



# **2013 Ordinary Congress Agenda Papers**

**Chungju, Republic of Korea  
Monday, 2 September 2013  
09:00 hrs**



# 2013 FISA ORDINARY CONGRESS

Chungju, Republic of Korea  
Monday, 2 September 2013

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# **AGENDA ITEM 5**

## **President's Report and Reports of the Executive Committee Members**

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## FISA PRESIDENT

2012 was an excellent year for the sport of rowing and FISA. Our various events took place in excellent conditions and were very successful, from the regattas of the World Rowing Cup to our Olympic and Paralympic regattas in London.

Concerning the London Olympic and Paralympic Games, those who had the good fortune to have been there will never forget the Eton Dorney Roar created over eight amazing days by 200'000 spectators. The spectacle of our sport at its best, as it was at Eton Dorney, is the greatest possible promotion for young people to join a rowing club and try it out. Congratulations to the competitors and their coaches who gave us magic performances. The London organising committee did an amazing job providing us with two fantastic regattas and I would like to recognise the outstanding work of the LOCOG Sport Director Debbie Jevans and our Competition Manager Ann-Louise Morgan.

I would like to thank the other organisers of the many high quality events now featuring on the world-level calendar. We had an excellent series of Samsung World Rowing Cup regattas in Belgrade, Munich and Lucerne. We had an excellent Under 23 regatta in Trakai as well as the Senior and Junior Championships in Plovdiv. There were four qualification regattas in 2012; Buenos Aires, Chungju, Belgrade (Paralympic) and Lucerne (Olympic). The Masters regatta was very well organised in Duisburg and there was a very exciting and innovative City Sprints regatta in Zurich.

One can never fully realise the amount of time needed to prepare for an event as complex as a rowing regatta, and that it could possibly

run without a major incident and to the full satisfaction of the participants. This effort is also required from our Council, Commission and staff members, our umpires as well as the coaches and athletes themselves.

In general, we can see with great satisfaction that the quality of the organisation of our events has significantly progressed during the past few years thanks to the competition that exists between the sites, the manuals and guidelines that are constantly improved in levels of detail and precision and the follow-up of the preparations that have been put in place.

Naturally, we are always focused on the future and the development of our sport. One very important objective is to make sure rowing is on the programme of the most important multi-sport games. We continue with the leading games, including Asian, Pan American and, in 2009, the All African Games. We hope to be in the next All African Games in 2015. We continue on the World Masters Games, the Mediterranean Games and were in the South American Games in the recent edition. We have made progress with the Commonwealth Games having reached the second category, but still have not been able to get into the games themselves. We are on the programme of the University Games in 2013 (Kazan) and 2015 (Gwangju), but not yet for 2017 in Taipei. At this writing we are considering our involvement with two proposals for new multi-sport games in Europe. These would impact the international calendar which has to be discussed and will be on our list for the Congress in Chungju. I would like to again ask the relevant national federations to immediately work with us to convince the various NOCs concerned to include rowing when the

Games are attributed. We can only succeed if we stay well informed and work together to convince the relevant games associations and local organisers.

It is essential that former rowers give back to the sport. Many do so by coaching or serving on the committees of their clubs. But it is also important that rowers are in positions at the highest levels in the world of sport. I would like to congratulate those who have succeeded to the presidency of their National Olympic Committees. Council members John Coates of Australia, Eduardo Palomo of El Salvador, Khaled Zain El Din of Egypt, Jose Quinones of Peru as well as former Council member Denis Maseglia of France. We also have Mike Stanley of New Zealand, Jiri Kejval of the Czech Republic and Giovanni Malagó of Italy (who is president of the Aniene rowing club in Rome). We had Colin Moynihan of Great Britain until just after the London Games. We have many rowers as vice presidents, secretary generals and treasurers of their NOCs which is excellent news for us.

We are also proud to have James Tomkins of Australia as a new member of the IOC Athletes Commission to join Anita DeFrantz, John Coates, Ivan Dibos and me as IOC members. You all know that John Coates is currently on the Executive Board and is a candidate for vice president. Anita served many years on the Executive Board, was vice president for four years and is a candidate for the Executive Board again. I just finished 12 years on the Executive Board as well and have recently announced my candidacy for the presidency of the IOC. It is important that the leaders of the national federations take the opportunities to involve themselves in the leadership of the Olympic movement.

The spirit in our sport continues to be remarkable and we are proud of our values that

provide our sport its strong position in the Olympic Movement. It is truly a pleasure that even with these difficult economic conditions in many countries of the world that one feels that everyone is filled with the same passion and that they do not let national or personal interests dominate.

I would like once again to congratulate and thank all the team in Lausanne, under the leadership of Matt, who carry-out a large amount of work. Their commitment, their open hearts and their passion is exceptional. The Council and the Commissions also place their competence and experience to serve our sport with a very impressionable engagement and all the members deserve our sincere recognition. And finally, I would like to sincerely thank our national federations for their collaboration. As I have said on many occasions, an international federation can only be as strong as the members that make it up are strong and active, and we are very fortunate to have this in rowing.

**Denis Oswald**

# VICE PRESIDENT

## Meetings and Events Attended

FISA Council, London, January

Joint Commissions Meeting and Executive Committee, London, March

Olympic Games and FISA Council Meeting, London, August

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

FISA Executive Committee and Coaches Conference, Limerick, November

## Activities

The year 2012 has followed the lead created in 2011. Thus, the Development Programme in cooperation with the relevant FISA Commissions is more actively collaborating with the five Continental Confederations on the delivery of coaching education, training camps and venue identification for Youth Olympic Games and Olympic Games Qualification Regattas. We believe that this will allow us to improve our ability to address challenges on each continent. Equally important, this approach will strengthen the regional and continental training camps and regattas so that there is a better system worldwide for athlete and coach preparation, and competition.

We have a team of coaches who have been receiving training and education on technical, practical and administrative matters so that we successfully deliver our programmes. We are working to show the National Olympic Committees and National Federations that

we have a system that is improving to support their activities.

Rather than updating our existing coaching materials, we are entering into agreements with several national federations that will allow us access to their coach educators and materials to better support our efforts. At the moment we are in communication with Great Britain, France and Spain.

We continue to support new federations with donations of boats and equipment. We are developing a system in which they may purchase subsidized boats after an initial donation. This way they will be able to grow and create sustainable federations reflecting the local situation and conditions. Overall, the Development department is working for regional development so that the more specific needs of our federations can be met.

The strategy of cooperating more closely with the Continental Confederations will help develop more racing opportunities with less travel for the National Federations. We hope that more racing will build the strength of the newer federations and that all athletes will have a better experience at the international regattas and at FISA championships.

We are also encouraging National Federations to contact their National Olympic Committees and apply for Olympic Solidarity funding for athletes who are preparing for the 2016 Rio Olympic Games as well as identifying young athletes that may be developing for the 2020 Olympic Games.

We met our goal of having 101 National Federations take part in the qualification

efforts for the London 2012 Olympic Games. Now for the 2016 Rio Olympic Games, we hope to meet and exceed it. We ask all of the FISA members to think about what we will need to do to accomplish this important goal.

As always, we are grateful to all of the FISA family who work hard at supporting each federation and each athlete in our sport. Your work to support others had helped us to be considered one of the best international federations in the world of sport.

**Anita L. DeFrantz**

# TREASURER

## Meetings and Events Attended

Executive Committee Meeting, Los Angeles, February

Joint Commissions Meeting and Executive Committee, London, March

Latin American Olympic Qualifying Regatta, Buenos Aires, March

FISA 4 year budget planning meeting, Lausanne, April

World Rowing Cup 1, Belgrade, May

Final Olympic Qualifying Regatta & World Rowing Cup 2, Lucerne, May

World Rowing Cup 3, Munich, June

World Rowing Under 23 Championships, Trakai, July

Olympic Games, London, August

World Rowing S & J Championships, FISA Council & Congress, Plovdiv, August

Paralympic Games, London, August/September

FISU University Championships, Kazan, September

Coaches Conference and Executive Committee, Limerick, November

Council Meeting, Lausanne, December

## Activities

The Treasurer's principal responsibilities are financial planning and monitoring progress against our budget. The 2012 accounts and a commentary on the financial performance are set out later in the agenda papers, and therefore I comment only on my activities in this report.

