



2012 Ordinary Congress Agenda Papers

**Plovdiv, Bulgaria
Friday, 17 August 2012**

2012 FISA ORDINARY CONGRESS

Plovdiv, Bulgaria
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AGENDA ITEM 5

President's Report and Reports of the Executive Committee Members

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PRESIDENT

The year 2011 was, once again, very fruitful and rich in events for FISA. Our activity was facilitated by the start of our new partnerships. In fact, the financial support of Samsung that was in force for the full season played an important role in the success of the regattas of the World Cup which became the Samsung World Rowing Cup.

The signing of two other sponsors, Gazprombank and Parmigiani Swiss Precision Watches, has allowed FISA to explore a new way that can help improve the visibility and popularity of our sport. We assisted in the organisation of a large sprint regatta in the city centre of St. Petersburg. With the weakness of having to move hundreds of spectators to the outside of the cities where we find most of our regatta courses, we are trying to introduce rowing to where the public is located. We staged a similar kind of event in London several years ago but, due to financial difficulties, could not be continued. This time, the experience was positive and will hopefully lead to a series of three City Sprints regattas in the cities of St. Petersburg, London and Zurich, in 2013. We will have a big opportunity to promote our sport and we intend, of course, to realise its full potential.

We have also made progress on another project related to the promotion and development of rowing and that is to stage one of the regattas of the World Cup Series outside of Europe. In fact, thanks to various support, especially from Australia, the first stage of the World Cup in 2013 will take place at the Sydney Olympic regatta course in Penrith. This event confirms our openness and global reach of the sport.

The year 2011 also allowed us to test four days of finals at the World Championships in Bled

with regard to the upcoming Olympic Games of London. We continue to evaluate this experience and to determine if any further action is required. We have also had the chance to improve the presentation of our sport at our events as well as our service to sponsors and media. In this respect, I would like to congratulate and thank all our organising committees of the 2011 FISA events for their cooperation and excellent work.

We would like to mention the organisers of the World Rowing Junior Championships at Eton / Dorney, which served as a test event for the London Olympic Games. This event enabled us to highlight some potential difficulties, for example, the access for spectators and allowed us to work with LOCOG to make the necessary improvements. Globally, this experience was very positive and will provide us an excellent Olympic Games.

Our Council has dedicated a large amount of time considering the many questions related to adaptive rowing. The distance of the races, the types of boats and rowers with an intellectual disability were at the centre of our considerations and a number of significant decisions have been taken relative to the future of this discipline.

All other activities of our federation went very well. We have made progress in practically all areas and I would like to thank all those who have contributed to this positive progress; the many volunteers at the heart of FISA, the national federations, the organising committees and all other organisations with whom we work. Equally, I would like to recognise our staff in Lausanne who, under the qualified direction of Matt Smith, have done a remarkable job.

Denis OSWALD

VICE PRESIDENT

The Vice President's report will follow by post.

TREASURER

Meetings and Events Attended

FISA Council, London, January

Joint Commissions Meeting and Executive Committee, Brandenburg, March

World Rowing Cup 1, Munich, May

World Rowing Cup 2 and FISA Council, Hamburg, June

World Rowing Cup 3 and FISA Executive Committee, Lucerne, July

World Rowing Under 23 Championships, Amsterdam, July

World Rowing Junior Championships, Eton, August

World Rowing Championships, Bled, FISA Council and Congress, August

African Olympic Qualification Regatta, Alexandria, November

FISA Council and Coaches Conference, Varese, November

Activities

The Treasurer's principal responsibilities are financial planning and monitoring progress against our budget. The 2011 accounts and a commentary on the financial performance are set out later in the agenda papers, and therefore I limit myself to brief summary remarks in this report.

At the Congress in Bled I presented a revised budget for 2012, resulting from improved rights income from our contracts with our partners,

Samsung, Gazprombank and Parmigiani. This enabled us to increase expenditure in the number of areas in 2011, including two additional staff positions focusing on events and media in the office, the World Rowing rebranding, website upgrades and improvement in Event presentation. FISA achieved a modest surplus in 2011 and we are planning a further surplus in 2012 so that our reserves will be restored to a less uncomfortable level for the start of the next four-year financial period.

At the time of writing (March 2012), we have started planning for the next four-year period 2013-16. We expect our IOC Television Rights income from London 2012 to be significantly increased in US dollar terms when compared to Beijing. However, the continuing strength of the Swiss franc, in which our accounts are maintained and much of our expenditure is incurred, means that our income from this source is expected to rise only slightly when measured in Swiss Francs. We will therefore need to continue to work at the value we offer our event partners in order to improve our income from our own activities. The four-year plan 2013-16 will be presented to the Ordinary Congress in Plovdiv for comments.

FISA's investment portfolio performed satisfactorily in 2011, despite being faced with almost impossible conditions. The investment performance was slightly (less than 1%) negative for the year, during which nearly all investments except gold declined in value significantly in Swiss franc terms because of the strength of the currency. Our portfolio was mainly invested in bonds denominated in Swiss Francs which avoided any capital loss while restricting the income to the low levels of interest available in Switzerland. A

strong performance from the bond portfolio as expectations built that interest rates would remain low for longer almost offset losses on equities and other investments.

At the end of May last year I retired from full time employment, with the happy result that I now have more time to devote to FISA's affairs and rowing in general. I have committed myself to attending all World Cups and World Championships from prior to the first team managers meeting, to support the Executive Director as usually the only other member of the Executive Committee present for the early stages of most of these events. I have continued to work at these events checking the correct use of the progression system and the programme for subsequent days, as well as a new role to act as a communications hub in the event of any changes to the published programme. I have continued to participate in discussions with the relevant Commission chairs about the progression system as well as our contingency planning for adverse weather conditions.

In November, I travelled to Alexandria, Egypt where I was the Executive Committee representative and President of the Jury at the African Olympic Qualification regatta. I am pleased to report that the regatta was well managed by the Organising Committee and a jury comprised almost entirely of African international umpires. It was pleasing to see the progress made by African member countries with both the number and quality of the

participants with 18 countries competing for the available places. On a lighter note, in October, I had the pleasure of representing FISA at the 175th anniversary celebration of Der Hamburger und Germania Ruderclub, one of the oldest rowing clubs in the world.

Accomplishments

- Full attendance at FISA events
- Satisfactory financial performance
- Contribution to work on Progression and Contingency planning

Challenges for the future

- Produce the 2013-16 four year financial plan
- Continue to increase revenue from FISA's rights
- Explore new revenue streams
- Use the money to boost FISA's event presentation, run new events, the development programme and rebuild reserves
- Continue to oversee investment policy

Finally I would like to thank Emilio Pastorello for his excellent work in keeping FISA's increasingly complicated finances in good order and Jean-Maurice Mordasini of ClaridenLeu for continuing to manage our investments successfully within the parameters which we set for him.

Mike Williams

EXECUTIVE DIRECTOR

I would like to report to you about the FISA operations as well as provide you with an overview of FISA's general activities. We appreciate very much the excellent cooperation between the FISA personnel and the national federations, which makes our work very agreeable.

1. HEADQUARTERS OPERATION

The FISA Headquarters staff is focused on its work on the areas identified in our Strategic Re-assessment. Development remains our primary goal and the Development Department is led by our Development Director Thor Nilsen and Development Manager Sheila Stephens-Desbans. We have divided the Communications and Marketing functions for more effective focus of time.

The Communications Manager for Publications and New Media remains Débora Feutren with an expanded team. Melissa Bray continues as our web site journalist for the www.worldrowing.com web site. The team now also includes Laura Fell, Communications Coordinator for Social Networking Media and, since March 2012, Lisa Hayden, Communications Coordinator - Website.

The Marketing Area is led by our Marketing Director Andy Couper and is assisted by Undine Groeger, the new Marketing Coordinator. Long serving Marion Gallimore is taking some well-deserved time away with her growing family.

The Events Department includes Events Director Svetla Otzetova, Events Manager Colleen Orsmond, Daniela Oronova, Events Coordinator, and Nathalie Phillips, our newest Events Coordinator

The Governance area is administered by the Controller Emilio Pastorello, Anti-Doping Coordinator Natalie Schmutz and Governance Coordinator Mara di Baldassare.

Our team of consultants includes Television Consultant Peter Hertrampf of Quattro Media along with World Rowing TV Director Steffen Rapp who assists the host broadcasters and rights holders and together they form our World Rowing Productions team. Olivier Caillet, our information technology consultant, continues his intense work. Jean Maurice Mordasini continues as our asset manager.

FISA's headquarters has now been in the "House of International Sport" since 2006 and continues to benefit from the close contact with the International Federations of Archery, Boxing, Canoe-Kayak, Fencing, Triathlon, FISU and several other organisations. This has allowed our staff to exchange ideas and share experiences with other IF staff.

2. STRATEGIC PLAN

FISA's Strategic Re-assessment Exercise was started in September 2009. Because of the many changes in the television, media and sponsorship worlds, FISA's promotional and financial models had to be re-worked. New approaches were needed to secure the future of FISA.

There were many important phases after that time which included consultation with different key stakeholder groups as well as surveys and questionnaires. A key step forward was on 18 May 2011 when the new brand identity

for World Rowing was introduced and the new website went live.

The Strategic Re-Assessment Exercise considered the following key areas:

- Television
- Digital Media
- Revenue Generation
- Promotion of the Sport
- Improved Events
- New Events
- Communities

After extensive consultation, the Executive Committee defined 31 key projects within these seven areas. During 2011, 21 of the 31 projects were initiated.

- Television** - In the "Television" area, major projects were launched in New Zealand at the end of 2010 and developed throughout 2011. We now have a dedicated team of World Rowing Productions experts to provide "hands on" assistance to the director of the host broadcaster of each event, plus a separate team dedicated to creating custom made news-clips and interviews of key rowers for our television rights holders. They are also creating athlete interviews for the FISA digital media platforms. The same team also manages our television rights sales and relationships with the non-European TV channels. During 2011 long-term international sales were concluded with Korea and Brazil. Negotiations are in progress for a renewal of the FISA – European Broadcast Union agreement for 2013 to 2016 and they are going well. We hope to have a positive announcement before the time of the Congress.

- Digital Media** - In the digital media area, the new website was launched in May 2011 which presented the sport much more visually. There are always some problems when a new site is launched but these are being fixed. FISA hired a new Social Networking Media coordinator in 2011 and she is complemented now by a Website coordinator who started in early 2012. FISA now operates eight Facebook pages for the different communities of rowers that we identified in one of our surveys, and they are becoming more and more popular. In 2011, the total number of page views in FISA's digital media reached 17.8 million, far above the 2010 figure of 8.6 million. The Facebook pages contributed over 7 million to this fantastic improvement. The improvement in the video streaming platforms has also generated much more traffic. The content has been improved as well as the presentation.
- Revenue Generation** – The traditional financial models of exclusive, geographical television rights and sponsorships which relied mostly on brand-exposure, have dramatically changed and new models were needed. New projects and dedicated personnel were necessary in the area of Revenue Generation.

As a result of this approach, television rights contracts have been now extended to New Zealand, Australia, Korea, Brazil, United States and Canada and, thanks to the launch of our new World Rowing brand and a switch of emphasis towards our sport's "core values", several new Sponsorship agreements have been concluded.

As well, the strategic alliance with WWF for Clean Water has created much more interest from companies looking for a credible, environmental sport. The Licensing and Merchandising programme has been re-worked with properly branded "World Rowing" Official Merchandise stands at all events. Many other new ideas were launched in 2011, some successful and others not. In an attempt to make the events self-financing as much as possible, bid fees and hosting fees as well as the packaging and sale of commercial rights to organising committees of our major World Rowing events were started. Finally, several new official suppliers were identified and agreements reached.

- d. **Promotion and Improved Events** - In the area of "Promotion" of the sport and "Improved Events", and after a long process of questionnaires and interviews, the new World Rowing brand was launched in May 2011. This brand is based on the core values of the sport and those who participate in the sport. It is simple, and yet multi-dimensional and helps us and our organising committees focus on delivering an "on-brand" experience for our athletes and spectators.

With the introduction of a new bid seminar, and a greater emphasis on promotion in the event bidding questionnaire, and our on-line World Rowing Knowledge Center, we are better able to assist our OCs in their understanding of our objectives – especially in how to improve the local promotion of our events. As well, the Media and Promotions Commission has been adapted to ensure transfer of knowledge among OCs

as well as document all ideas from past events.

Finally, in 2011, FISA engaged the world-leading sports presentation firm Great Big Events to improve the spectator experience at all World Rowing Events. We hope you have felt the difference.

- e. **New Events** - In the area of "New Events", the City Sprints concept was launched in 2011 in St. Petersburg, Russia. This is the attempt to bring the sport and some of the world's best rowers (in an entertaining way) to the people, to new places and on a global media platform. The goal is to create a series of City Sprints events in major cities around the world in 2013. In 2012, a new City Sprints event will take place in Zurich, Switzerland on 29 September, and we will use this occasion to test some other new concepts for an exciting event.

Also in 2011, many new ideas were tested in Bari, Italy at the Coastal Championships with the intention of initiating some new concepts which we can introduce to Coastal Rowing in the future.

