in public whilst a member of a National Team, especially when dressed in elements of the Team uniform, team members should display politeness and general courtesy to all

members of the public.

Team members should be accommodating within reason for all requests for autographs and must be especially attentive to and supportive of requests from children.

### **Media Conferences / Interviews**

When being interviewed by the media, Team members are expected to be polite, punctual and courteous.

Team members should be honest in their answers.

The team manager must be aware of all interviews and/or media conferences while on tour and if able, be present at the interview.

### **Uniforms**

The team manager is required to wear approved kit while on duty on a tour.

### **Damage to Property**

Should a team manager damage any property, this must immediately be reported to the Secretary General.

### **Police**

If an incident involving the police occurs, the Team Manager is must advise the PSA Secretary General immediately and provide a report in writing as soon as possible.

## **12.2 Athlete Declaration**

To be eligible for a South African team, athletes must sign the declaration on the Nomination form. The following is a copy of that declaration, and it should be noted that the acknowledgement is a legal document and affects the Athletes rights.

Team Managers are responsible for reporting any breaches of the declaration to the PSA Secretary General so that appropriate action can be determined.

The acknowledgement reads as follows:

1. I have read and understood the Selection Handbook as well as the PSA By-Laws and acknowledge the terms, conditions and obligations contained therein, and which terms, conditions and obligations are imposed upon me as a result of my selection to a Team.
2. I have been provided with a copy of the Paddlesport South Africa Selection Procedures and the South African Team Selection Criteria Supplement for the South African Team to compete in the events. I agree to abide by the terms and conditions of these Selection Policies.

3. There will be some personal expense involved in attending the Selection Events, camps, events and tours as outlined in the Selection Handbook and I accept full responsibility for my expenses. I understand that I will not be eligible to travel with the team nor compete in events if I have any of these monies outstanding on the date of departure of the team.
4. I hereby state that: (a) I am a fully paid up current member of a canoe club affiliated to a provincial union member of PSA; (b) I do not have any outstanding accounts with PSA that are in arrears; and (c) I agree that I shall meet the ICF's eligibility requirements.
5. I am subject to drug testing by the South African Sports Drug Agency and/or ICF, and will comply with both Paddlesport South Africa's and the International Canoe Federations Anti-Doping By-Law
6. I will maintain a designated level of fitness as determined by Paddlesport South Africa and a standard of competitiveness prior to the relevant event for which I have been selected and will not participate in any races or event unless sanctioned by the Sprint Committee.
7. No drinking of alcohol is permitted by Juniors while on overseas tours or attending training camps in South Africa. Should a junior found to have been drinking, he or she will be expelled from the team, sent home immediately and, subject to confirmation at a Disciplinary Tribunal, be stripped of any National or Federation Colours.
8. Any athlete selected to represent South Africa or the Federation shall conduct him or herself with the dignity and decorum as befits a representative of one's country or Federation. Failure to do so will result in the athlete being expelled from the team and, subject to a Disciplinary Inquiry, be stripped of any National or Federation Colour awards.

**The Declaration refers to the following By-laws:**

1. The **South African Canoeing Selection Procedures By-Law**, which is the policy that governs the selection of athletes to South African Canoeing teams in each of the Disciplines of Canoeing and must be read in conjunction with the relevant Selection criteria Supplement relevant to the team an athlete nominates for.
2. The **Selection Criteria**, which sets out the performance criteria that an athlete must meet to be selected to the South African Team.
3. The **Team Members By-Law** which outlines the responsibilities and obligations of athletes selected to South African Teams and Squads and when participating in Training Camps.

### **12.3 Insurance**

The team manager is to ensure that all members of the national team are covered by the appropriate travel insurance and have a copy of each athletes insurance on record prior to

departure. No athlete is allowed to compete in an international competition without appropriate travel insurance.

## **13. MEDIA AND PROMOTIONS**

### **13.1 Media Releases**

**Any media release needs to be sanctioned by the Secretary General.**

### **13.2 Social Media**

Paddlesport South Africa will give Team Managers access to the PSA social media platforms to add “status” updates and photos of how the tour is going and results at the events. Please contact the Secretary General to arrange access to these facilities, together with the internal tour manager.

Videos, photos, interviews and general mood updates are critical for the success of a media campaign during an event.

The team manager should update the media team as to the social media handles of all athletes that have online accounts.

## **14. REPORTS**

### **Pre-Tour / Competition Reports** (See PSA Pre-Tour Checklist)

Team Managers should prepare a regular Team Newsletter which should be distributed to all Team Members, members of the relevant technical committee and the Secretary General.

### **During Tour / Competition** (See PSA On-Tour Checklist)

Team Managers should send regular reports and Media back to Paddlesport South Africa.

Team Managers should also immediately report any situation to the PSA Secretary General that:

- may result in media attention.
- involved the hospitalisation of any team member.
- have any adverse outcome on the Federation.

As soon as possible after a team has completed its involvement in international competition the team manager should prepare a report. The report should include the following:

- The results achieved by the team at each competition.

- The morale of the team.
- The performances of all persons who were members in the team.
- The financial accounts of the team, which will be required to be audited by the official PSA Financial Manager.
- Any changes / recommendations which the writer of the report thinks desirable in the selection, management or coaching of future teams.