During 2012, my main activity as Treasurer has been to prepare the four-year financial plan for 2013-6 which was presented to the 2012 Ordinary Congress. This involved a meeting in Lausanne with Matt Smith and Emilio Pastorello to decide on the major assumptions underlying the plan and to go through the numbers in detail. The base plan involved a number of cuts to planned expenditure, which would have impacted our event presentation in 2013. Happily our assumptions proved to be unnecessary as our increased rights income as well as our income from London2012 now means that these cuts can be restored to our plan.

In April I attended the Latin American Olympic Qualifying Regatta in Argentina, both as FISA representative and Chair of the Fairness Committee. The Continental Qualification regatta was well organised by the Argentinian Federation at Tigre, where there were opportunities to visit the traditional rowing clubs, the only place I place have seen cleaver blades being hand crafted in wood. The course and facilities were good, although the water quality was rather poor, and the tidal flow meant that the racing programme had to be co-ordinated with the tide table. I'm still hoping that a

clean-up of this course can be achieved as the local government was very enthusiastic about this course.

I also attended the FISU University Championships in Kazan in Russia in September as FISA representative and as an Umpire. This event is at the same venue as the Universiade in 2013 and the high level of organisation reflected the amount of effort that has gone into organising this multi-sport event.

I have spent considerable time during 2012 working on the preparations for the 2013 Extraordinary Congress. Jointly with Mike Tanner, I worked on the changes to the Rules of Racing and the appendix detailing the FISA Progression System.

During 2012 I attended all World Cups and World Championships, Olympic Qualifying Regattas and the Olympic and Paralympic Regattas from prior to the first team managers meeting to support the Executive Director. 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 my role to act as a communications hub in the event of any changes to the published programme, particularly at televised regattas. In several cases I was also a member of the Fairness Committee.

### **Accomplishments**

- Full attendance at FISA events
- Completion of 4 year Financial Plan 2013-6
- Satisfactory financial performance
- Contribution to work on Rules and Progression System

### **Challenges for the future**

- 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 Credit Suisse for continuing to manage our investments successfully within the parameters which we set for him.

### **Mike Williams**

# EXECUTIVE DIRECTOR

I am pleased 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 staff and the national federations, which makes our work very agreeable.

## 1. HEADQUARTERS OPERATION

The FISA Headquarters staff continues to focus on its work on the areas identified in our Strategic Re-assessment Exercise. 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](http://www.worldrowing.com) web site. The 2012 team included Laura Fell, Communications Coordinator for Social Networking Media and, since March 2012, Lisa Hayden, Communications Coordinator - Website.

The Marketing Department is led by our Marketing Director Andy Couper with support of the external staff in the areas of sponsor servicing, television and events.

The Events Department includes Events Director Svetla Otzetova, Events Manager Colleen Orsmond, and Events Coordinators Daniela Oronova and Nathalie Phillips.

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 Executive 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. THE STRATEGIC RE-ASSESSMENT EXERCISE

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 2012, 21 of the 31 projects were continued.

- Television** - In the "Television" area, major projects were continued throughout 2012. 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 2012 long-term international sales were continued with Korea and Brazil. The FISA – European Broadcast Union agreement was extended for 2013 to 2016 in a much more pragmatic agreement.
- Digital Media** - In the digital media area, the new website was launched in May 2011 which presented the sport much more visually. FISA has a Social Networking Media coordinator who is

complemented 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 our strategic re-assessment, and they are becoming more and more popular. In 2012, the total number of page views in FISA's digital media reached 22'712'227, above the 2011 figure of 21'165'363 despite the fact that the Olympic Games took away views. The Facebook pages contributed over 5.7 million to this improvement. The video streaming platforms also generated much more traffic in 2012 despite no world championships. 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 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 2012, 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 continued. Finally, several new official suppliers were identified and agreements reached.

- d. **Promotion and Improved Events** - With 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 Event Promotions Commission has been adapted to ensure transfer of knowledge among OCs as well as document all ideas from past events.

Finally, in 2012, FISA continued their engagement with 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 2012 in Zurich, Switzerland. This is the attempt to bring the sport and some of the world’s best rowers (in an entertaining way) to the people in the centre of the cities, to new places where rowing does not usually appear, with a global media platform (television, digital media and traditional media) and the chance to use this occasion to test some new concepts to create an exciting event.

- f. **New Audiences / Communities** - Finally, a major new strategy has been to address the many different “communities” in the world of rowing. In 2012, we continued individual community webpages as well as eight different Facebook pages. In summary, this means that we can now “communicate” with each community and address their specific interests and requirements. In 2012, we made more progress with the Indoor Rowing community, and in 2013 will 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. Thor is assisted by a group of coaches led by Oswaldo Borch, Michel Doutré continues with Faycal Soula for Africa, and Chris Perry continued 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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7.	Para-Rowing Commission – Fay Ho	27
8.	Rowing for All Commission – Guin Batten	30
9.	Sports Medicine Commission – Alain Lacoste	33
10.	Umpiring Commission – Patrick Rombaut	34
11.	Women’s Rowing Commission – Tricia Smith	36
12.	Youth Rowing Commission – Algirdas Raslanas	38
13.	Co-opted Member of Council – Jean-Christophe Rolland	40
14.	Environmental Working Group – Tim Richardson	41

# 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
Sjoerd Hamburger, Men	Retired
Elisabeta Lipa (ROU) Women	Retired
Lenka Wech (GER), Chair Women	Retired
Iain Brambell (CAN) Lightweight Men	Retired
James Lindsey-Finn (GBR) Lightweight Men	Retired
Amber Halliday (AUS) Lightweight Women	Retired
Perle Bourge (FRA) Para-Rowing	Active

## Meetings of the Commission

Joint Commission Meeting London, March

World Rowing Cup 3, Lucerne, July

Individual Commission Meeting, London,  
February

Individual Commission Meeting, London,  
October

## 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 three World Championships (Junior, Under 23 and Senior) to provide a direct link from the athletes to the organising committees and FISA.

### 2012 Athlete Representatives

1. World Rowing Cup I in Belgrade  
– Igor Boraska
2. World Rowing Cup II in Lucerne  
– Amber Halliday
3. World Rowing Cup III in Munich  
– Iain Brambell
4. Olympic Games 2012 London –  
James Lynsey-Finn and Lenka Wech
5. World Rowing Championships in Plovdiv –  
Lenka Wech
6. World Rowing U23 Championships in  
Trakai – Elisabeta Lipa

A written report was sent to FISA after each event. This report addressed the main points about the regatta course as well as organisation and logistics and included recommendations from the Athletes' Representative.

## Challenges for the Future

- To ensure a good communication with the athletes through new technologies and social media. This includes the announcement of the Athletes Reps for each FISA event in advance.
- To include Athletes' Reps in the Fairness Commission
- To initiate the athlete's commission section on the FISA website
- To have an online questionnaire in Chungju
- To create an athlete's manual for new Athletes' Commission members.

## Conclusion

We are conducting a reassessment of the Athletes Commission to ensure we are still able to serve the athletes. Out of this reassessment will come the Athletes Commission manual which will serve new Commission

members as a guideline but also as a reminder for the old AC members.

The Athletes Questionnaire has successfully replaced the Athletes meetings at the World Championships. In the past years it was conducted in paper form which required a lot of work both in administering it, as well as in analyzing the data. To lift the questionnaire to the next level we want to offer the questionnaire online for the athletes in Chungju. For those who will not have online access at the World Championships, we want offer on spot Computer Terminals to fill out the questionnaire.

Furthermore, the AC will continue to lobby the inclusion of the Para-Rowing movement by advertising the 2000m race distance.

Apart from that, the AC will continue to be present the views of the athletes with regards to fairness, advertising and promotion.

**Lenka Wech**

# COMPETITIVE ROWING COMMISSION

## Membership of the Commission

John Boulton (AUS), Chairman  
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

Commission Meeting and World Cup Working Group, Henley, January  
Joint Commissions Meeting, London, March  
World Rowing Cup 3, Lucerne, May  
Olympic Games, Eton, August  
Coaches Conference, Limerick, November

## Report on Activities in 2012

The 2012 Coaches Conference was held in Limerick, Ireland. It was well attended by international and Irish coaches. Being the Olympic year we took the opportunity to hear from some successful Olympic programs. Mario Woldt (Germany) reported on Germany's best Olympics in recent years. Thomas Poulsen (Denmark) spoke of Denmark's success in the lightweight events and Women's Single Sculls, and three coaches of British crews (Paul Thompson, Paul Reedy and Robin Williams) gave us insight into the success of the British women's crews at their

home Olympics. Other topics included a report from a German team psychologist on the behaviour traits of rowers and coaches, and a presentation on the difficulties of the transition from an athletic career to life after rowing by Gearoid Towey, former World Lightweight Champion from Ireland.