- f. **New Audiences / Communities** - Finally, a major new strategy has been to address the many different "communities" in the world of rowing. In 2011, we launched individual community webpages as well as eight different Facebook pages. In summary, this means that we can now "speak" with each community and address their specific interests and requirements. In 2012, we plan to make significant progress with the Indoor

Rowing community, as well as fully- incorporate University Rowing into the world rowing family. A working group of indoor rowing machine manufacturers has already been created to provide guidance for the Indoor Rowing pages.

The Council, Commission and Staff members have been working diligently to activate the Strategic Plan.

3. DEVELOPMENT

Development Director Thor Nilsen and his team are continuing to make progress in this area. Our long serving Coaching Director for Latin America Ricardo Ibarra passed away on 15th December 2011 after a long illness. Thor is assisted by Ricardo Ibarra our Latin American Coaching Director, Michel Doure for Africa, and Chris Perry in Asia. They are complemented by active and influential Continental Representatives who are also key contributors. You can read about all their plans and goals in the Development Programme report section of these Agenda Papers.

4. FUTURE

The digital revolution has changed everything, and that includes the sport of rowing and FISA. But unlike many other sports, we have reviewed our strategy and financial models in great depth, consulted with experts in the various fields and have now reacted; in fact, and in many areas, we are ahead of the game. The Congress will continue to be updated and feedback at any point is greatly appreciated.

5. CONCLUSION

I would like to thank Denis Oswald for the tremendous commitment he makes for rowing and his support for our work in Lausanne. I would also like to thank the Council and Commission members as well as the national federations and their staff for their excellent cooperation. This is greatly appreciated by the staff and me. I would especially like to thank the staff and consultants for their dedication and commitment to rowing and to FISA.

Matt Smith

AGENDA ITEM 6

Reports of the Chairs of the Specialist Commissions

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9.	Sports Medicine Commission – Alain Lacoste	30
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12.	Youth Rowing Commission – Algirdas Raslanas	34
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ADAPTIVE ROWING COMMISSION

Membership of the Commission

Mary Ellen Conaboy (USA)

Simon Goodey (GBR)

Paola Grizzetti (ITA)

Fay Ho (HKG), Chair

Judy Morrison (USA)

Tomislav Smoljanovic (CRO)

Shirley Stokes (AUS)

Meetings of the Commission

Joint Commissions Meeting, Brandenburg, March

World Rowing Championships, Bled, September

The meetings focussed on:

- Classification of rowers with intellectual disability
- Regulation of equipment
- Regattas: Evaluating and planning regattas for 2011 and 2012
- Future directions: Planning for classification and coaching workshop for 2012, race distance post 2012 for adaptive rowing.

Activities of the Commission

2011 Samsung World Rowing Cup I

This regatta was held in Munich, Germany during May. A total of 15 countries (AUS, BRA, CRO, ESP, FRA, GBR, GER, HUN, IRL, ISR, ITA, POL, POR, RUS and UKR) comprising 41 boats competed in adaptive rowing events. The entries for each event were: LTAMix4+ (10); TAMix2X (7); ASM1X (18); ASW1X (6). There

has been a slight increase of adaptive participation this year when comparing with 2010 World Cup I.

World Rowing Championships, Bled

Adaptive crews from 25 countries (AUS, BLR, BRA, CAN, CHN, ESP, EST, FRA, GBR, GER, HKG, HUN, IRL, ISR, ITA, JPN, KOR, NZL, POL, POR, RAS, RUS, SLO, UKR and USA) participated in adaptive events at Bled, Slovenia in late August and early September. This was also the Qualification Regatta for rowing at 2012 London Paralympic Games. There were 61 crews participating, as follows: ASM1X (17); ASW1X (12); TAMix2X (12); LTA-ID4+ (4) and LTA4+ (16).

FISA Classification and Coaching Workshops

1. Basic Classification Workshop

The French Rowing Federation (FFSA) hosted a Basic Classifier Workshop from 19 to 21 January 2011 in Paris. The training was opened by Pascal Berrest, Technical Director of the French rowing federation, and Gérard Masson, president of the Federation for the disabled in France and of the French Paralympic Committee.

Judy Morrison, FISA Head of Classification, and Simon Goodey, International Technical Classifier, both Adaptive Commission members, led the workshop for 12 students: 6 medical classifiers and 6 technical classifiers, from Germany, China, France and Portugal.

During the workshop, 15 rowers were classified with "New" status to enable them to participate in the European Indoor Rowing Championships on 22 January.

An Advanced Classification Workshop was held in Munich before the World Rowing Cup I. Judy Morrison and Simon Goodey were the classifier trainers. There were 5 trainee classifiers who attended and one medical and one technical classifier became certified as FISA International Classifiers. They were from South Africa and the Netherlands.

Accomplishments

- Paralympic qualification regatta in Bled. 19 countries from 5 regions have qualified for the Paralympics.
- 26 countries participated in FISA events in 2011.
- Successfully hosted three classification workshops. All six FISA regions now have trained international classifiers.
- Produced coaching education material.

Challenges for the future

- **Presentation:** Successful Paralympic Games in 2012.
- **Strategic Re-Assessment:** Complete the review of race distance and adaptive regulations.
- **Development:** Increased participation in international competition. Currently

around 25-26 NFs participate. Our goal is to have at least 30 NFs by 2015. We seek additional NFs from South America; Africa; Europe and Asia.

- **Promotion:** Making new coaching education materials accessible through FISA website.
- **Classification:** Updating the Classification Guidelines to Rules format to comply with the International Paralympic Committee's Classification Code.

Conclusion

I would like to thank all the Commission members including the departing member Tomislav Smoljanovic for their significant contribution. The enormous support from Matt Smith and his staff during the year were very much appreciated. Thanks to colleagues in all those commissions with which we work closely – especially the Events, Material, Umpiring, Competitive, Media & Promotion and Sport Medicine Commissions who played an integral role in ensuring adaptive rowing is integrated within FISA regattas.

Fay Ho

ATHLETES COMMISSION

Members of the Commission

The FISA Athletes Commission is composed of active athletes as well as those retired from international competition. The Commission is composed of all categories of rowers in order to be representative of all the rowers.

Igor Boraska (CRO) Men	Just retired
Santiago Fernandez (ARG) Men	Active
Jean-Christophe Rolland (FRA), Chair Men	Retired
Elisabeta Lipa (ROU) Women	Retired
Lenka Wech (GER) Women	Retired
Iain Brambell (CAN) Lightweight Men	Retired
James Lindsey-Finn (GBR) Lightweight Men	Retired
Amber Halliday (AUS) Lightweight Women	Just retired

According to FISA Statutes (Article 54 and related bye-laws) Jean-Christophe Rolland has come to the end of his mandate. Lenka Wech was elected by the Congress held in Bled on 5th September 2011 to take the position of Chair of the Athletes Commission from 1st Jan 2012.

Meetings of the Commission

2010 World Rowing Coaches Conference,
London, January

Joint Commission Meeting, Brandenburg,
March

World Rowing Cup 3, Lucerne, July

Individual Commission Meeting, London,
February 2012

Activities of the Commission

The mission of the Athletes Commission is to represent the athletes at FISA events and in FISA governance when issues are discussed and decisions are made.

- A member of the Commission is present at each stage of the World Rowing Cup and the various World Championships (Junior, Under 23 and Senior) to provide a direct link from the athletes to the organising committees and FISA.

1. World Rowing Cup I in Munich
– Elisabeta Lipa
2. World Rowing Cup II in Hamburg
– Jean-Christophe Rolland
3. World Rowing Cup III in Lucerne
– James Lindsay-Finn
4. World Rowing Championships in Bled
– Iain Brambell
5. World Rowing U23 Championships in
Amsterdam – Lenka Wech
6. World Coastal Championships in Bari
– Igor Boraska

A written report is sent to FISA after each event. This report addresses the main points about the regatta course as well as organisation and logistics.

Accomplishments

Questionnaire for Athletes

The sixth edition of the Athletes Questionnaire was proposed to the Athletes competing in Bled. The results have been presented to the Council and the report is available on the FISA website.

Challenges for the Future

- To ensure a good communication with the athletes with new technologies and social media.

Conclusion

It was my real pleasure to serve as member of the Athletes Commission since 1994 and Chair since 2002. I would take the opportunity to thank all the members of the commission, actual and past, who have contributed a lot to the work of the group. We always can do more, we always can do better but I was delighted to represent the athletes in our leading structures.

It is really a great privilege that Athletes are represented at the highest level of Governance in our Sport and we all in the Rowing community must be proud of it. I wish all the best to the Athletes Commission.

Jean Christophe Rolland

COMPETITIVE ROWING COMMISSION

Membership of the Commission

John Boulton (AUS)

Hartmut Buschbacher (GER)

Morten Espersen (DEN)

Rosie Mayglotling (GBR)

Přemysl Panuška (CZE)

Gianni Postiglione (ITA)

Fayçal Soula (TUN)

Thor Nilsen, Chairman of Honour

Meetings of the Commission

Coaches Conference, London, January

Joint Commissions Meeting, Brandenburg, March

World Rowing Cup III, Lucerne, July

World Championships, Bled, August

Coaches Conference, Varese, November

Report on Activities in 2011

The 2010 World Rowing Coaches Conference was held in Slough, near London, in January 2011, having been postponed from November 2010 due to the World Championships in New Zealand at that time. The Coach in the Spotlight was US Women's Rowing Head Coach Tom Terhaar who enlightened the audience on the very successful women's eights programme in the USA. Attendees were able to inspect the facilities for the 2012 Olympic Games at nearby Dorney Lake. Many thanks go to British Rowing for their hospitality.

Then the 2011 Coaches Conference was held in Varese, Italy, the site of upcoming FISA events. An excellent program included Gianni Postiglione (Italy, Spain, Greece) as the Coach in the Spotlight, as well as a range of other topics, including an analysis of some of the many biomechanics and technical data equipment possibilities available today,

The 2012 Coaches Conference will be held in Limerick, Ireland from 1-4 November 2012.

Members of the Commission performed Fairness Committee and Seeding duties at the World Cup Regattas and World Championships. More consistency and experience has been added to the Fairness Committee through appointing a small group of experienced members of the Committee which is headed by the Competitive Rowing Commission's Chairman of Honour Thor Nilsen. At the same time other potential committee members will be involved with the Committee to develop a better pool of people to carry out this difficult task. Other members of the Commission remain involved in assisting the Fairness Committee and, in particular, in consulting with the teams as to their views and experiences. Henk-Jan Zwolle from the Commission continues to coordinate some important research into monitoring the weather conditions on various World Championship and World Cup courses, and the effect that these conditions have on racing, so that better predictions can be made, and more informed decisions can be taken.

In 2012, the Commission will be assisting the Council and the Executive Committee in a review of the World Championship boat

classes which should be included in the programme from 2013 onwards. This is a significant analytical and consultation process and the Commission will be engaged with coaches and other technical members of the member federations to feed their views into this important review.

The Commission is working with the Development Department of FISA to provide updated coaching education materials for use by nations which do not have their own coach education programmes. The more advanced courses will be along the lines of those of some leading nations who are willing to make their materials available. Rosie Mayglothling is leading some work with the European Council of Coach Education to deliver some coordinated standards in coaching education which can be implemented across sports and across the world.

Accomplishments

- Seeding completed for World Cup Regattas and World Championships, and some other events as required.
- Fairness Committee involvement at World Cup Regattas and World Championships
- Organisation of FISA International Coaches Conference
- Detailed submissions to Council regarding World Championship and Olympic Regatta programs
- Other input to Council decisions on competitive matters.

- Assisting the Development Department in coaching education and other development tasks.

Challenges for the Future

- Monitoring of the new program for World Championships and Olympic Games and making suggestions for any improvements
- Continued vigilance of competitive aspects of our regattas – fairness, progression systems etc, and making suggestions for improvements
- Working with the FISA Council and Member Federations to improve the profile and attractiveness of World Cups in particular, World Championships and other regattas, whilst maintaining the balance with the competitive and fairness factors involved
- Working with the FISA Council to re-vamp the World Cup.
- Organisation of future Coaches Conferences
- Communication with coaches and national teams

Many thanks to the Commission members for their work and attention to detail in all these respects, and we welcome the continuing dialogue with coaches and technical directors, and the close cooperation with our fellow FISA Commissions in the lead up to London 2012.

John Boulton

EVENTS COMMISSION

Membership of the Commission

Matt Draper (AUS)

Joost de Geus (NED)

John Hedger (GBR)

Svetla Otzetova (BUL)

Bernd Schuhmacher (GER)

Fred Schoch (USA)

Eva Szanto (HUN)

Mike Tanner (HKG), Chair

Meetings of the Commission:

Joint Commissions Meeting, Brandenburg, March

Joint Meeting with Umpiring Commission, Munich, December

Activities of the Commission

The Commission continued to advise and assist Organising Committees on facilities and event preparation. Members were appointed as Technical Delegates to all FISA events.