All travel arrangements, accommodation feedback should also be reported on for noting for future tours to the same country or venue.

**A copy of the report must be forwarded to the following individuals:**

- The Secretary General, who shall refer the report to the Board of Directors.
- The Chairperson of the relevant technical committee.

**The Board of Directors may do one of the following:**

- Request any person to give the Board of Directors information with respect to any matter arising out of the report.
- Publish any report or any information provided by any person, with or without any other information or any views of the Board of Directors.
- Make such recommendations as it thinks fit to the relevant technical committee, or to technical committees generally, with respect to any matter arising out of a report;
- Take such other action with respect to any matter arising out of a report as it thinks necessary.

**Disciplinary Reports**

Any request for disciplinary action should not be included in the above tour report but should be contained in a separate report and forwarded immediately on return to the Secretary General for action. No other copies of the report should be issued.

The Secretary General should then convene a disciplinary tribunal. The Chairman of the relevant technical committee will be informed of the report and briefed by the Secretary General on the situation.

**15. Anti – Doping**

Team Managers play an important part in communicating South Africa’s Drug Free Sport, anti- doping program to athletes by cooperating with all Anti-Doping officials and passing on any relevant information to athletes.

The team manager must ensure that every athlete completes the ADEL anti-doping education certificate as required by the International Federation. The athlete's certificate must be submitted to the Secretary General.

The team manager needs to complete the ADEL course titled Support Team and submit certification to the Secretary General.

The team manager must fully understand all anti-doping procedures and rights of the athletes and accompany any athlete to testing if the athlete requests this.

The team manager must be aware of all medication taken by athletes whilst on tour (especially minors) and check all medication using the medicine check as provided by Drug Free Sport.

### **15.1 Drug Testing**

Many South African Paddlesport athletes are subject to out-of-competition (OOC) testing and event testing.

#### **Out of Competition Testing:**

Athletes nominated for teams can be included on an OOC register and randomly selected to provide a urine sample at any time at no notice. Athletes on this register must provide contact details to Paddlesport South Africa. Athletes failing to comply with a request to provide a urine sample may face sanctioning. Athletes nominated for the OOC register are advised accordingly.

#### **Event Testing:**

Athletes are subject to random testing if they are competing at an international event, national event, professional sporting competition and in some cases other events.

#### **The South African Institute for Drug Free Sport**

The South African Institute for Drug Free Sport can be found at the following webpage:

<http://www.drugfreesport.org.za/>

And contacted at: [info@drugfreesport.org.za](mailto:info@drugfreesport.org.za).

4th Floor  
Sport Science Institute of South Africa  
Boundary Road  
Newlands,  
Cape Town (7700)  
Postal Address: PO Box 2553, Clareinch,7740  
Phone Number: 021-686 1904 (08610SAIDS)  
Fax Number: 086 127 2437 (08612SAIDS)



## 15.2 Inadvertent Doping

Many medications contain banned and restricted substances as outlined in the IOC list of doping classes and methods. Athletes must take great care in choosing medications, particularly when they compete in events where drug testing may occur.

Check if the medication is listed under “permitted medications” in the “Drugs in Sport List WADA Prohibited List” that are both available from the South African Institute for Drug Free Sport at <http://www.drugfreesport.org.za/>

Go online to check your medication at: <http://www.drugfreesport.org.za/medication-check-4/>

Phone the Institute for Drug Free Sport at 0861 0SAIDS

## 15.3 Asthma Medications

Some asthma medications contain banned substances, however, many asthma medications are permitted if administered in aerosol form.

**Athletes should always check their medications with a knowledgeable sports doctor and/or Drug Free Sport.**

Athletes using asthma medications are required to obtain a Therapeutic Use exemption 30 days before competing.

## Food Supplements and Herbal Products

Some nutritional and herbal supplements contain banned substances but are not always listed as an ingredient on the packaging. If uncertain always check the product with Drug Free Sport.

## 15.4 Therapeutic Use Exemption (TUE)

All information regarding athlete applications for therapeutic use exemptions can be found at the following url:

<http://www.drugfreesport.org.za/therapeutic-use-exemption/>

Athletes should be aware that applications for TUE takes up to 30 days and that they need to submit all relevant forms in good time before their competition. Forms can be submitted via email to:

[rado-tue@drugfreesport.org.za](mailto:rado-tue@drugfreesport.org.za) or faxed to: 0861 272437

## **16. Safeguarding**

A team manager is required to submit to the Secretary General together with their application the following documents:

1. Criminal Check
2. Sexual Offenders register check
3. Child Protection Register check

The above 3 documents may not be older than 24 months in validity.

Further, the team manager will need to have completed and submit proof of the following:

1. Basic Safeguarding Awareness
2. Designated Safety Officer

No team manager will be allowed to travel with any team if the Secretary General is not in possession of these documents.

The team manager will submit to the Secretary General prior to the team leaving a full risk assessment conducted as per the Safeguarding Policy.

Any safeguarding incident must be reported immediately to the Secretary General or the Safeguarding Officer of the National Federation.