The 2013 Coaches Conference will be held in Tallinn, Estonia, from 7-10 November 2013.

Members of the Commission performed Fairness Committee and Seeding duties at the World Cup Regattas, World Championships and Olympic Games. There is no question that this was a difficult task at Eton. But the development of long term measurement of wind, wave height and water movement at the sites of our major events is providing better information to Fairness Committees to predict what the effect of prevailing weather conditions will have on the racing lanes. This is a long term project which will provide benefits to rowers and to the sport in the years to come. Henk-Jan Zwolle continues to coordinate this research.

In 2012, the Commission assisted the Council and the Executive Committee in a review of the World Championship boat classes and into international women's rowing in particular. From this work, the Council developed proposals for the Extraordinary Congress in Copenhagen in early 2013. Some changes to the World Championship program have resulted, and also some important strategies regarding the development of women's rowing in nations where it is falling behind men's rowing. FISA has accepted the challenge to be proactive in addressing the imbalance where it occurs.

Rosie Mayglothling continues to lead 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 undertaken for World Cup Regattas, World Championships and Olympic Games, and some other events as required.
- Fairness Committee involvement at World Cup Regattas, World Championships and Olympic Games.
- Organisation of World Rowing Coaches Conference.
- Detailed submissions to Council regarding World Championship and Olympic Regatta programs and women's rowing development.
- 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 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 our season, and the World Cups in particular, as well as the 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.

I would like to sincerely thank the Commission members for their work and careful thought in their areas of responsibility, and to the Executive Committee, Council and Congress for their commitment to the interests of the rowers as a priority in the progress of our sport.

**John Boulton**

# MATERIALS COMMISSION (NOW EQUIPMENT AND TECHNOLOGY COMMISSION)

## Membership of the Commission

Mathias Binder (SUI)

Conny Draper (AUS)

Paul Fuchs (USA), Chair

Thanassis Mitrousis (GRE)

Stefan Piesik (GER)

## Meetings of the Commission

Joint Commissions Meeting, London

Phone Conferences

## Activities of the Commission

One of our goals for this year has been to monitor and control new equipment in use, especially technology in the boats. There are many devices to measure and provide feedback on physical performance which record data and are capable of transmitting data. Allowing this equipment into the boat for racing is a fairly new development and we continue to find challenges when weighing the boats.

We have also been assisting Adaptive (now Para-Rowing) with regards to equipment and fitting the athlete into the boat. This year our new commission member Conny Draper has spent a considerable amount of time working with adaptive athletes to help make their equipment as fit for purpose as possible. She also attended the Paralympic Regatta and created a very useful set of data. As a biomechanist, she is well informed in working with these athletes and their equipment.

We have also created FISA coastal hull designs for the 1x, 2x and 4x+, designed by Paul Fuchs. These designs are now freely available to qualified boat builders. These designs complement FISA's other free designs for Para 1X and 2X and women/men lightweight 1X, 2X and 4-. The designs are entirely new having used existing coastal boats only as a reference for the new design. We hope that there will be many builders requesting these plans.

A key aspect of our duties as a commission is to keep an eye on the development of materials, equipment and technology in our sport. We are pleased that we have had only a few weight limit infractions this year. We see new equipment presented throughout the year and prepare evaluations for the Executive Committee's decision whether it will be allowed in FISA completion.

## Challenges for the Future

We will be working with boat builders with an interest in the coastal boat designs to have more boats built around the world. When the first boats are constructed we will have an opportunity to evaluate the design and provide more information to prospective builders.

Electronics, for both sports measurements and communications, will continue as issues to watch. We will not know every new device but we hope that our rules are clear so that everyone can easily remain in compliance.

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**

# 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, London, March

Joint Meeting with Umpiring Commission,  
Amsterdam, December

## Activities of the Commission

Members were appointed as Technical Delegates to all FISA events and conducted a wide range of pre-event visits to advise and assist Organising Committees and to monitor event preparation.

## Accomplishments:

- Successful Olympic and Paralympic regattas
- Good preparation of FISA events
- FISA involvement in FISU

## Challenges for the future

- Develop a Continental Events Manual to establish consistent standards for continental and regional events
- Manage the challenges of a 1,000m race distance for Para-Rowing within an integrated race schedule for World Championship and World Cup regattas
- Investigate the options for further use of technology for better management of regattas and communication at events

## Conclusion

The Commission has continued to share and promote best practice in the preparation and running of events. Further focus is required on continental and regional events to expand good practice and share experience in line with FISA's universality principles.

**Mike Tanner**

# EVENT PROMOTION COMMISSION

## Membership of the Commission

Irene Eijs (NED)

Tim Farčnik (SLO)

Pat Lambert (BEL), Chair

Ken Lee (KOR)

Perrine Pelen (FRA)

## Meetings of the Commission

Joint Commissions Meeting, London, March

Commission Meeting during Sprint event, Zurich

Amsterdam Marketing workshop, October

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

## Activities of the Commission

The new terms of reference defined by the Commission members during the 2012 Joint Commission Meeting have been approved by the Council and are ready for approval by the 2013 Extraordinary Congress in Copenhagen.

The members attended several events. During each event, they met with the persons responsible for the promotion of events to gather information; they wrote an individual post-event report on promotion matters.

All members attended the City Sprint event in Zurich to feel the promotion possibilities offered by this type of event.

The marketing workshop in Amsterdam is considered a very valuable exercise to share visions, experiences and way forward.

More conceptual work such as goals on promotion, legacy, transfer of information, best practices was done in electronic exchanges, serving as basis for the next steps on the Commission.

## Accomplishments

- Drafting and approval of terms of reference and objectives
- Detailed post event reports including pictures.
- Reflection on next steps in promotion

## Challenges for the future

- Finalisation of a standardised event report evaluation in the field of promotion
- Finalisation of 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 works along the lines of its defined activities and goals. The post-event reports produced in 2012 helped to understand and define the needs for standardised event reports as well as define the conceptual and design aspects of knowledge transfer.

**Pat Lambert**

# 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, London March

Inspection visit, Rotterdam and Hazewinkel,  
April by Ron Chen, Sebastian Franke and  
Tone Pahle

World Rowing Masters Regatta draw, Duisburg,  
August

World Rowing Masters Regatta, Duisburg,  
September

2013 World Rowing Masters Regatta planning,  
Varese, November

## Activities of the Commission

The 39th World Rowing Masters Regatta was held at the Wedau Regatta course in Duisburg, Germany. The Organisers were very well prepared and hosted an exceptionally well-run regatta.

Although not our largest regatta in number of entries, there were still 3'026 boats entered (more than 8'100 seat entries excluding the coxswains) and approximately 3'000 individual athletes participated. It now seems to be clear that we must race from mid-day on

Thursday until lunch on Sunday in order to accommodate all races. We are particularly pleased that participation in our most senior age categories continues to grow, and we decided to separate the J (age 80+) category into J1 and J2. There were several entries in the smaller boats and J2 will from 2013 be officially named as K (85+).

This was the first time we tried out two different deadlines for entries – one for “the early birds” who registered by May 31st and one at the end of July. By doing this we can get a picture of the possible size of the entries and thereby offer enough rental boats. We were also able to preserve a lower entry fee and keep participation more affordable for those who register early. This practice worked very well and will certainly continue.

We were also surprised at how well the automated starting system (“the shoes”) worked for our more inexperienced rowers – the feedback was positive. The Organisers opened up for start training Thursday before noon to make the rowers feel more comfortable using the system. While we do not require use of an automated starting system, our experience this year shows that it is a desirable feature if available.

Several rowers also pointed out how safe they felt by seeing us conduct a safety drill before the first start. We did have some problems with the access to the pontoons for rowers needing special help for different reasons. The Organisers willingly made quick alternations.

The design of some regatta courses with a separate warming up channel running parallel to the course and going to the 2000m start is

not ideal for our regatta. We lose some of the very important contact between the 1000m start, the Pre-start area and those boats in the warming up channel. This demands more marshals and rescue teams for the monitoring and the safety of the crews as they launch.