Accomplishments:

- Good preparation of FISA events

- Standardised post-Event Report to Organising Committees
- Establishment of better links to continental events

Challenges for the future

- Finalise a Continental Events Manual for advice to Continental Confederations
- Identify the issues and propose solutions for Adaptive start installations
- Resolution of current on-water GPS issues to optimise opportunities for accurate timing and data feed

Conclusion

The Commission has continued to identify and promote best practice in the preparation and running of events in cooperation with Organising Committees and other Commissions.

In conjunction with the FISA Development Programme and continental confederations, Commission members will follow up the opportunities to spread their available experience to regions where this can be beneficial to the further development of rowing.

Mike Tanner

MASTERS ROWING COMMISSION

Membership of the Commission

Gary Bain (GBR)
Ron Chen (USA),
Sebastian Franke (GER)
Zdena Norkova (CZE),
Daniel Rutenberg (ISR)
Tone Pahle (NOR), Chair

Meetings of the Commission

Joint Commissions Meeting, Brandenburg, March
World Rowing Masters Regatta draw, Poznan, August
World Rowing Masters Regatta, Poznan, September
2012 World Rowing Masters Regatta planning, Duisburg, November
Inspection visit, Ballarat, Australia, June (by member Ron Chen)

Activities of the Commission

The 38th World Rowing Masters Regatta was organised at the Malta Lake Regatta course in Poznan, Poland. We raced from mid-day Thursday to lunch Sunday, finishing with the mixed races. We had expected a record entry but perhaps due to the global economic situation the entry was a bit less. We will continue to monitor this situation.

The first day of racing we had some very strong winds, and the weather forecast did not

look too promising. But the conditions were fair and safety well taken care of. We had no complaints about the weather or the conditions and the weather improved for the last two days.

We had 22 FISA umpires and 24 National umpires. Under the skilled hand of long serving Umpiring Commission member Stan Komornicki, the umpires did a great job. The area around finish at the outgoing pontoons is narrow for such a big regatta, but there were no serious incidents.

Our rowers are getting older while still rowing, and the entry for the oldest categories is increasing. The performance of these rowers was amazing and it was with great respect we watched them racing. The Masters Commission takes this as a sign of rowing being good for health and being a lifelong sport.

The boat rental system will need to be looked at closely for the future. In Poznan there were several problems related to rental boats and as many of our rowers come from overseas, this will be one of our main working areas for the coming year.

For the first time in the history of our regatta we had the official FISA photographer on site and, with the help of Laura Fell from the FISA office, we were active on Facebook and the FISA website during the regatta. The races were also shown on big screens at the course and this was much appreciated by the rowers and spectators. The opening ceremony was amazing, and rowers are still speaking about the fireworks coming through the air towards the finish tower. Many rowers attended the

Masters Party and live music and good and plentiful food seem to be important.

We had formal meetings with the organisers of the regatta in 2012 Duisburg, Germany and 2013 in Varese, Italy. The FISA Masters Commission encourages future organisers to attend regattas to learn from the current organisers.

All members of the commission work long and hard days during the regatta in cooperation with the organisers. This does not prevent our commission members from racing and several good results were celebrated in the commission.

Accomplishments

The Masters Commission was happy to get two new members in 2011, and the commission is moving forward with many ideas on how to run the regatta and even more on how to promote the regatta and keep rowers and their friends updated during racing.

The change into more professional use of the social networking media like Facebook and the website is more important than ever. According to FISA surveys, the master rowers are a very active group in using social media.

We have looked into the organising of the land activities including the Masters Party and the ceremonies.

The introduction of the J category is a success, and for 2012 we will try the J and J2 categories. We are asked to make categories all

the way up to 100 and we will ask FISA Medical Commission for advice on how to make the year gap between the oldest categories.

Challenges for the future

- The entries in the older classes are increasing. Elite rowing tends to finish in the mid-thirties and we have to get in touch with them before they disappear from rowing.
- We must keep the number of entries up for the younger categories.
- We plan to try to streamline the boat rental system.
- We will follow up the success of the media side of the regatta in every aspect.
- We want to reach out to our rowers using the social networking media.
- We will continue to promote the sport as a healthy sport for all in all ages.
- We will focus on countries that internally have big master groups, but for some reason don't attend the regatta.
- We plan to look for the possibility to support the running of masters' regattas at continental level in areas from where we today have few or no participants coming to the World Rowing Masters Regatta to ensure the universality of rowing.

Conclusions

We are using the example of Poznan as a template of future regattas regarding media, commentating and boat rental.

Tone Pahle

MATERIALS COMMISSION

Members of the Commission

Members:

Mathias Binder (SUI)

Paul Fuchs (US), Chair

Thanassis Mitrousis (GRE)

Stefan Piesik (GER)

Meetings of the Commission

Joint Commission Meeting, March,
Brandenburg

Phone Conferences

Activities of the Commission

We have had another good year in terms of controlling the materials, equipment and technology in our sport. We are pleased that we have had few infractions and during the year we have discussed new equipment with many manufacturers. The manufacturers seem to understand and accept our process and are pleased that we have not had to resolve any extreme issues after the fact as some sports have.

Coastal Rowing continues to be our biggest area of development. This year Mathias and Thanasis were able to travel to the Coastal Championships in Bari to observe and more importantly, measure some of the existing boats. It was very valuable to see the competition in action as we work to assist in promoting this aspect of our sport.

We work closely with the Adaptive Commission to ensure that the equipment they use is equal for all. We now have five manufacturers producing and more are interested. This is very good

for the development of the sport. Our new commission member, Conny Draper has also worked with adaptive rowers and should be a valuable resource in the coming year.

As the 'clearinghouse' for new technology there have been a significant number of applications in the past year. The majority of these were deemed not to be 'innovations' under our rules and available for immediate use. In the future we will be posting these products on the FISA website.

Challenges for the Future

The information gathered at Bari and through subsequent discussions will be used as a baseline for the development of FISA designs for the three boat classes. As with other FISA designs, when the hull designs are complete they will be available for free to anyone interested in producing coastal rowing boats. We continue to work with the coastal rowing community to improve the boats and regulations.

Electronics, for both sports measurements and communications continues to be the biggest developing issue that we are addressing. To assist us in this area, for the next year we will be adding a new commission member, Conny Draper. As a biomechanist working primarily in rowing, she has extensive knowledge and experience with electronic monitoring equipment. We expect that this will create a closer link to the Competitive, Medical and Adaptive Commissions as well as with the manufacturers of electronic equipment.

We are always concerned that a manufacturer will introduce new and innovative products in the year of the Olympics. Our rules are very

specific that this will not be allowed. We would like to remind you that if new technology is being considered, designed or researched, please contact our commission so that we can stay in contact with the development process and determine early on how, and in some cases if, it can be utilized in competition. All inquiries are kept confidential.

We would like to thank all the members of the FISA family who have assisted us in our duties this year.

Paul Fuchs

MEDIA AND PROMOTIONS COMMISSION

Membership of the Commission

Irene Eijs (NED)

Tim Farčnik (SLO)

Pat Lambert (BEL), Chair

Ken Lee (KOR)

Meetings of the Commission

Joint Commissions Meeting, Brandenburg, March

World Rowing Championships, Bled, National Federations press officers, September

Individual Commission Meeting, Bled, November

Several short meetings in different configurations according to members of the Commission present during events.

Activities of the Commission

After the restructuring of the Media and Promotion Commission, 2011 was the first year for all members in their functions. Reflecting on their role in the Commission, the members see their participation as a progression, a learning curve towards their own World Championships.

The members went to different events where they helped in several fields (press centre, interviews, quick quotes, etc.) and gathered ideas on promotion. This hands-on period enables members to see the whole picture, and build contacts with other FISA people as well as with national press officers and media.

During the World Championships in Bled, the Commission organised a meeting with the press officers of the national federations to present some of the changes introduced in terms of promotion of rowing during the season 2011 (e.g. the renewed Worldrowing website) and set the basis for the creation of a network of press officers or persons in charge of media in the national federations / FISA staff / FISA Media & Promotion Commission.

During a Commission meeting in December, the Commission defined more conceptual goals on promotion, legacy, transfer of information, best practices.

Accomplishments

- Analysis of the Bled experience,
- Drafting of "best practice" and "memory documents";
- Starting up of a network of press officers or persons in charge of media and promotion in the national federations / FISA staff / FISA Media & Promotion Commission

Challenges for the future

In line with the new terms of reference of the Commission:

- Define and set up a standardised event report evaluation in the field of promotion
- Define evaluation criteria of promotion activities
- Assist in the transfer of knowledge on promotion strategies and activities (tools, best practices, interaction between OC's, advice ...)

- Provide input to FISA's approach to event promotion

Conclusion

The Commission feels the terms of reference as defined with the Executive during the Joint Commission Meeting in March 2012 give well-defined activities and goals for the work to be performed. In 2012, the Commission will focus on the Bled analysis, the learning from 2012 events and the conceptual and design aspects of knowledge transfer.

Pat Lambert

ROWING FOR ALL COMMISSION

Membership of the Commission

Guin Batten (GBR), Chair

Lionel Girard (FRA)

Jens Chr. Kolberg (NOR)

Gwenda Stevens (BEL)

Carolyn Taylor-Smith (CAN)

Meetings of the Commission:

Joint Commissions Meeting, Brandenburg GER, March 2011

The Coastal Sub Commission met at Dunkirk FRA October 2011.

The Indoor Rowing Working Group met in London GBR in May 2011

Activities of the Commission

FISA Tour 2011: Lake Biwa, Japan.

This was the first time a FISA World Rowing Tour was organized in Japan, or in the Far East. The first time Japanese rowers had participated on a FISA tour was in Holland in 2005, and since then 16 Japanese rowers have made 25 participations.

Due to the tsunami and the Fukushima nuclear disaster, the tour was at risk during the spring of 2011, and about 1/3rd of the original participants eventually decided to cancel. FISA offered the Japanese organising committee the possibility to postpone the tour by two years. This was not an

option that the OC wanted to take, and actively asked the tour rowers to come to Japan and help them get back to normal life. The Lake Biwa tour was well organized in a very friendly atmosphere, and those who decided to go did not regret it.

Summary of Participants:

- 41 participants from 13 nations, from 4 continents.

Future FISA Tour 2012 & 13:

In 2012 two FISA tours will run. One in Belgium May 19 – 27, and the other in Ontario, Canada August 25 to September 2. Both tours will accommodate 60 rowers, and are fully booked.

In 2013 the FISA tour has been offered to Ireland, on the river Shannon, and although the final agreement has yet to be signed, we are positive that the tour will materialize.

No definite plans have been made beyond 2013, but we are working on up to four projects.

Coastal

The 5th World Rowing Coastal Championship 2011 was held in Bari, Italy. It was the most successful Championships to date.

The entries for the championships were the largest ever with 173 crews, 457 participants from 19 countries attending.

	LOCATION	CW4X+	CW2X	CW1X	CM4X+	CM2X	CM1X	CREWS	ROWERS
2007	Cannes FRA	22	13	13	29	43	38	158	418
2008	San Remo ITA	16	16	16	37	39	27	151	418
2009	Plymouth GBR	22	13	13	30	52	40	170	443
2010	Istanbul TUR	17	13	20	27	50	45	172	411
2011	Bari ITA	14	18	16	39	54	32	173	457

On the Sunday after finals the beach starts and finishes were tested with very favourable results and they were welcomed by rowers who took part. The beach elements have now been included into the regulations, and it is expected that all future WRCC will have beach starts and finishes.

Two cities – Rijeka, Croatia and Thessaloniki, Greece – bid for the 2012 WRCC. The Championships were attributed to Rijeka, Croatia. The date will be 19-21 October 2012.

Indoor rowing

A target group of representatives of leading rowing machine manufacturers and a leisure industry professional were invited to attend an Indoor Rowing Working Group meeting in the spring of 2011. This was well attended and discussions were very positive with a commitment to continue to work together in the future.

Alex Dunne and Rainer Modest, Concept 2

Tony Nercessian, WaterRower / Oartec

Marjolein Rakers and Jan Lammers, Rowperfect3

Joshua Crosby, Indorow

Discussions also took place with the European Management Board to explore options to run a number of European

Championships title races within the EuroOpen event in 2013.

Accomplishments

- Successful staging of the 5th World Rowing Coastal Championships in Bari in the 2011.
- Successful staging of the FISA Tour in Lake Biwa Japan
- Successful adaption of the Coastal Regulations to allow for beach starts, finishes to be introduced into the racing format.

Challenges for the Future:

- To continue to develop the brand of the coastal rowing (mountain biking of the sea with atmosphere of beach volleyball) and attract new types of rowers and sponsors to the sport.
- To continue to spread the development of coastal rowing into new countries
- To work with National Federations to increase the number of people taking part in recreational rowing.
- To continue to develop the World Rowing website and social media to be an active portal for all rowers from indoor rowing to ocean rowing.

Conclusion

I would like to thank Jens, Carolyn, Lionel and Gwenda for all their hard work and commitment over the last four years.