The Masters Commission is focusing on the boat rental system which is a complex logistical process and was pleased to see that it worked well in Duisburg. This will continue to be improved during the coming year.

Social media proved to be very popular and the master rowers are very engaged in this.

We had formal meetings with the organisers of the regatta in 2013 from Varese, Italy and in 2015 from Hazewinkel, Belgium. Several other interested future organisers had asked for meetings and were allowed to visit critical areas of the regatta in order to get the idea of how to run it. The Masters Commission encourages future organisers to attend our regattas to learn from the current organisers.

As always all members of the Commission worked long and hard days during the regatta together with the enthusiastic, skilled and very helpful Organising Committee.

### **Accomplishments**

Our Regatta manual has been revised to follow the standard system of other FISA Regatta manuals.

### **Challenges for the future**

- The Masters Commission is working on several ideas how to get the regatta more attractive for the A – category (27 years +).
- We will work on the introduction of master categories in other kinds of rowing.
- We see the possibilities of getting more rowers from Asia and Central and South America and will try to get a good cooperation with the local rowing communities to support FISAs idea of universality in rowing.
- We will work together with the Medical Commission to look at the different aspects of health in rowing for the older rowers; how to prevent unnecessary injuries and how to implement the new bye-laws such as the Pre-competition Health screening requirement.
- We will work on a specific Regatta manual for master regattas leading up to an overall winner in each age category.

### **Conclusions**

The Masters Commission supports the idea of rowing being positive for health in all its aspects and that continuing to train, meet old friends and get new friends is a way to ensure a healthy living and a better World.

**Tone Pahle**

# ADAPTIVE ROWING COMMISSION (NOW PARA-ROWING COMMISSION)

## Membership of the Commission:

Mary Ellen CONABOY (USA)

Simon GOODEY (GBR)

Paola GRIZZETTI (ITA)

Fay HO (HKG), Chair

Judy MORRISON (USA)

Roberto NAHON (BRA)

Shirley STOKES (AUS)

## Meetings of the Commission

Joint Commissions Meeting, London, March

World Cup II, Munich, June

2012 London Paralympic Games Regatta, Eton Dorney, September

The meetings focussed on:

- Regattas: Evaluating and planning regattas for 2012, 2013, and 2014
- Future directions: Planning for classification and coaching workshops for 2013, race distance post-2012 for adaptive rowing.
- Development: Strategic plan for increasing NF participation, adding new events to FISA and Paralympic race program
- Classification: Changes to physical and visual classification regulations
- Coaching: Enhanced dissemination of coaching information
- Improving communication and coherence with Umpiring and Control officials.

## Activities of the Commission

### FISA Recognised International Regattas:

- Gavirate (Italy) 28-29 April: A total of 17 countries participated in a two-day program, including 4 from outside Europe. (AUS, BRA, CAN, CHN, DAN, FRA, GBR, GER, HUN, IRL, ISR, ITA, NED, POL, POR, RUS, UKR)
- Princeton (USA) June 27-29. Only one crew (USA) participated.

### 2012 Samsung World Rowing Cup I

This regatta was held in Belgrade (Serbia) during May.

A total of 17 countries participated. The entries for each event were: ASW1X (8); ASM1X (11); TAMix2X (5) and LTAMix4+ (6). It was the last Paralympic Qualification Regatta. The first two placed in each event qualified directly for the Paralympic Games and another two were allocated places at the Games following a bi-partite application process.

### 2012 Samsung World Rowing Cup III

This regatta was the Pre-Paralympic International event held in Munich, Germany during June. A total of 16 countries participated. The entries for each event were as follows: ASW1x (9); ASM1x (12); TA2X (6) and LTA4+ (8).

### 2012 Paralympic Games

At the second appearance of rowing at the Paralympic Games in London during September, 23 countries competed for 12 medals in four events with a total of

48 boats and 96 rowers. The medals were spread among nine countries: CHN (2 gold), UKR (1 gold and 1 bronze), FRA (2 silver) and one each to GBR (gold), AUS (silver), GER (silver), BLR (bronze), RUS (bronze) and USA (bronze).

### **FISA Coaching and Classification workshop**

A Basic Coaching and Classification Workshop was supported by FISA, the Brazilian Paralympic Committee and Liangjin Boats in February at Rio de Janeiro. It was attended by coaches, officials, academics and medical professionals linked to adaptive rowing.

The Workshop speakers included Judy Morrison and Simon Goodey from FISA's adaptive commission as well as Helder Costa, classifier of the International Blind Sports Federation; Prof. Dr. Pedro Paulo da Silva Soares, Brazilian Rowing's scientific coordinator, Prof. Jose Paulo de Lima Sabadini, adaptive rowing coordinator for Brazilian Rowing, and Dr. Roberto Nahon, doctor for the Brazilian Adaptive Rowing Team. Approximately 30 attendees participated and had the opportunity to view the venue for rowing at the 2016 Rio Olympic and Paralympic Games. The workshop included athlete classification with eight adaptive rowing athletes being classified by the trainee classifiers.

### **IPC Meeting**

Judy Morrison, Head of Classification, attended the IPC Head of Classification Meeting in Bonn, Germany last January 2012. This provided opportunity to meet with other HoC's and discuss classification issues.

### **Accomplishments**

- Successful 2012 Paralympic Games regatta at which 23 countries participated and medallists came from four continents.
- Participants from 27 countries competed in a Paralympic qualification regattas.
- Successfully hosted one coaching and classification workshops. All six FISA regions now have trained international classifiers.
- Produced adaptive coaching education material.
- Undertook rigging survey at the Paralympic Games, with the support of the Competitive and Materials Commissions.
- Updated the FISA Classification Guidelines to become Classification Regulations and By-laws to better meet the IPC Classification code requirements.

### **Challenges for the future**

- **Strategic Re-Assessment:** Address the continuing challenge of incorporating 1000m Para-Rowing events within the World Championship Programme.
- **Development:** Increased participation in international competition. Currently around 27 NFs, goal to have more than 30 participating in the next Paralympic cycle. Additional NF from South America; Africa; Northern Europe and South Asia.
- **Promotion:** Making new coaching education materials accessible through FISA website. Sharing the rigging techniques among newly developing countries in adaptive rowing.
- **Classification:** Begin to consider sport specific classification for rowers with visual impairments.

## **Conclusion**

I would like to thank all the Commission members for their significant contribution. The enormous support from Matt Smith and his staff during the year were very much appreciated. I would also like to thank Dr. Tomislav Smoljanovic for his support while in the Commission over the past six years, as well as his continued support since he became a member of the Sports Medicine Commission in March. Thanks to colleagues in all those commissions with which we work closely in ensuring adaptive rowing is integrated within FISA regattas.

**Fay Ho**

# ROWING FOR ALL COMMISSION

## Membership of the Commission

Guin Batten (GBR), Chair

Jens Chr. Kolberg (NOR)

Warwick Marler (AUS)

Mats Leo (SWE)

Pasquale Triggiani (ITA)

Ram Golombik (ISR)

## Meetings of the Commission:

Joint Commission's Meeting, London GBR, March

Recreational and Tour Rowing Sub Committee, Ghent BEL, May

## Activities of the Commission

### FISA Tour 2012: Belgium

The first of the two World Rowing Tours in 2012 was held in Belgium as a commemorative event for the 125th anniversary of the formation of the Belgian Rowing Federation. The Tour was based in the beautiful medieval city of Ghent.

The Tour was conducted in standard C Class 4+ touring boats on canals and rivers from the coastal city of Oostende to Ghent and from Tournai near the French border to Ghent. Participants rowed 25 km to 35 km each day. The weather was fine for the whole tour and the rowing conditions ideal. The highlight of the Tour was the row through the old city. The crews became another tourist attraction. The tour was exceptionally well organized and thoroughly enjoyed by all participants.

Participants: 60 participants from 15 nations, from 4 continents.

### FISA Tour 2012: Canada

This was the second time a FISA World Rowing Tour was organized in Canada; the first one being on the Rideau Canal, Ottawa-Kingston in 2002. The first Canadian participation on a FISA tour took place in the late 90s, and since 1999 a total of 63 Canadians have participated on the tours. Tour rowing is growing rapidly in Canada, particularly in Ontario.

This tour took place on the West arm of Lake Nipissing and the French River delta near the city of Sudbury, just to the east of the northern part of Georgian Bay / Lake Huron, organized by members of Sudbury Rowing Club. The tour was very well organized by a very dedicated team, and all participants went home with the very best impressions about the great Canadian outdoors, and the hospitality and friendliness of the people living there.

Participants: 60 participants from 13 nations, from 4 continents.

### Future FISA Tours

In 2013 the FISA Tour will, for the first time, be staged in Ireland on the River Shannon from Carrick-on-Shannon to Limerick, from the 15th - 23rd June. The 90 seats offered are overbooked by 50%, and the organisers are offering a bicycle tour following the same path to those on the waiting list. For the first time the FISA Tour will have participants from every continent, including Africa and South America. Also a record number of 18 different nations due to attend.

In 2014 the FISA tour will be in Germany, on the upper part of the Danube, from Ingoldstadt to Passau. Not all the details have been finalised, but the number of seats on offer to participants is likely to be 60.

### Recreational Rowing Websites

The Commission is broadening the range of information available on the website to showcase different types of rowing craft. The Commission are also working to collate a central summary to sign post recreational rowers to national federation and club websites that provide recreational rowing tours and events.

### Coastal

The 6th World Rowing Coastal Championship 2012 was due to be hosted in Rijeka CRO. Due to financial considerations the Croatian Rowing Federation and the City of Rijeka had to withdraw their commitment to host the event and with great sadness FISA was forced to cancel the event.

YEAR	LOCATION	CW4X+	CW2X	CW1X	CM4X+	CM2X	CM1X	CREWS	PEOPLE
2007	Cannes	22	13	13	29	43	38	158	418
2008	San Remo	16	16	16	37	39	27	151	418
2009	Plymouth	22	13	13	30	52	40	170	443
2010	Istanbul	17	13	20	27	50	45	172	411
<b>2011</b>	<b>Bari</b>	<b>14</b>	<b>18</b>	<b>16</b>	<b>39</b>	<b>54</b>	<b>32</b>	<b>173</b>	<b>457</b>
<b>2012</b>	<b>Rijeka</b>				<b>Cancelled</b>				

The 7th World Rowing Coastal Championships 2013 will be held in Helsingborg SWE in the 16th-18th August.

The 8th World Rowing Championships 2014 have been awarded to the Greek Rowing Federation and the City of Thessaloniki to be held in October.

### Accomplishments

- Awarding of the 2013 & 2014 World Rowing Coastal Championships to Helsingborg, SWE and Thessaloniki, GRE.
- Successful staging of two FISA Tour in Belgium and in Canada

### Challenges for the Future:

- To continue to develop the brand of the coastal rowing (as the mountain biking of rowing) and to attract new types of rowers and sponsors to the sport.
- To continue to spread the development of coastal rowing into new countries.
- To encourage coastal rowing to be a selected sport within the World Beach Games and other continental/regional Beach Games.
- 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**

The remit of the Rowing for All Commission is wide and the potential to engage with the larger rowing community is limitless; but access to resources reduces this potential significantly. The Commission is keen to work alongside all traditional, coastal, ocean, recreational and indoor rowers across the world to share their practice, their knowledge and together embrace in the widest possible context what it means to be a 'rower'.

## **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, March, London
- Individual Commission Meeting, November, London

## Activities of the Commission

- Acting as FISA Doctor at regattas:
- Continental Olympic Qualification Regattas
  - Latin America (Buenos Aires - Tigre)
  - Asia (Chungju)
  - Europe (Lucerne)
- The three stages of the World Rowing Cup (Belgrade, Lucerne, Munich).
- World Rowing Championships
  - Under 23 at Trakai.
  - Juniors at Plovdiv.
- 2012 Olympic Games regatta in Eton
- 2012 Paralympic Games regatta in Eton

- European Rowing Championships in Varese.
- The Chair of the Commission also participated at meetings with the IOC, WADA, the Medical Advisory Panel of ASOIF and the International Federation of Sports Medicine

## Requests for Therapeutic Use Exemptions (TUEs)

### Achievements

- Creation of a medical page on the World Rowing website
- Adoption of the "NO NEEDLE Policy" by the IOC at the Olympic Games
- Biological Passport: at the end of 2012, 319 athletes had a haematological passport open on ADAMS.

### Objectives

- Creating medical rules that will better protect the health of the athletes

### Conclusion

I would like to thank my colleagues and, in particular, Peter Kokas, Natalie Schmutz and Nathalie Phillips for their support.

**Dr 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

Joint Commissions Meeting, March, London

Joint Events - Umpiring Commissions,  
November, Amsterdam

## Activities of the Commission

### a. World Rowing Event Juries

World Rowing Cup Regattas, Belgrade –  
Lucerne – Munich

European Rowing Junior Championships, Bled

Olympic Continental Qualification Regattas,  
Tigre, Chungju

Final Olympic Qualification Regatta, Lucerne

World Rowing Under 23 Championships, Trakai

Olympic Games Regatta, London (Eton)

World Rowing Senior & Junior Championships,  
Plovdiv

Paralympic Games Regatta, London (Eton)

World Rowing Masters Regatta, Duisburg

European Rowing Championships, Varese

City Sprints, Zurich

### b. International Regatta Juries

Piediluco, Memorial Paolo d'Aloja

Brandenburg, Int. Beetzseeregatta

Singapore, Asia Cup

Gent, Int. Ghent May Regatta

Amsterdam, Kon. Hollandbeker

Banyoles, Coupe de la Jeunesse

Kazan, FISU University Championship

Valparaiso, South American Rowing  
Championships

Nanchang, Asian Rowing Championships

Boston, Head of the Charles Regatta

Princeton, Paralympic Athlete Eligibility  
Regatta

### c. Examinations

Banyoles (ESP)

Chungju (KOR)

Eton (GBR)

Kazan (RUS)

Oslo (NOR)

Buenos Aires - Tigre (ARG)

Trakai (LTU)

Yangoon (MYA)

#### **d. Seminars or Clinics**

Oslo (NOR)

Rio de Janeiro (BRA)

Buenos Aires - Tigre (ARG)

Chungju (KOR)

Singapore (SIN)

Trakai (LTU)

Eton (GBR)

Duisburg (GER)

Kazan (RUS)

Nanchang (CHN)

Varese (ITA)

Plovdiv (BUL)

Yangoon (MYA)

Alexandria (EGY)

Valparaiso (CHI)

Newark (USA)

Gent (BEL)

#### **e. Site Visits**

Buenos Aires - Tigre (ARG)

Valparaiso (CHI)

Toronto (CAN)

#### **Accomplishments**

- 21 new FISA umpires (from which 8 female) (8 exam sessions).
- 192 umpires attended a seminar (15 seminars in total).
- Currently 456 FISA umpires from 64 national federations.
- Approx. 220 FISA Umpires selected for the different FISA juries.

#### **Challenges for the future**

- Correct implementation of rule changes as decided by the 2013 Extraordinary Congress.
- Increase the number of FISA umpires in the Caribbean region, Central and South America, Africa, East Europe, the Middle East 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.

#### **Conclusion**

The quality level and the number of rowing competitions increase year by year worldwide. This requires an appropriate education and training of our juries. We are confident that our commission, together with our colleagues will meet the standards as expected by the athletes, coaches and organising committees. We give our sincere thanks to all persons supporting our activities.

**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  
Rosie Mayglothling – Competitive  
Judy Morrison – Adaptive  
Zdenka Norkova – Masters  
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  
Eva Szanto – Events/European Board  
Lenka Wech – Athletes

## Meeting of the Commission

Joint Commission Meeting, London, March

Also attending the meeting were the Athletes Commission members in attendance at London and Thor Nilsen.

## Report on Activities in 2012:

The Commission continues to be made up of designated members (a majority but not all are 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 identify challenges and share best practices.

Throughout the year I attended FISA Executive and Council Meetings, World Cups and World Championships. I sit on all of the FISA Doping Appeal Panels and in 2011/ 2012 was Co-Chair with John Boulton of the FISA Working Group on World Championship Events.

At the 2011 JCM the Women's Commission made a declaration that FISA should take immediate steps to move towards equality at the Olympics and, ultimately, towards equal numbers of women rowing worldwide. I also presented to the Council a Discussion Paper concerning different approaches towards development, the status of women in leadership in sport and providing the position of the Women's Commission on the future rowing programme at the World Championships and Olympic Games.