Guin Batten

SPORTS MEDICINE COMMISSION

Members of the Commission

Jo Hannafin (USA)

Mikio Hiura (JPN)

Peter Kokas (HUN)

Alain Lacoste (FRA), Chair

Henning Nielsen (DEN)

Jürgen Steinacker (GER)

Michael Wilkinson (CAN)

Meetings of the Commission

Joint Commissions Meeting, Brandenburg, March

World Rowing Cup 1, Munich, May

Individual Commission Meeting, Budapest, November

Activities of the Commission

- Monitoring:
 - The three World Rowing Cup stages (Brandenburg, Munich, Lucerne).
 - The World Championships:
- World Junior Championships in Eton.
- World Championships in Bled.
- World Under 23 Championships in Amsterdam.
 - The European Championships in Plovdiv.

- Organisation
 - Medical meeting bringing together 60 people (national team doctors and physiotherapists) during the Senior World Championships in Bled.
- Management of the TUE applications

Accomplishments

- Publication of the "NO NEEDLE Policy" (later implemented by IOC)
- Implementation of the Biological Passport
- Presentation on "Prevention of Rowing Injury" at the Junior Coaches Conference by Jo HANNAFIN
- Publication of the Statement on "Heat, Heat stroke and safety for FISA"
- Nomination of Jürgen STEINACKER as member of the "WADA Health, Medical and Research Committee"

Challenges for the future

- New Medical Website
- Organisation of a Sports Medicine "Seminar" on Rowing in conjunction with a FISA event

Conclusion

I would like to thank my colleagues (and specially Peter KOKAS who retired at the end of 2011) and Natalie Schmutz for their support

Alain Lacoste

UMPIRING COMMISSION

Membership of the Commission

Fabio Bolcic (ITA).

Nicholas Ee (SIN).

Kristopher Grudt (USA).

Gabrielle Isenschmid Weber (SUI).

Stanislaw Komornicki (POL).

Jérôme Mouly (FRA).

Stefanie Palfner (GER).

Jacomine Ravensbergen (NED).

Patrick Rombaut (BEL), Chair.

Meetings of the Commission

FISA Joint Commissions Meeting, March,
Brandenburg.

World Rowing Championships, August, Bled.

Events Commission-Umpiring Commissions,
December, Munich.

Activities of the Commission

A. WORLD ROWING EVENT JURIES

Rowing World Cup Regattas, Munich –
Hamburg – Lucerne

City Sprints, St.-Petersburg.

European Junior Rowing Championships,
Kruswica

World Under 23 Rowing Championships,
Amsterdam

World Junior Rowing Championships, Eton

World Senior Rowing Championships, Bled

World Masters Regatta, Poznan

European Rowing Championships, Plovdiv

World Coastal Rowing Championships for
Clubs, Bari

B. INTERNATIONAL REGATTA JURIES

Piediluco, Memorial Paolo d'Aloja.

Essen, Int. Hügelregatta.

Gravelines, Int.regatta.

Amsterdam, Kon. Hollandbeker.

Linz, Coupe de la Jeunesse.

Guadalajara, Pan American Games.

Hwacheon, Asian Championships.

Singapore, Asian Cup.

Bandung, SEA-games.

C. EXAMINATIONS

Bandung (INA).

Osaka (JPN).

Hwacheon (KOR).

Ciudad Guzman (MEX).

Cairo (EGY).

Frankfurt (GER).

Johannesburg (RSA).

D. SEMINARS OR CLINICS

Bandung (INA).

Amsterdam (NED).

Eton (GBR).

Osaka (JPN).

Hwacheon (KOR).

Ciudad Guzman (MEX).

Singapore (SIN).

Bled (SLO).

Poznan (POL).

Plovdiv (BUL).

Cairo (EGY).

Frankfurt (GER).

Johannesburg (RSA).

Gent (BEL).

Oran (ALG).

Accomplishments

- 27 new FISA umpires (7 exam sessions).
- 214 umpires having attended a seminar (15 in total).
- 454 FISA umpires from 63 national federations.

- Approx. 240 FISA Umpires selected for the different FISA juries.

Challenges for the future

- Increase the number of FISA umpires in the Caribbean region, Central and South America, Africa, East Europe and Central Asia.
- Improve the preparation and operating level of the national technical officials, assisting the FISA juries during the World Rowing events.
- Increase the experience of the FISA juries during especially Adaptive Rowing and Coastal Rowing Events.
- Better understanding by other rowing 'parties' concerning the activities and responsibilities of the FISA juries.
- Age limit of FISA umpires to be considered in 2013.

Conclusion

The increasing and diversifying number of World Rowing Events in all parts of the World has also consequences on the activities of the Umpiring Commission. We are confident that our commission has contributed in the past and will contribute in future to the common goals of our universal rowing family. With our sincere thanks to all persons having contributed to this.

Patrick Rombaut

WOMEN'S ROWING COMMISSION

Membership of the Commission

Name – Commission

Guin Batten – Youth, Mary Ellen Conaboy – Adaptive, Anita DeFrantz – Vice President, Irene Eijs – Media/Promotion, Barbara Fenner – Youth, Barbara Grudt – Youth, Paola Grizzetti – Adaptive, Amber Halliday – Athletes, Jo Hannafin – Sports Medicine, Kim Fai Ho – Adaptive, Gabrielle Isenschmid Weber – Umpiring, Pat Lambert – Media/Promotion, Elisabeta Lipa – Athletes, Rosie Mayglothling – Competitive, Judy Morrison – Adaptive, Zdenka Norkova – Masters, Colleen Orsmond – Staff, Svetla Otzetova – Events, Tone Pahle – Masters, Stefanie Palfner – Umpiring, Jacomine Ravensbergen – Umpiring, Tricia Smith – Chair, Sheila Stephens – Development, Gwenda Stevens – Rowing for All, Shirley Stokes – Adaptive, Carolyn Taylor-Smith – Rowing for All, Eva Szanto – Events/European Board, Lenka Wech – Athletes

Meeting of the Commission

Joint Commission Meeting, March in Brandenburg

Report on Activities in 2011:

The Commission continues to be made up of designated members (a majority but not all females) from the other Commissions. We meet once a year at the Joint Commissions Meeting to report on women's issues being dealt with by the relevant Commissions and to share challenges and best practices.

Throughout the year I attended FISA Executive and Council Meetings, World Cups and World Championships. I sit on most, if not all of the FISA Doping Appeal Panels and am Co-Chair with John Boulton the FISA Working Group on World Championship Events.

This working group was created at the 2011 Congress as a response to the loss of the women's 4+ from the World Championship Program. Please see the Discussion Paper in the "Papers" section of the Agenda which was prepared as a report from the Commission concerning the status of women in leadership and providing the position of the Women's Commission on the future rowing program at the World Championships and Olympic Games.

The Commission continues to offer the Women's Development Camp every spring, with a focus this year on those countries participating in the Olympic Qualifying Events. Thank you again to Sheila Stephan-Desbans, Penny Chuter and Thor Nilsen who make this event such a success.

The History of Women in rowing paper is now on the FISA website. Please have a look. It provides some interesting background for our current discussions on women in our sport.

Thank you again to the members of the Women's Commission and all members of the FISA family, a dedicated group who respect sport and love sport, and ours in particular.

Tricia Smith

YOUTH ROWING COMMISSION

Membership of the Commission

Algirdas Raslanas, Chair (LTU)

Barbara Fenner (AUS)

Barbara Grudt (USA)

Axel Müller (GER)

Meetings of the Commission

Joint Commission, Brandenburg, March

World Rowing Under 23 Championships,
Amsterdam, July

Junior World Championships, Eton, August

Youth Coaches Conference, Princeton,
October

Activities of the Commission

Event support

The Commission fulfilled its functions at the U23 World Championships in Amsterdam, and Junior Championships in Eton. Primarily this involved supporting the new and young coaches, particularly those from development countries. At both events a coaches meeting was organized and statistics analyzed to provide future recommendations to the Executive Committee and other commissions. Constructive feedback was also provided to the Executive Committee and Organising Committees.

Masters Fund (Development project)

Thanks to the money provided by the Masters Commission many coaches have now passed through the scholarship coach program to

become fulltime professional coaches in their own national programs.

- Chokri Ben-Miled (TUN, 2002)
- Raihan Omar (SIN, 2004)
- Juvenalis Gitau Kariega (KEN, 2004)
- Ruben Scarpati (URU, 2006)
- Kerrie Mackie (ZIM, 2008)

The new candidate for the current two year project is Rocioa Rivarola Trappe from Paraguay. She attended the Youth Coach Conference as her induction to the project.

16th Youth Coaches Conference

We conducted a successful conference in Princeton, with participation from over 15 countries. As our first conference held in North America, the vendors at the conference would have appreciated a greater attendance from local coaches. Thank you particularly to Barbara Grudt for the organising.

Future Projects

Future World Rowing Under 23 Championships:

- 2012 Trakai, LTU
- 2013 Linz, AUT
- 2014 Varese, ITA

Future World Junior Championships:

- 2012 Plovdiv, BUL
- 2013 Trakai, LTU
- 2014 Hamburg, GER
- 2015 Rio de Janeiro, BRA

Future Youth Coach Conference:

- 2012 (TBA hopefully Kazan),
8 – 10 September 2012

Conclusion

The Youth Commission members are actively involved in rowing and youth sport activities in all continents displaying their wide experience for their tasks in the Commission.

Finally I would like to thank all the Commission members as well as the national federations (especially US Rowing for the Youth Coach Conference), proposals or suggestions. This is greatly appreciated.

Algirdas Raslanas

ENVIRONMENTAL WORKING GROUP

Membership of the Working Group

Ranojoy Basu Ray (CAN)

Bruce Ford (CAN)

George Kazantzopoulos (GRE)

Timothy Richardson (NZL), Chair

Meetings of the Working Group

Joint Commissions Meeting, Brandenburg, March

Activities of the Working Group

- Maintaining liaison with FISA and offering comment and advice on championship bids and related activities.
- Providing link between EWG on behalf of FISA and WWF Fresh Water Group and regional representatives.
- Reviewing progress by Organising Committees in following Event Management protocols regarding environmental outcomes.

Accomplishments

- Achieving modification to bid documents and participation in evaluation of World Championship bid documents.
- Attendance at World Championships in Bled and European Championships in Plovdiv to review environmental performance and outcomes.
- Obtaining “buy in” to achieving positive environmental outcomes by several Commissions charged with organising or directing FISA sanctioned events.
- Engaging in direct dialogue with regional WWF representatives in Austria,

Slovenia, Bulgaria and Serbia and with WWF headquarters.

- Assisting with the process of achieving an alliance between WWF and FISA on the promotion of sustainable clean water projects and educational support.

Challenges for the Future

- Developing the relationship with WWF and maintaining momentum in terms of promoting awareness of the clean water objectives of FISA and WWF.
- Achieving WWF endorsement of an updated and enhanced version of FISA’s Environmental Guidelines, with a view to a joint declaration of approval of the Guidelines.
- Securing a commitment by all FISA event organising committees to the appointment of a dedicated Environmental Official to manage and promote a commitment to positive environmental outcomes and ensuring open dialogue with the EWG both during planning for events and following the completion of events.
- Developing a “Green Office” plan for FISA.

Conclusion

2011 has proved to be a significant marker in the life and role of the Environment Working Group. With some budget support and the willingness of European-based George Kazantzopoulos to attend meetings at several European locations, the EWG has been able to establish an active presence at some events, building on less formal reviews by the Chairman when attending Championship events as a spectator.

The EWG is looking ahead to some interesting, if not difficult challenges. However, it is rewarding to reflect on the Group's achievements over the past ten years and to acknowledge the widespread acceptance of sustainability imperatives by FISA headquarters and the Commissions.

Tim Richardson

AGENDA ITEM 7

Reports of the Continental Representatives

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CONTINENTAL REPRESENTATIVE FOR AFRICA

Meetings Attended

FISA Council Meeting, London, January

Joint Commissions Meeting, Brandenburg, March

FISA Council Meeting and FISA Coaches Conference, Varese, November

Activities

The International Nile Rowing Regatta – Luxor 2011

The International Nile Rowing Regatta was held in Luxor from 11 – 17 January 2011 in 10 events with the participation of Algeria, Cameroon, Egypt, Kenya, Libya, Morocco, Sudan and Tunisia from Africa and several countries from Asia and America. Several FISA Council members were invited to attend the newly launched regatta which was a successful.

The 1st Douala International Rowing Regatta

The 1st Douala International Rowing Regatta was held in Douala on 23 – 24 September 2011 with the participation of six African federations: Angola, Cameroon, Uganda, Senegal, Togo and Zimbabwe.

10th All African Games – Mozambique 2011

Rowing had been included in the sports programme of 2011 All African Games after promises of support from FISA and FASA. Due to serious communications difficulties and financial problems, the rowing events were withdrawn from the programme of the games shortly before they were held.

African Olympic Qualification Regatta

Crews from 17 countries (ALG-ANG-CIV-CMR-EGY-KEN-LBA-MAD-MAR-NAM-NIG-SEN-SUD-TOG-TUN-ZAM-ZIM) participated in the African Olympic Qualification Regatta held in Alexandria from 1 to 3 November 2011 and preceded by a training camp for the participating teams with the assistance of FISA and Olympic Solidarity during the period from 22 to 30 October 2011.

Uganda had planned to participate but, in the end, could not attend. The number of countries could have reached 20 countries if Nigeria and South Africa had taken part.

This was remarkable progress against 12 countries that participated in the African qualification regatta in Algeria 2007. I also thank Madagascar and Niger where rowing has only recently started – they insisted to participate in the qualification regatta for the first time.

The qualified Countries were

ALG: W1X

EGY: M1X- LW2X- LM2X

TUN: W1X- M1X

ZIM: W1X- M1X

Development issues

In cooperation with the FISA Development programme, Mr. Faycal Soula and Mr. Michel Doutre attended the 28th ANOCA Seminar for General Secretaries of African NOCs held in Bamako, Mali from November 16th – 18th, 2011. Faycal and Michel had the

opportunity to interact with the different NOCs' general secretaries and discuss the development of rowing in their respective countries.

Umpiring

Two exams were held in Africa for International Umpiring Licences. They were conducted in Egypt and South Africa. We have 28 international Umpires from Africa where 11 international umpires were chosen during 2011 international rowing events.

International Championships

We are trying to increase the African participation at the different international rowing events despite the shortage of financial resources.

Khaled Zein EIDin

CONTINENTAL REPRESENTATIVE FOR ASIA

Meetings attended

Due to health problems, I was not able to attend all the FISA Council Meetings during last year and all Asian Rowing Federation (ARF) Executive Committee Meeting in 2011. I did attend the following meetings:

- The meeting between a delegation of Organising Committee for 2013 World Rowing Championships in Chungju and Chinese Rowing Association leading group in Beijing.
- A working meeting with 2014 Nanjing Youth Olympic Games Venue and Sports Department

Activities

- A review inspection took place for the 2014 Nanjing Youth Olympic Games at all water sports venues including the Xuanwu Lake for rowing, canoeing and canoe-kayak slalom and Jinniu Lake for sailing.
- As the Senior Adviser for 2012 3rd Asian Beach Games Organising Committee in Haiyang, Shandong, China, I have tried two times to convince the local OC to introduce coastal rowing and some other water sports at the 3rd Asian Beach Games. But they definitely selected windsurfing and water ski as the two last competitions of their Games.

Accomplishments:

There were some achievements for the Asian rowing family that should be particularly mentioned:

- First was the successful organization of the 2011 14th Asian Rowing Championships and 16th Asian Junior Rowing Championships in Hwacheon, Korea. I'd like especially express my thanks to the Korea Organisers and to my colleagues as Mike Tanner, Chris Parry and Fay Ho.
- Second one was successful operation of the new Asian Rowing Federation Secretariat in Korea. Mr. Jong-Chul LEE as the new ARF President and Mr. Ken LEE as the new ARF Secretary General showed in 2011 their capacity, dedication and efficiency.

Challenges for the future

The first challenge for the Asian area of rowing is always to improve the training and competition level of our Asian coaches and rowers.

The 2nd challenge is to find different countries for the future Asian regattas . We are happy to have taken notice of the enthusiasm showed by KRA in recent years. They will consecutively organize four upcoming events in different cities as follows:

- 2012 Chungju Olympic Continental Qualification Regatta for Asia (26th—28th April 2012)
- 2013 World Rowing Championships in Chungju (25th Aug.—1st Sep.)
- 2014 17th Incheon Asian Games in a new regatta course to be constructed. (23rd—30th Sep)
- 2015 Gwangju University Games regatta

Zhang Qing

NORTH AND CENTRAL AMERICAN CONTINENTAL REPRESENTATIVE

Meetings Attended

FISA Coaches Conference and Council Meeting, January, London

Pan Am Games Site Visit, May, Guadalajara

World Rowing Cup Regatta, June, Hamburg

World Rowing Championships August, Bled

Pan American Games, October, Guadalajara

Activities

Central American Games.

At the General Assembly in San Jose, Costa Rica, our sport was left out of the games in 2013. We need to follow up and include a small program. Costa Rica has been supported with boats, coaching assistance and regatta assistance.

Ciudad Guzman Rowing Course, Guadalajara. Pan American Games 2011

The objective of the meeting was to evaluate the progress on the construction of infrastructure, Albano system, resting areas, boat houses etc. The finish tower, the boat-house area and the road that runs parallel to the course were all under construction. Construction on all infrastructure for the course was completed in time for the games.

During the visit I met with Ivar Sisniega, Cesar Romero and previously in Mexico City with Reynaldo Gonzalez. We had all the support from the OC,

- A chronology of activities has been followed and executed as agreed.
- The construction of a rest area for the teams was not possible but temporary tents were made available for all crews.

2011 World Rowing Cup II, Hamburg

In attendance we had crews from Mexico, El Salvador, Argentina and Brazil.

2011 World Rowing Championships, Bled

A proposal was presented and accepted by the Council that for the Argentinian Rowing Association to organize the Olympic Qualification Regatta in Tigre in March of 2012

Pan American Games, Guadalajara

Participation was a record at the new course in Ciudad Guzman with excellent results from Argentina, Cuba, and United States and the host Mexico. The regatta course was calm, there was beautiful weather and more than 10,000 spectators every day. The organizing committee delivered all the required elements and the community will now have a new center to develop rowing in Jalisco.

The Ibero American Rowing Confederation ("Confederación Iberoamericana de Remo") was founded. The national federations of Portugal, Spain, México, Cuba, Guatemala, Honduras, Nicaragua, Costa Rica, Panamá, Colombia, Venezuela, Ecuador, Perú, Chile, Paraguay, Uruguay, Argentina, Puerto Rico, Guatemala and El Salvador signed the constitution. The mission is to organize a regatta every three years.

Achievements:

- The construction of the regatta course in Ciudad Guzman, Mexico. It was a good example of team work with the Organizing Committee, the National Federation and the National Olympic Committee of Mexico

Challenges:

- Rowing lacks technical support in the area, especially for the countries that have recently organized their national federations. A full time coach dedicated to build the structures is needed.
- Our sport is not included in the program for the 2013 Central American Games in San Jose. We have supported Costa Rica with boats.
- FISA Championships – Again, we must provide assistance with lodging and

boats. We must work to encourage the NFs of our region to participate in World Junior and Under 23 Championships

- The creation of a permanent rowing center in Central America is one of the objectives since 2009. We have not been able to achieve this objective.
- Adaptive rowing has not started in our area.
- Youth programs do not exist in most of the developing nations.

In spite of all the challenges we continue to attract a considerable number of good athletes. The Pan American Games were a great success and we must work to build a Rowing League in Latin America with the participation of Portugal and Spain we can further build the Ibero American Area.

Eduardo Palomo

CONTINENTAL REPRESENTATIVE FOR OCEANIA

The year 2011 was again a dynamic year for rowing in Oceania. Although membership of the Oceania Rowing Confederation remains at four Federations, the strength of programmes in Vanuatu and Samoa continues to grow, whilst New Zealand and Australia remain near the very top of the world's best rowing nations.

Highlights of the year include the competition of a team from Vanuatu in the Australian International Youth Cup (Australia and NZ compete), and of the continued development of Samoan born, New Zealand-based sculler Bradley Jowitt – following his fine showing at the 2010 World Rowing Championships in New Zealand.

New Zealand (Rowing New Zealand “RNZ”)

2011 was Rowing New Zealand's most successful international year. They won 4 gold, 1 silver and 4 bronze medals at the 2011 World Rowing Championships in Bled, Slovenia. In doing so, they qualified 11 crews for the 2012 London Olympic Games with the potential for more.

Rowing NZ has revised its coach education and development programme, and is introducing a modular approach to gain coaching qualifications. Each module has points allocated for completing the requirements of that module with a total number of points required for accreditation as level one, level two, etc., coach. There are compulsory modules to attend and all previous experience will be taken into account.

University Rowing has integrated within the Rowing NZ management structure and is now

a sub-committee of the Rowing Board. This will provide a more streamlined approach for those athletes competing and wanting to compete at university level.

The RNZ Board signed off on a new 2-year strategic plan incorporating five key areas:-

1. High Performance – a clear focus on London 2012;
2. Domestic Rowing – a strong emphasis on integrating with Secondary School Rowing;
3. Operational Excellence – a need to provide world class IT;
4. London Planning – working with the NZ Olympic Committee to provide the best environment for our athletes;
5. Partnerships – working with sponsors and Sport NZ.

Vanuatu

The VRA (Vanuatu Rowing Association) were fortunate to have Lee Spear posted to Vanuatu from New Zealand as a High Court Judge and even luckier to also have his wife (a qualified coach and International level official) assist with crew coaching at the Vanuatu Rowing Club. Both have made a significant impact in the day-to-day operations at the Club.

In March 2011, Reinhold Batschi (FISA development coaching consultant) again visited Vanuatu to continue his work in providing technical expertise and advice to the Association regarding a range of matters – from crew preparation to coach education.

Howard Croker (Croker Oars) visited in April to assist with the upgrade of the fleet of boats and oars. His support is greatly appreciated.

Club Coach Cameron Crichton from Tasmania relocated to Vanuatu in May and has also proved instrumental in improving training methodology for the elite crews in the VRA. Cameron has also been a great help in maintaining the Club's ageing boats and teaching boatman Tom how to repair equipment when needed.

May proved to be a busy month for the VRA and the PVRC (Pt. Villa Rowing Club), as the crews were invited to the Youth Rowing Championships in Sydney. With limited funds, the National Bank of Vanuatu stepped up as a major sponsor.

In July, Vanuatu was represented for the first time in an international rowing event at the Youth Rowing Championships in Sydney. Although no medals were won, many hearts were. It was a great opportunity for crews to experience competition first-hand and understand the importance of fitness, well-being and commitment.

In September, Vanuatu hosted a crew from the Bay of Plenty masters rowing in NZ – who were eventual winners of the 'Inter-Island' trophy. The annual corporate regatta was held in October and again was a great success with nine corporate business houses participating. In October, the Grand Hotel made a significant donation of gym equipment to the club. Other highlights of 2011 included the regular 'Saturday Rowing', the purchase of two rowing ergometers from NZ, two new Ocean Kayaks (VASANOC), a new coach boat (donated by BRDE Bank) and the annual Xmas breakfast row.

Aims for 2012:

- Preparation for participation in the 2013 Youth Olympic Festival, Sydney;
- Purchase of superior boats;
- Membership drive;
- Masters Regattas;
- Interschool competition; and
- Club regattas.

Australia (Rowing Australia, "RA")

In March 2011, the Minister for Sport Mark Arbib officially opened the National Rowing Centre of Excellence facility in Canberra and launched the next exciting chapter in the evolution of RA.

Located at Yarralumla Bay in Canberra, this facility enables all areas of rowing's national operations to co-locate and work collaboratively to deliver the key strategic goals of the two business units of High Performance, resourced and serviced under the National Rowing Centre of Excellence (NRCE) partnership, and Community Development with a clear vision and direction. This structure has already facilitated greater efficiency in the delivery of our national team program and an elevated focus on the development of community rowing and a national events program.

The opening of this new national headquarters cements RA as a highly regarded and successful organisation that has a vision and the capacity to guide the future development of our sport.

2010/11 was an exciting year in this evolutionary path on many levels with a number of dedicated corporate, community and high performance programs being implemented across the country.

Following an extensive bidding process supported by Destination NSW, RA secured the right to host the first round of both the 2013 and 2014 Samsung World Rowing Cup series regattas, to be incorporated into the Australian Rowing Championships and Interstate Regatta of each year to form the Sydney International Rowing Regatta.

In another competitive bid, RA teamed up with the Victorian Major Events Company to secure the right to host the 2014 World Rowing Masters Regatta at Lake Wendouree, Ballarat, near Melbourne.

In its best performance at a FISA World Championships in history, the Australian Rowing Team won 3 gold, 3 silver and 4 bronze medals at the World Rowing Championships in Bled, Slovenia. In doing so, they qualified 10 crews for the 2012 London Olympic Games and 2 crews for the Paralympic Games.

RA continued to demonstrate its commitment to Adaptive Rowing by appointing a National Adaptive Development Coordinator to complement the work of the Adaptive Head Coach.

Samoa

New Zealand-based Samoan Bradley Jowitt continues to be the main focus in Samoan rowing. A strong showing in the 2010 World Rowing Championships has given impetus to Samoan rowing at home.

As the newest member of Oceania confederation, future strategies include growing the sport at its base and developing opportunities to develop an exchange programme to develop potential coaches and athletes with Australia and New Zealand. These two initial steps would provide an impetus to develop a small program in Samoa.

Aims for 2012 include developing the sports base and at an elite level nominating Bradley Jowitt to the IOC (through FISA) in order to qualify for a 'Tripartite' Commission Invitation Place' for the London 2012 Olympic Games. Places are limited but efforts focus on the profile this will bring the sport in the Oceania region.

John Coates

SOUTH AMERICAN CONTINENTAL REPRESENTATIVE

There will be no South American Continental
Representative report for 2011

EUROPEAN ROWING MANAGEMENT BOARD CHAIR

Membership of the European Rowing Management Board

Dag Danzglock (GER)

Nebojsa Jevremovic (SRB)

Algirdas Raslanas (LTU)

Patrick Rombaut (BEL)

Eva Szanto (HUN)

Roland Weill (FRA)

Ryszard Stadniuk (POL), Chair

Meetings of the ERMB

Joint Commissions Meeting – March 2011, Brandenburg

Rowing World Cup – July 2011, Lucerne

World Rowing Championships – August 2011 Bled

European Rowing Championships – September 2011, Plovdiv

In addition, members of ERMB had various informal meetings at events where they were present.