This Paper was discussed by the Council in August 2012 (and again in December 2012) where it was agreed that FISA should take steps towards increasing the numbers of women in rowing to ultimately reach equality in numbers of events at World Championships and Olympics. This paper was summarized at the 2012 Congress in Plovdiv and is available from FISA by request.

The Report of the FISA Working Group on World Championship events was presented to the Extraordinary Congress in Copenhagen in February. It contains specific examples of steps which can be taken by an International Federation to increase opportunities for women in the sport, and therefore, ultimately the numbers of women.

As a result of certain recommendations from the Report being accepted by Congress, the women's 4- will be reintroduced to the World Championship programme starting in 2013. The Report emphasized that the reintroduction of the event must be supported by an overall FISA initiative for women's development which includes a new position on the FISA staff for that purpose. The full job description is currently being finalized.

The Commission continues to offer the Women's Development Camp every spring in Seville, Spain. The 2012 camp focussed on athletes who were attempting to qualify for the 2012 Olympic Games.

Thank you again to Sheila Stephens-Desbans, Penny Chuter, Thor Nilsen and all the coaches and athletes who make this event such a success.

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

**Tricia Smith**

# YOUTH ROWING COMMISSION

## Membership of the Commission

Algirdas Raslanas, Chair (LTU)

Barbara Fenner (AUS)

Sevara Ganiyeva (UZB)

Barbara Grudt (USA)

Axel Müller (GER)

## Meetings of the Commission

Joint Commission, London, March

U23 World Championships, Trakai, July

Junior World Championships, Plovdiv, August

Youth Coaches Conference, Kazan, September

## Activities of the Commission

### Event support

The Commission fulfilled its functions at the 2012 World Rowing Under 23 Championships in Trakai, and 2012 World Rowing Junior Championships in Plovdiv. Primarily this took the form of supporting the new and young coaches, particularly those from developing 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 for Youth Rowing

Thanks to the entry fee surtax provided by the participants at the World Rowing Masters Regatta, many coaches have now passed through the scholarship coach program to become full-time 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 candidate for the current two year project is Rocioa Rivarola Trappe from Paraguay. She attended the 2011 Youth Coaches Conference and 2012 World Rowing Junior Championships.

## 17th Youth Coaches Conference

We conducted a successful conference in Kazan with participation from coaches attending the World University Championships. Thank you particularly to the Kazan Organising Committee and the Russian Rowing Federation for organising it.

## Future Projects

Future World Rowing U23 Championships:

- 2013 Linz, AUT
- 2014 Varese, ITA
- 2015 TBD

Future World Junior Championships:

- 2013 Trakai, LTU
- 2014 Hamburg, GER
- 2015 Rio De Janeiro, BRA
- 2016 Rotterdam, NED

Future Youth Coaches Conference:

- 2013 Hamburg, GER

## **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, proposals or suggestions. This is greatly appreciated.

**Algirdas Raslanas**

## CO-OPTED COUNCIL MEMBER

After two full four-year mandates as Chair of the Athletes Commission, the time came for me to handover the role in accordance with our rules. I was very interested and enthusiastic in continuing to contribute to our sport, and, more specifically, to its organisation at FISA. Therefore, I asked to be considered for one of the two co-opted member positions on the Council. At the meeting in Bled on 2 September 2011 the Council appointed me for a two-year mandate starting on 1 January 2012.

### Meetings and Events Attended

#### Meetings:

- Athletes Commission – February, London
- Joint Commission Meeting – March, London
- Council Meeting – July, London
- Council Meeting – August, Plovdiv
- Council Meeting – December, Lausanne
- 2012 Olympic Games Debrief Meeting – October, Lausanne

#### Congresses and Conferences

- FISA Ordinary Congress – August, Plovdiv
- European General Assembly – September, Varese
- African Federation Ordinary Congress – December, Alexandria
- FISA Coaches Conference – November, Limerick

International Federations Forum – November, Lausanne

#### Events:

- Samsung World Rowing Cup II – May, Lucerne
- London 2012 Olympic Games – July, London
- World Rowing Senior and Junior Championships – August, Plovdiv
- London 2012 Paralympic Games – September, London
- European Rowing Championships – September, Varese
- African Rowing Championships – December, Alexandria

#### Activities

As the first ever co-opted Council member, my role is to contribute to the work and decision-making of the Council. To do so, I attended all Council meetings during the year and met with Commissions at the Joint Commissions Meeting. I also kept in contact as much as possible to rowing and those people working hard for our sport by attending many of our events.

In addition, I attended international congresses and conferences connected to sport. It is important indeed to understand the sport world in which rowing is integrated to anticipate the future challenges.

**Jean-Christophe Rolland**

# 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, London, March 2012

## Working Group Activities

The Group worked on FISA's environmental agenda to establish a "CLEAN WATER platform" which has involved the on-going co-operation of WWF International. George Kazantzopoulos attended the JCM also in his new capacity as the Environment and Sustainability Officer of FISA.

## Environmental Sustainability Policy and Guidelines v.02

The Environment Working Group has reviewed and updated the "FISA Environmental Sustainability Policy and Guidelines" first introduced in 2003, recognising the need for this document to evolve as the "living document" it was intended to be. It now better fits with the progress made in developing the overall environment agenda. The document has been also reviewed by a panel of experts from WWF International. The final document is co-signed by WWF International and was launched during 2012 World Water Day in Sydney.

The Guidelines are able to be divided into separate parts so as to facilitate their use by those interested in specific topics e.g. venue construction or event's hosting etc.

## Bidding process and Events environmental performance

With regard to the monitoring of, and assistance at, events by the EWG and the Environment Officer, FISA confirmed its commitment to requiring all FISA event organising committees to appoint a dedicated Environment Manager to manage and promote a commitment to positive environmental outcomes and ensuring open dialogue is followed for those events from 2013 onwards.

## Visits to Local Organizing Committees have been made in order to review the environmental plans.

EWG proceeded with the assessment of the Environment and Sustainability components of the bid documents presented by the Events Commission and gave appropriate advice as required.

## Rule Amendment

The EWG developed a proposal and contributed to discussion on an amendment to the FISA Rules. The final amendment was presented and approved at the FISA Extraordinary Congress. It requires an Environmental Management Plan from organizing committees that will underpin FISA's commitment to the protection of the environment at all FISA sanctioned rowing events.

## **Overview of the cooperation between FISA and WWF international in the environmental field**

The year 2012 has been the first year of full co-operation between the two organizations starting with the 2011 World Rowing Championships in Bled. A close co-operation has been achieved in cases where a FISA sanctioned world class event takes place in the territory of an interested WWF national associate of WWF International.

In Belgrade, during World Rowing Cup I of 2012, actions taken were fruitful for both organizations. The WWF Danube Carpathian Unit mobilized the "WWF Water Tour" truck during the event in a highly visible part of the spectators' area at the venue. The stand was visited by many spectators and other visitors to the area. During the truck's stay, the WWF Clean Water leaflet written in Serbian was disseminated. As a result WWF Serbia translated FISA's environmental guidelines into Serbian and will cooperate with the Serbian Rowing Federation in its dissemination which will enhance of the co-operative arrangement.

### **Future Event Activation**

Eton Dorney – World Rowing Cup 2 of 2013  
- Good communication on co-operation has been established with WWF UK

Sydney – World Rowing Cup 1 of 2013 - WWF Australia actively supports the partnership and will be active during World Cup in 2013

Amsterdam – 2014 World Rowing Championships

WWF Netherlands is co-operating closely with the Local Organizing Committee and a series of environmental activation events is already planned.

Lucerne - WWF Switzerland is positive about the development of the "Naturarena" project to renovate the regatta course infrastructure.

### **Other areas of Clean Water activation**

#### ***Argentina***

With the support of the Development Commission, efforts to build a partnership between City of Tigre, Argentina and the Argentinian Rowing Federation have started with discussions about a joint project to clean the water and create a permanent regatta course on the river Tigre. The EWG aims to follow up this initiative.

#### ***2013 World Championships in Chungju***

FISA will be closely monitoring the environmental aspects which seemed on inspection to be heading in the right direction. There is no WWF national office in Korea at the moment.

#### ***Green FISA office***

After an internal audit, it is clear that the FISA office has a good record regarding its environmental performance in operating its office. This encompasses energy usage, waste management, transportation practices, green purchasing, etc.