Activities

2011 European Rowing Junior Championships – Kruszwica, Poland

The 1st European Rowing Junior Championships took place in Kruszwica, Poland on 24-25 June 2011. There were 386 athletes 128 crews, from 23 nations participating. Competitions were held in the 13 World Rowing Junior Championships

events. Thanks to the excellent organisation by the Kruszwica organising committee, it was a good experience for both the participants and spectators. Competitions were held over two days with a complete FISA progression system. The course is located on a natural lake, the facilities based at the local rowing club provided good conditions for the teams. It was a successful start of this competition.

2011 European Rowing Championships – Plovdiv, Bulgaria

The 2011 European Rowing Championships took place in Plovdiv at the venue of the 2012 World Rowing Senior and Junior Championships on the newly extended eight lane regatta course. Thanks to the experienced Organising Committee, it was an event on a high standard. A lot of spectators were watching the finals and the level of competition was good. As expected, there were fewer entries than in 2010. Comparing the number of participants in 2010 (506) when the ERCH was held six weeks before the World Rowing Championships and 2011 (385) with the date after the WRCH, proves that the proposal to change the dates to the end of May will serve the needs of the national federations better and have a better place in the International regatta calendar.

At the General Assembly of the European National Rowing Federations the 2013 European Rowing Championships were attributed to Seville (ESP), and the 2013 European Rowing Junior Championships to Minsk (BLR). Following FISA's decision to change the World Rowing Cup programme for 2013, the GA accepted the new dates proposed for the

European Rowing Championships at the end of May.

Accomplishments

- The European Junior Rowing Championships were run successfully for the first time reaching high participation numbers.
- The bid procedure was modified and harmonises the bidding timelines to allow for both events to be awarded two years in advance.
- The project to establish a European Indoor Rowing Championships was started in a constructive way involving discussions about possible ways of co-operation with manufacturer Concept 2. The option to stage it in 2013 is feasible.

Challenges

- The ERMB has to finalise the details of establishing the European Indoor Rowing Championships including drafting the

regulations, determining which events will be included, finding ways to match all the requirements to have the right to award a European Championship title.

- ERMB continues to try establishing links with the EU in order to get funding for projects that can enhance the level and participation of European Rowing.
- The ERMB is seeking ways how to contribute more to the development programme in Europe aiming at an increase in participation at European rowing events.

Conclusion

The activities of the ERMB are supporting the realisation of FISA strategy aiming to strengthen involvement in rowing and events on continental and regional level. Thanks to the support of FISA staff the profile of the European Rowing Championships has been raised significantly.

Ryszard Stadniuk, Chair

Agenda Items 8,9,10,11

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2011 FISA FINANCIAL REPORT

A. RESULT FOR 2011

The 2011 result after provision for unrealized loss on securities and exchange rate loss is positive with a surplus of CHF 159'913.

As forecasted in the financial presentation to the 2011 Congress, the totals of both income and expenditures are 60% above budget. As usual both income and expenditures are inflated in comparison with the budget by items which offset as a result of FISA incurring expenses which are then recharged to third parties, mainly the Organising Committees of our events. These recharges amount to 25% of the increase. The rest of the increase is the result of significant improvements in FISA's income from commercial rights which has funded further investments made as part of the strategic reassessment exercise. These costs include the development and launch of the new brand, the new website, the clean water project and the Sprint regatta.

These additional incomes allowed FISA to increase the level of services provided at our events, especially in the Promotion and Media area.

FISA's financial position has continued to improve with a growing number of sponsors and partners. However the additional income this has produced has largely been used in increased expenditure driven by greater activity, more events, an increased staff and the costs of the strategic reassessment exercise.

We presented a revised 2012 budget at the 2011 FISA Ordinary Congress in Bled. It reflects some of the changes expected from the strategic reassessment projects. We expect to finish 2012 with a small surplus.

We have prepared a four year financial plan for 2013-6 which is included in these Congress papers. As a substantial part of FISA's income is received in the year of the Olympic games from the IOC TV and sponsorship income, we need to budget to use this over the next four years. The first year of this plan is the budget for 2013.

A more detailed analysis of the 2011 accounts now follows.

B. ANALYSIS OF THE 2011 ACCOUNTS

1. Events

Income	2011 Actual	2011 Budget	Net Result	2010 Actual
World Rowing Events	2'368'148	761'500	1'606'648	1'319'954
European Championships	101'318	0	101'318	72'552
Other Events	324'257	0	324'257	4'741
Olympics	0	0	0	195'574
Total Income	2'793'723	761'500	2'032'223	1'592'821
Expenses				
World Rowing Events	1'213'528	769'809	443'719	1'146'165
European Championships	121'185	58'723	62'462	103'030
Other Events	258'473	22'112	236'361	22'112
Olympics	8'833	0	8'833	0
Paralympics	0	0	0	0
Youth Olympics	0	0	0	183'987
Total Expenses	1'602'019	850'644	751'375	1'455'294
Net Result	1'191'704	-89'144	1'280'848	137'527

FISA has achieved significant additional income in the last two years. The biggest improvement in our accounts has come from the increased rights income from our events. As a result, the budgeted small deficit from events has become a substantial surplus.

In addition to the three-year term sponsorship agreement with Samsung (2010-2012), FISA also signed in 2011 a one year FISA Partnership with Gazprombank . The Samsung agreement has been renewed for 2013 and Gazprombank for 2012.

Partial commercial rights income for future events (2013 Chungju and 2015 Aiguebelette World Rowing Championships) has been recognised in 2011.

These additional revenues increased actual sponsorship figures by 370% compared with budget and World Cup TV rights income by 55%.

In 2011, FISA helped to organise a sprint regatta in St. Petersburg (RUS). The costs of this event were covered by the Organising Committee and the sponsors.

For each rowing event, the actual income includes a portion of re-invoicing of expenditure, when FISA re-invoices organising committees for expenditure incurred on their behalf. This results in both actual income and expenditure being inflated above the numbers originally budgeted, although these numbers offset each other in the final balance.

2. Development Programme

Income	2011 Actual	2011 Budget	Net Result	2010 Actual
Masters Fund	8'986	0	8'986	10'903
Development Programme	144'872	92'000	52'872	137'364
Total Income	153'858	92'000	61'858	148'268
Expenses				
Masters Fund	1'082	0	1'082	0
Development Programme	501'750	350'000	151'750	294'204
Total Expenses	502'832	350'000	152'832	294'204
Net Result	-348'974	-258'000	-90'974	-145'937

The Development Programme had underspent its budget during the previous two years. However the year before the Olympic Games is the year of peak activity for the programme with FISA providing support for athletes in preparation for the regional Olympic Qualification Regattas. The excess expenditure for 2011 offsets the underspend in 2009-10 and the programme is expected to be in line with budget for the four year period 2009-12.

The contribution received from Olympic Solidarity (OS), the IOC's development organisation, towards the training camp held in 2011 amounted to CHF 70'837. Equipment donated by FISA (boats, ergometers, etc...) cost CHF 103'068 in 2011.

A more detailed report about the FISA Development Programme activity is included elsewhere in the agenda papers.

3. Anti-Doping Programme

Expenses	2011 Actual	2011 Budget	Net Result	2010 Actual
Anti-doping	139'596	52'000	87'596	57'282

The cost of the 2011 Anti-doping programme has increased by CHF 82'314 (+144%) since 2010. This is the result of additional and more sophisticated out of competition testing during the year.

4. Marketing & Communications

Income	2011 Actual	2011 Budget	Net Result	2010 Actual
Advertising	86'727	150'000	-63'273	110'759
Merchandising	53'853	100'000	-46'147	87'819
Other Income	232'123	0	232'123	43'538
Total Income	372'703	250'000	122'703	242'116
Expenses				
Publications	189'976	165'700	24'276	150'571
Website	300'715	160'200	140'515	180'265
Promotion/Media	1'048'393	237'900	810'493	475'367
Commercial	41'076	37'400	3'676	23'563
Total Expenses	1'580'160	601'200	978'960	829'766
Net Result	-1'207'457	-351'200	-856'257	-587'650

The 2011 Partnership Programme registered one advertising partner less than last year. However, the income decreased by 28% due to the weakness of the Euro versus the Swiss Franc.

The sales of goods at our events (especially at World Cups, Junior and Senior World Championships) were below expectations and decreased by CHF 18'842 (-37%) compared with 2010. The launch of a new range of World Rowing products should boost our future sales.

The demand for DVD's decreased compared to last year (-42%). This is mainly explained by the fact that our races may now be watched on the internet.

Website costs increased by 88% compared with budget. In 2011, FISA re-designed its website with the launch of a new brand. The development costs of this investment were entirely recognised in 2011.

FISA increased the photographic coverage of our events in order to have more material for the new website and other promotional activities. This is reflected in the increase of actual Publications costs (+15% versus budget).

Promotion and Media expenditures increased by 121% compared with 2010. This is mainly due to the development of the FISA new brand and also to the services provided to our sponsors, partners and spectators at our events. With the arrival of new sponsors, additional efforts were put in place in the exposure (TV), presentation and entertainment at FISA World Rowing events. Since 2011, FISA is also working with GPS, a company providing the service and transport of our advertising material and TV catamarans. These sponsor servicing costs are partially re-invoiced to the sponsors.

5. Governance

Expenses	2011 Actual	2011 Budget	Net Result	2010 Actual
Executive Committee	75'978	83'200	-7'222	71'819
Council / Commissions	321'301	232'900	88'401	267'991
Congress / Extra Congress	19'164	11'200	7'964	39'380
Total Expenses	416'443	327'300	89'143	379'190

The Council/Commission budgeted figures did not include the 2011 Joint Commissions Meeting held in Brandenburg. The costs were supported by our hosts.

Additional travel subsidies were paid in 2011 compared with budget (+26%). This is due to the increased travel of our volunteers and consultants during the year and to the increase of size of some commissions with the arrival of new members. Moreover, two Coaches Conferences were held in 2011 (Windsor in January and Varese in November). Additionally FISA now provides single hotel rooms for all commission members, but at the time of the budget preparation, it was assumed that they would continue to share twin rooms.

Interpretation and other costs for the 2011 Ordinary Congress in Bled, were partially re-invoiced to the Organizing Committee.

6. Administration

Expenses	2011 Actual	2011 Budget	Net Result	2010 Actual
Salaries & Staff Expenses	1'175'498	964'200	211'298	947'814
Office Expenses	286'664	341'900	-55'236	279'072
Legal & Insurance	64'534	50'000	14'534	65'320
Contingency	0	50'000	-50'000	0
Total Expenses	1'526'696	1'406'100	120'596	1'292'207

Due to the additional work load caused by more events and greater activity in the media area, FISA increased the staff in the communications and events area. Savings were made on office furniture, internet connections and amortisation costs compared with budget.

7. Part-Time Administration

Expenses	2011 Actual	2011 Budget	Net Result	2010 Actual
Consulting Fees and Exp.	535'842	389'000	146'842	516'877
Total Expenses	535'842	389'000	146'842	516'877

FISA engages part-time external assistance to fulfil a number of specialised roles including anti-doping, data base management, development programme, events presentation, information technology, marketing, media and television where special technical skills are needed. These costs increased in 2011 due to projects in the strategic reassessment.

8. Finances

Income	2011 Actual	2011 Budget	Net Result	2010 Actual
Securities Revenues	214'179	61'000	153'179	296'620
Capital Gain (Loss)	-49'325	0	-49'325	-167'967
Release of Provision	165'075	0	165'075	94'699
Exchange Rate Gain	0	0	0	0
Total Income	329'930	61'000	268'930	223'351

Expenses				
Bank fees and Charges	68'113	100'000	-31'887	77'056
Prov. Unrealized Loss Sec.	36'088	0	36'088	165'075
Exchange Rate Loss	107'522	0	107'522	51'659
Total Expenses	211'723	100'000	111'723	293'790

Net Result	118'207	-39'000	157'207	-70'438
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The investment climate remained difficult in 2011, with the Swiss franc rising to record levels against other currencies, and yields on bonds remaining at low levels. FISA continues to limit the risk in its investments. At year end, 79% of the portfolio was invested in bonds/liquidity and 89% is denominated in Swiss Francs.

At 31.12.2011, FISA's portfolio had no exposure in Euros and only 2% is invested in US Dollars. A timely investment in precious metals, which provided the only real asset hedge against the strength of the Swiss Franc contributed to the positive result for the year, and was still part of the portfolio at year.

9. Other

Income	2011 Actual	2011 Budget	Net Result	2010 Actual
Subscriptions fees	91'041	55'000	36'041	84'211
Other Invoicing	59'789	0	59'789	67'933
Foreign VAT recovered	16'953	0	16'953	33'087
Total Income	167'784	55'000	112'784	185'231

Expenses				
Coaches Conf. / Forum	6'215	0	6'215	19'118
Subscriptions	7'652	8'400	-748	8'767
Unrecoverable Swiss VAT	-9	0	-9	3'343
Total Expenses	13'858	8'400	5'458	31'227

Net Result	153'926	46'600	107'326	154'004
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Since 2009 the annual subscription fees are payable based on participation at regattas over the previous four-year period. This change resulted in an increase of income compared with budget. The payment of subscription fees in arrears from previous years amounted to CHF 5'372 in 2011.

Other invoicing income includes reimbursement of site visits for future rowing events.

The reimbursement of VAT that had been paid to foreign suppliers in Germany in 2009 amounts to CHF 15'409.

C. CHANGES TO THE 2012 BUDGET

A revised budget for 2012 was presented to the 2011 Congress in Bled. Due to the strategic reassessment exercise, we have undertaken significant projects such as the development of the new brand, the new website and many other related projects. We are carefully controlling these costs against new sources of income to be sure not to overspend. At the time of writing this report, we would like to inform you that there are further increases in income and expenditure compared with the budget approved last year. Nevertheless we expect to end 2012 with a small surplus to add to our reserves.

D. 2013 BUDGET

The 2013 budget is presented with the accounts in the usual format in these Congress Papers. This is the first year of a four-year budget plan for the period 2013 to 2016 also presented in these Agenda Papers.

E. OUTLOOK AND CONCLUSION

The signing of several new partnerships in 2012, along with investments to attract future partners, has ensured FISA's solvency and allows us to end the four year financial period with a modest level of reserves greater than planned. At the time of writing this report, other negotiations with potential FISA partners are continuing. Despite the difficult economic climate, FISA is well placed following the strategic reassessment to continue to increase our revenues from our events, which in turn will allow a gradual expansion of our activities.

Mike WILLIAMS
Treasurer

Emilio PASTORELLO
Controller

Financial Report for the 2012 FISA Ordinary Congress

**Fédération Internationale des Sociétés d'Aviron
International Rowing Federation**

Statement of Income and Expenses

INCOME	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
Subscription fees	89'366	84'211	55'000	91'041	80'000
Olympics, Paralympics, Youth Olympics	0	195'574	0	0	250'000
Rowing Events	1'094'608	1'393'135	761'500	2'793'723	724'723
Merchandising	95'701	87'819	100'000	53'853	70'000
Advertising	103'225	110'759	150'000	86'727	150'000
Development Programme	138'126	148'268	92'000	153'858	92'000
Income from Marketable Securities	118'085	296'620	61'000	214'180	15'500
Result on Marketable Securities Sales	5'926	-167'967	0	-49'325	0
Release Provison Unreal. Loss Mktbl. Secs	26'973	94'699	0	165'075	0
Exchange Rate Gain	8'094	0	0	0	0
Transfer from Reserves for Future Expenses	2'621'962	2'943'977	2'871'082	2'871'082	3'462'542
Other income	348'024	148'668	0	308'866	0
TOTAL INCOME	4'650'090	5'335'763	4'090'582	6'689'080	4'844'765
EXPENDITURE	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
Olympics and Paralympics	7'547	183'987	0	8'833	250'000
Senior World Championships	471'029	652'297	299'942	536'313	2'253
Jr. World Championships	175'704	170'159	145'000	132'697	155'900
U23 World Championships	72'677	70'752	35'800	84'035	40'100
World Cup Series	305'918	252'957	289'067	460'484	300'239
Other Rowing Events	130'703	125'142	86'773	379'658	121'360
Anti Doping Programme	68'260	57'282	52'000	139'596	53'000
Development Programme	229'658	294'204	350'000	502'832	350'000
Marketing & Communications	738'373	829'766	601'200	1'580'160	902'369
Congress & Extraordinary Congress	60'336	39'380	10'400	19'164	10'600
Coaches Conference/Forum	49'537	19'118	800	6'215	21'200
Executive Committee	78'002	71'819	83'200	75'978	84'800
Council & Commissions	205'042	267'991	232'900	321'301	319'500
Administration	1'334'071	1'292'207	1'356'100	1'526'696	1'537'336
Consultancy Fee and Related Expenses	460'650	516'877	389'000	535'842	501'550
Subscriptions	7'184	8'767	8'400	7'652	8'600
Bank Fees & Charges	139'627	77'056	100'000	68'113	100'000
Exchange Rate Loss	0	51'659	0	107'522	0
Unrecoverable Swiss VAT	3'851	3'343	0	-9	0
Contingency	0	0	50'000	0	50'000
TOTAL EXPENDITURE	4'538'167	4'984'761	4'090'582	6'493'079	4'808'807
Surplus (Deficit)	111'923	351'001	0	196'001	
Prov. for unreal. loss on mktbl sec.	-94'699	-165'075	0	-36'088	
CHANGE IN RESERVES	17'224	185'926	0	159'913	35'958
Reserves for future expenses	8'407'765	5'463'788		2'592'706	0
Capital	1'091'187	1'277'113		1'437'026	603'148
TOTAL RESERVES	9'498'952	6'740'901	0	4'029'732	603'148



*Fédération Internationale des
Sociétés d’Aviron (FISA)
Lausanne*

*Report of the auditor
to the Congress
on the financial statements 2011*

April 4, 2012 / 55017881 / 12 / LDO/BLT /



Report of the auditor
to the Congress of
Fédération Internationale des Sociétés d’Aviron (FISA)
Lausanne

On your instructions, we have audited the financial statements of Fédération Internationale des Sociétés d’Aviron (FISA), which comprise the balance sheet, statement on income and expenses, statement of changes in capital, statement of changes in the “reserves for future expenses” and notes, for the year ended December 31, 2011.

Executive Committee’s Responsibility

The Executive Committee is responsible for the preparation of the financial statements in accordance with the requirements of Swiss law. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The Executive Committee is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity’s preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the existence and effectiveness of the entity’s internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

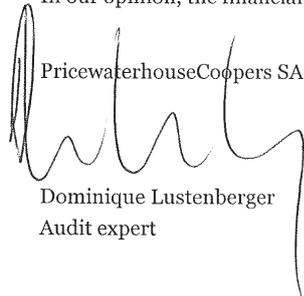
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PricewaterhouseCoopers SA est membre d’un réseau mondial de sociétés juridiquement autonomes et indépendantes les unes des autres.



Opinion

In our opinion, the financial statements for the year ended December 31, 2011 comply with Swiss law.

A large, handwritten signature in black ink, appearing to read "DL", is written over the text.
PricewaterhouseCoopers SA
Dominique Lustenberger
Audit expert

A smaller, handwritten signature in black ink, appearing to read "SB", is written above the text.
Stacha Balmat
Audit expert

Lausanne, April 4, 2012

Enclosure:

- I Balance sheet
- II Statement of income and expenses
- III Statement of changes in capital
Statement of changes in the "reserves for future expenses"
- IV Notes

BALANCE SHEET AS OF DECEMBER 31, 2011 AND 2010

ASSETS	31.12.2011	31.12.2010
	CHF	CHF
Cash and cash equivalents	722'746	250'283
Marketable securities	3'326'399	6'462'932
Debtors (net of provision)	340'805	218'135
Rent deposit	1'355	1'350
Prepaid expenses and accounts receivable	193'699	127'136
Current assets	4'585'003	7'059'836
Furniture and equipment	78'231	37'123
Fixed assets	78'231	37'123
TOTAL ASSETS	4'663'234	7'096'959
 LIABILITIES AND FUNDS		
Accrued expenses and provisions	597'414	190'983
Provision for unrealised loss on marketable securities	36'088	165'075
Liabilities	633'502	356'058
Reserves for future expenses	2'592'706	5'463'788
Capital	1'437'026	1'277'113
Funds	4'029'732	6'740'901
TOTAL LIABILITIES AND FUNDS	4'663'234	7'096'959

STATEMENT OF INCOME AND EXPENSES FOR 2011 AND 2010

INCOME	2011 CHF	2010 CHF
Subscription fees	91'041	84'211
Olympics, Paralympics and Youth Olympics	-	195'574
Rowing Events	2'793'723	1'393'135
Merchandising	53'853	87'819
Advertising	86'727	110'759
Development Programme	153'858	148'268
Income from marketable securities	214'180	296'620
Result on marketable securities sales	-49'325	-167'967
Release provision unrealised loss on marketable securities	165'075	94'699
Exchange rate gain	-	-
Transfer from Reserves for future expenses	2'871'082	2'943'977
Other	308'866	148'668
Total Income	6'689'080	5'335'763
EXPENDITURE		
Olympics, Paralympics and Youth Olympics	8'833	183'987
World Championships & Congress	772'208	932'588
Coaches Conference, Forum	6'215	19'118
World Cup Series	460'484	252'957
Other Rowing Events	379'658	125'142
Development Programme	502'832	294'204
Anti-Doping Programme	139'596	57'282
Marketing & Communications	1'580'160	829'766
Executive Committee	75'978	71'819
Council & Commissions	321'301	267'991
Administration	1'526'696	1'292'207
Salaries and related expenses	1'175'498	947'814
Rent and office expenses	286'664	279'072
Legal, insurance	64'534	65'320
Consultancy fees and related expenses	535'842	516'877
Subscriptions	7'652	8'767
Bank fees & charges	68'113	77'056
Exchange rate loss	107'522	51'659
Unrecoverable Swiss VAT	-9	3'343
Total Expenditure	6'493'079	4'984'761

STATEMENT OF INCOME AND EXPENSES FOR 2011 AND 2010 (con't)

	2011 CHF	2010 CHF
Excess of surplus / charges for the year before allocation to provisions	196'001	351'001
Add / Less :		
Allocation to provision for unrealised loss on marketable securities	-36'088	-165'075
Add :		
None		
Excess of income / loss for the year	159'913	185'926

**STATEMENT OF CHANGES IN CAPITAL FOR THE YEARS ENDED
DECEMBER 31, 2011 AND 2010**

	2011	2010
	CHF	CHF
Capital at the beginning of the year	1'277'113	1'091'187
to add :		
Result for the year	159'913	185'926
Capital at the end of the year	1'437'026	1'277'113

**STATEMENT OF CHANGES IN THE "RESERVES FOR FUTURE
EXPENSES" FOR THE YEAR ENDED DECEMBER 31, 2011 AND 2010**

	2011	2010
	CHF	CHF
Reserves at the beginning of the year	5'463'788	8'407'765
less :		
Allocation against operating expenditure for the year 2011 / 2010	-2'871'082	-2'943'977
Reserves for future expenses at the end of of the year	2'592'706	5'463'788

NOTES TO THE FINANCIAL STATEMENT 2011

1. Summary of significant accounting policies

Basis of Accounting

FISA uses the accruals basis of accounting, with the exception of subscriptions since 2001, which are booked on a cash basis.

Marketable Securities

Marketable securities are stated at the lower of cost and market value, determined on an individual basis. Fluctuations are recognised in income for the year.

Olympic Solidarity

Funds received from Olympic Solidarity (O.S.) in the form of grants for the purpose of the development of the sport are available for expenditure only on activities defined by O.S. Such funds are recognised as income only when expenditure in line with the defined purpose is incurred.

Taxation

FISA is exempt from Federal, Cantonal and Municipal taxation on its income and net assets.

Salaries and Social Charges

Salaries and social charges have not been allocated to the various activities of FISA and its departments.

IOC Contribution

FISA receives a contribution from the International Olympic Committee (IOC) following the Summer Olympic Games. These funds, which are only received every four years, represent core financing of FISA. They are therefore allocated against operating expenditure in predetermined instalments over the subsequent four year period with the balance being credited to capital. The IOC contribution from the 2008 Olympic Games was received in 2008.

2013-2016 Four Year Financial Plan

Introduction

FISA receives approximately half its total income from the Olympic TV rights income towards the end of the year of the summer Olympic Games. In the other, non-Olympic years our planned expenditure exceeds our income by a substantial amount. It is therefore necessary for us to plan our finances for each four year period starting in the year after the Games, so we allocate income from this source to future expenditure for each year, to ensure that we do not run out of money before the end of the period.

Income

There are a number of assumptions which we need to make to complete this exercise. Firstly the US dollar amount we are due to receive from the Olympic TV rights revenues is not yet fixed. We expect this amount to be at least USD 13'095'195 after insurance costs (against cancellation) and it could be 10%, or more, higher than this, but have used this figure as the base for the plan. The next assumption is the exchange rate at which this amount is converted to Swiss Francs. We have assumed USD 1 to be worth CHF 0.90 for the purposes of this exercise. Finally we have to make assumptions about the level of income for future years which has not yet been contracted. We have included only currently contracted income as well as conservatively expected potential income, with the result that rights income from our events falls off during the period. We have assumed that the return on our invested cash will be 1.5%.

Expenditure

The main assumption for expenditure is that our current activities will continue with much

the same pattern as now. We expect inflation to be around 3% per annum but reducing towards the end of the period. Where our events are likely to be more expensive than usual (for example, World Championships in Korea in 2013 and Junior World Championships in Brazil in 2015) we have increased the travel budget for these years based on a detailed analysis of the number of attendees and the flight costs. We have also budgeted additional funds for the first World Cup each year assuming that the 2013-4 plan to hold this event outside Europe will continue for the rest of the period. We have increased the Development Programme budget to CHF 400'000 per annum, from CHF 350'000 previously.