### **Other topics**

In the direction of materializing FISA's commitment to environmental protection, various projects for "carbon offsetting" of FISA headquarters staff travels have been evaluated. Ideally, these projects should be water-related and scientifically accepted. Implementation is likely to follow.

Investigation will be made into activities to raise money for an international development

project involving the rehabilitation of a polluted body of water that could support rowing. This is a "pet project" for FISA . It should not be too large and ambitious, but needs to be of a scale that all rowers in the world can contribute to and see the progress.

The EWG is also developing the "Clean Water Tool Box" that contains information about the ways a local partnership between a National Federation and a WWF national office can be developed, which will be submitted to FISA and WWF International for review..

### **Challenges for the Future**

- Further developing the relationship with WWF and maintaining momentum in terms of promoting awareness of the clean water objectives of FISA and WWF.
- Follow up with the environmental commitments and performance of the FISA sanctioned events
- Work on the environmental education material to be developed jointly with WWF International

#### **Tim Richardson**

Chair EWG

#### **George Kazantopoulos**

Environment and Sustainability Officer

Member EWG

# **AGENDA ITEM 7**

## **Reports of the Continental Representatives**

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# CONTINENTAL REPRESENTATIVE FOR AFRICA

## Meetings Attended

FISA Council Meeting, London in August

FISA Congress, Plovdiv also in August

FISA Council Meeting, Lausanne in December

## Activities

### London Olympic Games 2012:

Seven African member federations qualified from the African Continental Qualification Regatta to participate at London Olympic Games 2012 as follows: -

**Algeria:** W1x

**Cameroon:** M1X

**Egypt:** M1X, LW2X, LM2X

**South Africa:** LM4- , W2-

**Tunisia:** M1X, W1X

**Zimbabwe:** M1X, W1X

**Niger** participated by M1X after receiving a "Tripartite Commission" place

We must congratulate **South Africa** team after winning the 1st Olympic Gold Medal in rowing in Africa in the lightweight men's four.

## Development issues

FISA in cooperation with FASA sent a donation of boats to some African countries such as:

Togo - Nigeria - Kenya - Ghana and Niger in the framework of developing rowing in Africa.

In association with FISA, FASA and Olympic Solidarity, a training camp for African teams was organized a week before the start of the African Continental Olympic Qualification regatta in Alexandria / Egypt, in order to increase the participation and raise the level of the athletes.

FASA is currently coordinating with FISA and the African Youth Olympic Games Organizing Committee in Botswana in 2014 to ensure the inclusion of rowing in the games program. A site visit has been arranged to Botswana by Faycal Soula and Michel Doutre to monitor the situation.

In the framework of continuous coordination between FISA and FASA for the promotion of rowing in African countries, I have through my position as ANOCA secretary general. Faycal Soula and Michel Doutre joined me at the African NOC Secretary General seminar that was held in Mauritius from 20 - 21 September 2012. We held meetings with the secretaries general of African National Olympic Committees to promote rowing in their countries by creating national federations there.

I also held several meetings with the Secretaries Generals of the African National Olympic Committees to ask them to support rowing activities of their National Rowing Federations.

**Khaled Zein EIDin**

# CONTINENTAL REPRESENTATIVE FOR ASIA

## Meetings Attended

I was appointed as FISA Continental Representative for Asia in November of 2012. I attended the following meeting:

FISA Council Meeting, Lausanne, December

## Activities

Right after my appointment, I met with officials of the Chinese rowing association as well as some of the Chinese international umpires to get know latest on the development of rowing in Asia and in the world.

## Accomplishments:

Some major achievements have been made in Asia.

- The new ARF leadership who took office in 2011 and work very effectively and successfully. Mr. Ken Lee, General Secretary of ARF has been extremely active. The ARF website now provides the latest information to all in the Asian rowing family.
- In September 2012, the Asian Junior Rowing Championships were held in Nanchang, China. 142 rowers from 13 federations participated in the Championships. There are 10 events in the Championships, namely, JM1x, JM2x, JM4x, JM2-, JM4-, JW1x, JW2x, JW4x, JW2- and JW4-. The competition organization was highly valued by all the participants and the local government.

- The Asian Qualification regatta was held in Chungju, Korea. 80 rowers from 22 Asian federations participated in the regatta. Finally, 23 Asian rowers of obtained qualifications in 17 boats for the 2012 London Olympic Games.
- In 2012 London Olympic Games, 42 rowers of 26 crews from 11 Asian NOCs participated in rowing competition. The Chinese LW2x won a silver medal. This was a big encouragement for the rowers of Asia.
- Adaptive rowing develops very quickly and successfully in recent years. Rowers from China, Japan and Korea participated in the 2012 Paralympic Games. China won gold medals in ASM1x and TSMix2x.
- Also in Asia, the Asian Cup regattas and Asian indoor Rowing Championships were successfully held in 2012.

## Challenges for the future

My professional positions have been away from the rowing family for several years. A great improvement has been made in rowing family in Asia during these years. My understanding is that a lack of budget and good coaches are still big challenges to rowing development in Asia. I will spend more time to attend rowing events in Asia and in the world.

**LIU Aijie**

## CONTINENTAL REPRESENTATIVE FOR EUROPE

### 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 2012, London

European Junior Rowing Championships, June 2012 – Bled (SLO)

Samsung World Rowing Cup – June, Munich, June

World Rowing Junior and Senior Championships – August, Plovdiv

European Rowing Championships – September, Varese

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

### Activities of the Management Board

#### Events

#### ***European Junior Rowing Championships 2012 – Bled, Slovenia***

The European Junior Rowing Championships took place on 8-10 June 2012 in Bled, Slovenia. There were 422 athletes 128 crews, from 23 nations participating. Competitions were held in the 13 World Rowing Junior Championships events. Thanks to the experienced organising committee, excellent organisation and the beautiful location the ERJCH it was a good experience for both the participants and spectators. The level of the competitions was very high, many of the participating crews were also competing and winning medals at the World Rowing Junior Championships in Plovdiv later this year. Competitions were held over two days, as part of the Bled International Regatta. The promotion of the EJRCH among the European National Rowing Federations can be improved in order to enhance participation.

#### ***European Rowing Championships 2012 – Varese, Italy***

The 2012 European Rowing Championships took place in Varese on the newly renovated 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. There were more entries than in 2011 and competition was great. There were 448 athletes 162 crews, from 36 nations participating. 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.

### ***Site visits, bid presentations, future bids and events***

At the General Assembly of the European National Rowing Federations the 2014 European Rowing Championships were attributed to Belgrade (SRB), and the 2014 European Rowing Junior Championships to Hazewinkel (BEL).

The preparations of the 2013 ERCH in Seville are continuing. The first site visit was in June 2012. The ERMB had meetings with the Organising Committee of the 2013 European Junior Rowing Championships in Minsk in order to facilitate the preparations for the event.

The project to establish a European Indoor Rowing Championships was started in a constructive way involving discussions about possible ways of cooperation with manufacturer Concept 2. The first edition will be staged in 2013. The ERMB has prepared a draft for the Regulations of this event.

The ERMB is involved in the bid process for the future European Championships and our responsibility is to ensure the fair bidding procedure.

As the operation of the ERMB is getting more structured we aimed to determine the responsibilities of each ERMB member. These responsibilities would include documentation of the ERMB activities/meetings, doing site visits, contacts with the OC, task of a TD, contacts with the Jury, keeping statistics, etc.

### **Challenges**

- The ERMB has to analyse the 2013 European Indoor Rowing Championships including the regulations, determining which events should 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.
- The top priority remains to stage the European Rowing Championships providing the best racing opportunities for teams, making it an event of growing media and sponsor interest.

**Ryszard Stadniuk**

# CONTINENTAL REPRESENTATIVE FOR NORTH AND CENTRAL AMERICA

## Meetings Attended

Argentina Regatta Course for Latin America  
OQR, Tigre, January

Latin American Olympic Qualification Regatta,  
Tigre, March

ANOC General Assembly. Moscow, Russia,  
April

PASO General Assembly, Mexico City, May

London Olympic Games, August

FISA Council Meeting, Lausanne, December

## Activities

### Latin American Olympic Continental Qualification Regatta

I was a coordinator for FISA with the Organizing Committee in Argentina on the execution and supervision of the Regatta. We conducted planning meetings in January with the NOC, the Ministry of Sports, the Municipality of Tigre and the Province of Buenos Aires joined always by the Argentinian Rowing Federation.