The Plan

The four year plan is set out on the following page. Using the transfer from reserves created by London 2012 Olympic TV rights income an amount has been allocated to each year as follows:

2013	CHF 2'304'475
2014	CHF 2'780'135
2015	CHF 2'447'435
2016	CHF 4'253'630

A small surplus is left in the reserve after allocation of these amounts which brings the resulting reserve to CHF 1'284'853.

Future changes

We have made some conservative assumptions about our income, and hope that the actual outcome will be substantially higher than we have assumed. As a result, it has been necessary to restrict planned expenditure more than we would like in order to make the budget balance over the four year period.

Once it has been established that our income will be higher than we have assumed, the Executive Committee may approve “above plan” expenses in a number of areas. The priority areas are likely to be event presentation, the Development Programme and media and communications, in line with further development of the strategic reassessment exercise.

Mike Williams
Treasurer

2013-2016 Four Year Financial Plan
(amounts in Swiss Francs)

Fédération Internationale des Sociétés d'Aviron
International Rowing Federation

Statement of Income and Expenses

INCOME	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Subscriptions	80'000	80'000	80'000	80'000
Events and Rights	2'692'095	1'791'535	1'977'535	821'645
Merchandising	70'000	70'000	70'000	70'000
Advertising	85'000	85'000	85'000	85'000
Development Programme	72'000	72'000	72'000	72'000
Income from Marketable Securities	150'000	110'000	65'000	25'000
Transfer from Reserves for Future Expenses	2'304'475	2'780'135	2'447'435	4'253'630
Other income	137'250	137'250	137'250	137'250
TOTAL INCOME	5'590'820	5'125'920	4'934'220	5'544'525
EXPENDITURE	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Olympics and Paralympics	0	0	25'000	150'000
Senior World Championships	305'000	255'000	105'000	0
Jr. World Championships	125'000	125'000	65'000	125'000
U23 World Championships	40'000	40'000	40'000	40'000
World Cup Series	573'000	215'000	215'000	215'000
Other Rowing Events	145'000	145'000	145'000	145'000
Anti Doping Programme	100'000	100'000	100'000	100'000
Development Programme	400'000	400'000	400'000	400'000
Communications (incl. Marketing until 2012)	251'700	236'700	236'700	236'700
Marketing (from 2013)	682'000	617'000	617'000	472'000
Congress & Extraordinary Congress	30'000	10'000	10'000	10'000
Coaches Conference	10'000	10'000	10'000	10'000
Executive Committee	78'000	78'000	78'000	78'000
Council & Commissions	475'000	435'000	435'000	390'000
Personnel (incl. Travel/Office exp. until 2012)	1'200'000	1'250'000	1'300'000	1'350'000
Travel and office expenses (from 2013)	485'000	540'000	475'000	460'000
Consultants	556'120	569'220	582'520	596'120
Subscriptions	10'000	10'000	10'000	10'000
Bank Fees & Charges	125'000	90'000	85'000	75'000
TOTAL EXPENDITURE	5'590'820	5'125'920	4'934'220	4'862'820
Surplus (Deficit)	0	0	0	681'705
CHANGE IN RESERVES	0	0	0	681'705
Reserves for future expenses	9'481'200	6'701'065	4'253'630	681'705
Capital	603'148	603'148	603'148	603'148
TOTAL RESERVES	10'084'348	7'304'213	4'856'778	1'284'853

AGENDA ITEM 13

Place and Date of the 2013 Ordinary Congress

The FISA Council proposes that the 2013 Ordinary Congress be held on Monday, 2 September 2013 in Chungju, Korea

AGENDA ITEM 14

Attribution of future FISA Events

1. 2016 WORLD ROWING SENIOR AND JUNIOR CHAMPIONSHIPS

Candidates

- a. Royal Dutch Rowing Federation
Rotterdam

In accordance with Rule 5, the Council confirms that the Rotterdam bid meets all standards of the World Championship Manual and hereby presents it to the Congress for final approval.

2. 2014 WORLD ROWING UNDER 23 CHAMPIONSHIPS

Candidate

The national federation bidding for this event was not able to secure the guarantee from its government authority and has withdrawn its bid.

AGENDA ITEM 19

Other Items proposed by Member Federations, the Council or the Executive Committee

1. Adaptive Rowing Race Distance

As mentioned in Bled, the Council would like the congress to express its view on the question of the Adaptive Racing Distance for the 2013 and 2014 World Rowing Championships. The question involves possible medical impacts, financial impact on organising committees, timing of races at events and subjective considerations such as attractiveness. The Council will present an informational paper on all of the above subjects in the period leading up to the Congress.

Currently, Rule 35 – “Characteristics” allows the Council to change the adaptive distance for these World Championships to 2’000 meters as it only specifies that the race distance for the Paralympic Games and its qualification regattas shall be 1’000 metres. But the Council would like the Congress to express its view on this subject for 2013 and 2014.

The wording to be put to an indicative vote would be:

“The race distance for Adaptive rowers at the
2013 and 2014 World Rowing Championships shall be 2’000 metres”

Depending on this vote, a proposal would be put forward for the 2013 Extraordinary Congress such that the race distance for the Paralympic Games and its qualification regattas shall be 2’000 metres as well. The vote at the Extraordinary Congress would be a change of an existing rule which would require two-thirds support.

2. Events Working Group

At the Congress in Bled, the Council announced that a working group on events in the World Championships programme would be formed. The Events Working Group is chaired by Tricia Smith and John Boulton. There have been several meetings of this group since Bled, contributions from national federations, a survey was carried out of national federations and, so far, many of the issues have been discussed by the Executive Committee.

The Council will present a paper which summarises the discussions and proposes some possible actions, some of which would lead to proposals for the 2013 Extraordinary Congress in February 2013. The Council would like to have a few minutes of discussion at the 2012 Ordinary Congress to hear some views from the delegates.

DEVELOPMENT PROGRAMME REPORT

Overview

As this is the Olympic year, the Development Programme has been focused on assisting as many teams as possible to try to qualify through the Continental Olympic Qualification Regattas or the Final Olympic Qualification Regatta. Then once qualified, assisting them to prepare as best as possible for the Games.

The organization of the pre-Olympic Qualification Regatta Training Camps as well as camps in the previous three years to aid teams in improving their level have been the main focus of the development programme during this quadrennium.

Based on discussions at the last Council meetings in November 2011, the Development Programme is preparing a proposal for the future system for the continental Olympic qualification events. These events will also be used to support the regional and continental games and championships. The Development Programme has begun to work closer with the continental rowing confederations to better collaborate on the various activities that occur in the regions and will continue to do so in future.

Additionally, members of the Development Programme, in cooperation with several other partners, are working on a proposal to improve the delivery of our coaching education courses. As of the writing of this report, a proposal is being prepared for a four-year project of aligning the FISA Coaching Development Programme materials with the coaching education materials from leading rowing nations in various languages. The Development Programme will be able to consistently deliver

courses with long-term evaluation and support for coaches to improve their knowledge and ability.

A summary of some equipment donations that have been organized in 2011 and will be delivered shortly is also included as well as some other general activities.

Training Camps

Seville – The Seville Development Training Camp took place from the 13 to 26 February 2012. Its focus was on assisting qualified Olympic crews or crews that hope to qualify in the next few months. FISA is working more closely with teams from Africa that have requested support for training and competition in the lead up to the Olympic Games. Participants from Algeria, Cyprus, Egypt, Lebanon, Tunisia and Zimbabwe attended. Thanks to the Andalusia Sports Medical Centre and “Bio-Row” the athletes received a complete physical and medical evaluation, as well as a biomechanical test on the water.

The Men’s Single Sculler from Cameroon, who qualified for the Olympics, continues to train at one of the French National Team Centres and is working closely with a French coach. He is competing within the French regatta system as part of his preparations. This is fully supported through an Olympic Solidarity athlete scholarship.

Latin American Olympic Qualification

Regatta – This event took place from the 22 to 25 March 2012 in Buenos Aires, Argentina. The Argentinian Federation helped to host the training camp in cooperation with Olympic Solidarity for 16 Latin American

National Federations and National Olympic Committees (the teams must have the approval of their NOCs to take part in the training camp if they want to receive funding). We strongly encouraged all nations to send at least one female athlete to the event. The training camp took place at the same venue from the 12 to 21 March. The feedback from the participants and COPAR (Confederation of Pan American Rowing) has suggested that camps take place on an annual basis. FISA will be asking COPAR and the federations for recommendations on future venues as well as requirements for the training camps.

Piediluco – Thanks to the initiative of the Italian Rowing Federation, the FISA Development Programme was again able to assist with a training camp just before the 'Paolo D'Aloja Memorial Regatta' from the 5 to 15 April. As with the training camp in Seville, invitations were issued to teams already qualified for the Olympics or still trying to qualify in Lucerne. FISA thanks the Italian Rowing Federation and the organizing committee for this on-going support.

Asia Olympic Qualification Regatta – This event took place from the 26 to 29 April 2012 in Chung ju, Korea. The organising committee used this as a test event for the 2013 World Rowing Championships. It was well organized and FISA worked closely with the OC and the Korean Rowing Association for the delivery of this event. Thanks to support from Olympic Solidarity, a total of 22 nations took part in the pre event training camp from the 15 to 25 April.

Training Camps in Future – FISA is now working with the continental confederations to plan training camps connected with events in the future. This, of course, is subject to the continued support from IOC and Olympic Solidarity. A standard protocol for these camps will be

established while maintaining flexibility to focus on specific subjects that might be desired by the coaches and crews.

Coaching Education – The International Council for Coach Education has launched an initiative to create an International Sports Coach Framework. This would provide a guidance tool for coaching education qualifications and certification. Rosie Mayglothling of the Competitive Commission has been working closely with the people involved in this project to help to identify ways that FISA could improve its coaching education programme. A four-year project has been accepted to move this project forward starting in September 2012. The mapping of Level I has taken place and is now in a simple format. The same approach will be applied to Level II shortly.

Evaluation of development teams over past Olympic cycles

The Development Programme is starting a project to evaluate the standard of the teams from the continental qualification events and how they have changed in the past couple of Olympic cycles. The information from this analysis will be available at the end of 2012.

Additional Points:

- Boat Donations are being organized for Ghana, Jamaica, Kenya (to replenish a group of boats that were destroyed during a storm in early 2011), Niger, Nigeria and Togo.
- Morocco is in the process of confirming government support to purchase a fleet of boats and ergs for development of the sport throughout the country. They will be hosting the African Rowing Championships in 2012.

- A donation of rowing ergometers was sent to Namibia. The federation received a fleet of second hand boats from Switzerland organized by Christoph Schnyder as a private initiative in 2011.
- Michel Doutre has made several visits to French-speaking Africa as a follow up on activities. Michel, Fayçal Soula and Khaled Zein el Din attended the meetings of the African National Olympic Committee Association in Bamako, Mali last December 2011. Khaled was able to set up meetings with some of the key National Olympic Committees to discuss various rowing projects that would involve creating several training centres in Africa.
- Fayçal and Michel in cooperation with Khaled and FASA have prepared some planning documents for Africa that include a long term regatta calendar. This should assist with developing a regular competition schedule in Africa.
- FISA recently sent Bulgarian/Canadian coach Lubo Kisiov to Moldova for a Coach Education Seminar with the support of Olympic Solidarity and the Moldovan National Olympic Committee.
- Mr. Kisiov also has visited Armenia and Georgia to review the current situation for rowing in the countries. The national federations have made some proposals about development of the sport and had asked for some dialogue with FISA regarding their plans.
- Site visits are taking place to the proposed venues for the 2014 Continental Qualification Regattas for the Youth Olympic Games. The Development Programme is working closely with the Youth Commission and Events Commission on this project.
- Discussions around the future strategies on each of the continents for the 2013-2016 periods are on-going.
- The French Rowing Federation has assisted several development teams in 2011 and 2012 to prepare them for various regattas as well as the Olympic Games.
- The British Rowing Federation is providing on-going support for the coach education activities. Due to support from Rowing for All Commission Chair Guin Batten, the Maldives has been able to take part in the training camp and regatta in Asia for the first time and will be receiving a coaching course in future.
- The Australian Federation continues to provide support for the development of rowing in Oceania as witnessed by the establishment of rowing in Vanuatu and Samoa. They will take part in regional events. Samoa sent an athlete to two FISA events in the past three years.
- The Portuguese Rowing Federation continues to support the development of rowing in the Lusofonia (Portuguese-speaking) countries.
- The Spanish Rowing Federation continues to provide many different opportunities to the nations from Latin America for their athlete and coach development.
- Development teams continue to be able to use high quality boats thanks to the generous support of Wintech, Filippi, Staempfli, Swift, Concept II and Croker. We would not be able to help teams in the same way without this support and we thank these companies for their solidarity.

In closing, the Development Programme lost a dear friend and devoted coach with the passing of Ricardo Ibarra in December. We would

like to recognize Ricardo for all he has done for the sport of rowing in the Americas and to all the people he touched with his love of the sport over the years.

Anita DeFrantz
Vice President

Thor Nilsen
Development Director

Sheila Stephens-Desbans
Development Manager