In March we were able to host a great event on a fair course that was cleaned and dredged for the first time in more than 20 years. Inter-institutional collaboration along with the resolve of the Argentinian Rowing Federation made it possible for more than 200 rowers to participate and qualify for their Olympic Dream. In London, these crews had the following results:

Argentina in the M2x was Fourth. Cuba was 7th in M1x and 15th in W1x,

El Salvador 15th in W1x and Mexico 14th in M1x.

## ACNO AND PASO General Assemblies

In each association meeting I represent our sport. Issues such as athletes' quotas, development strategies, funding for regional courses and scholarships are discussed and our voice is always present.

## Council Meeting Lausanne, December 2012

Review of the Statutes, Rules of Racing and Related Bye-laws.

## Achievements:

We consider the following to be achievements in our area:

- The successful organisation of the Olympic Qualification Regatta in Tigre, Argentina. More than 25,000 spectators watched their athletes qualify for London. We were able to help a traditional and strong nation where Rowing is part of the culture of Tigre. The vision is that in the short term a similar proposal is presented for a World Championship.

## Challenges:

- Rowing lacks technical support in the area. Especially for the countries that have recently organized their National Federations. Now with the new Technical Team we should be able to implement sustainable programmes.

- Include Rowing in the Central American Games 2017.
- FISA Championships - Again, we must continue to 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 centre in Central America is one of the objectives since 2009. We have not been able to achieve this objective.
- Adaptive rowing needs to expand in our area.
- Youth programs need to start in most of the developing nations.

**Eduardo Palomo**

## CONTINENTAL REPRESENTATIVE FOR OCEANIA

While between them the two active developed rowing national federations in Oceania (New Zealand and Australia) won 10, or about one-quarter, of the 42 rowing medals at the 2012 Olympic Games in London, the disparity between them and the two developing national federations (Samoa and Vanuatu) is great. And it is unrealistic to expect these developing federations to compete in the European Olympic qualification regatta in terms of level competition and cost. I hope this is something FISA will address for Rio 2016.

In the meantime I am pleased to provide reports on each of the active national rowing federations in Oceania.

### Vanuatu Rowing Association

The last year has seen significant development in the sport of rowing in Vanuatu. The Association has consolidated its facilities with the addition of a gym and the purchase of 16 new boats. There is now a group of about 12 Ni-Vanuatu club rowers in training together with masters and school children making a total of about 80 in the club. The continuing challenge is to introduce and promote the sport to a community that essentially has no knowledge of rowing and little history of involvement in sports clubs.

In December 2012, Rowing New Zealand hosted six of Vanuatu's best club rowers at its high performance centre at Lake Karapiro for a week of coaching, and then with the opportunity to compete at the major pre-Christmas regatta. This was an unqualified success and the Association remains grateful to Rowing NZ for its generosity - even to the point where

their rowers shared boats with the NZ summer squad. It was also a reality check as their rowers came to appreciate the level of talent and training in terms of their rowing development. The competition provided the necessary yardstick which cannot be gained in Vanuatu.

January 2013 saw four of the younger rowers compete at the Australian Youth Olympic Festival hosted by Rowing Australia and the Australian Olympic Committee. Again, the competition was invaluable as to what was required to compete seriously at international level.

The Association has received some support from FISA's Development Programme but the reality is that any competition involving overseas travel has to be paid for by the Association from funds raised and financial contributions from the ex-pat members. They get no government funding and, to date, there has been no financial support from the National Olympic Committee. This is principally why they were unable to commit to participating at the World Rowing Cup in Sydney in March 2013.

Australian Aid (AUSAid) is coming to the Association's assistance later this year with funding for an Australian Youth Ambassador to work with rowing in Vanuatu. This is a salaried position for an Australian between 18 and 30 years of age to live in Vanuatu for a year with the possibility of an extension if the Association can show that the investment has been worthwhile. The principal responsibility for this person will be to develop the sport of rowing particularly through the local schools and also to assist the Club manager.

The Association plans to have either 1 or 2 crews compete at the 2013 World Rowing Championships in Korea as part of their longer term goal of having a crew or crews at the 2016 Olympics.

## **Samoa**

Unfortunately, New Zealand-based Samoan Bradley Jowitt was unable to qualify or obtain a 'Tripartite' Commission invitation place in London following his strong showing in the 2010 World Rowing Championships.

As the newest member of the Oceania Rowing Confederation, clearly much needs to be done to grow the sport in Samoa.

## **Rowing New Zealand ("RNZ")**

2012 was Rowing New Zealand's most successful international year ever. They won three gold, and two bronze medals at the London Olympics. This was a continuation of the successful 2011 season that culminated in Bled and the qualification of 11 crews for the 2012 London Olympic Games.

The Under 23 team was New Zealand's largest Under 23 team selected to compete in Lithuania. The U23 team also returned five medals – two Gold and three Bronze. The Junior team delivered four A finals from four crews with one Gold and two Bronze medals.

The new coach education system will be developed into an online version during 2013 and continues New Zealand's investment in its coach education pathway.

The positive exposure from the London campaign has seen a 15% increase in participation numbers for the 2012/2013 season which will ensure a very positive and exciting Maadi

Cup (NZ Secondary School Championships) in March 2013.

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

1. High Performance: a clear focus on Rio 2016 results and Coach development;
2. Domestic Rowing: a revitalization plan for domestic rowing
3. Operational Excellence: an emphasis on Marketing & Communications
4. Athlete Management: an athlete communication plan adopted by staff/athletes
5. Partnerships: working with sponsors and Sport NZ.

Rowing NZ has secured new funding for the promotion and participation of adaptive rowing at school level. Three adaptive boats and a trailer have been purchased for a pilot programme in Auckland schools with the aim of adaptive rowing being included in future Maadi Cup regattas.

## **Rowing Australia ("RA")**

While Australia did not win gold at the London Olympics their three silver and two bronze medals and one silver medal at the Paralympics was still very encouraging. The fact that 11 of the 13 Australian boats that competed at the Olympic regatta made the A Final reinforces the quality of the national rowing programme in Australia as does the World Rowing Under 23 Championships result of one gold, two silver and two bronze medals.

RA continues to enjoy significant Federal Government financial support through the Australian Sports Commission (ASC) including for its pilot "Adopt-a-School" programme.

RA is working closely with FISA to plan and organise the 2013 and 2014 Sydney International Rowing Regatta incorporating the first round of the Samsung World Rowing Cup series and the Australian Rowing Championships and Interstate Regatta in those years.

And RA continues to work with Rowing Victoria, the Victorian Government and the Ballarat City Council to plan the 2014 FISA World Masters Regatta to be held at Australia's other Olympic regatta venue – Lake Wendouree, Ballarat.

**John Coates**

# CONTINENTAL REPRESENTATIVE FOR SOUTH AMERICA

## Meetings Attended

Olympic Games, London, August

FISA Council Meeting, Lausanne, December

## Activities in South America

January: Adaptive Classification and Coaching seminar - Rio de Janeiro, Brazil, organized by the Brazilian Rowing Federation.

March: Latin American Olympic Qualification Regatta and FISA Development Camp- Tigre, Argentina - organized by the Argentinian Rowing Federation.

April: South American Masters Championship – Mercedes, Uruguay - organized by the Uruguayan Rowing Federation and supervised by the South American Confederation.

October: South American Rowing Championships - Viña del Mar, Chile - organized by the Chilean Rowing Federation. The South American Ordinary Annual Congress was also held along with a FISA Umpiring Seminar and Workshop.

November: First Beach Bolivarian Games - Lima, Peru - organized by the Olympic Committee of Peru and the rowing competition was supervised by the South American Confederation.

## Achievements:

The South American Championships have been organised since 1945 but this time, called "Unified" because it comprised the categories Senior, Junior, Lightweight for both women and men. Being an open event,

we had attendance by Mexico, El Salvador and Guatemala as well, and for the first time adaptive rowing races. The Senior Championship overall trophy was won by Argentina, while the Lightweights and Juniors trophy were won by Chile and the overall trophy, with most races won, was awarded to Argentina.

At the Continental Olympic Qualification Regatta, FISA organized the Latin American Development Camp that featured young athletes of all federations and their coaches. There were fifteen days of training and technical talks that ended with the participation of these rowers in the qualification regatta.

For the first time the Bolivarian Sports Organization (ODEBO) requested technical assistance from the South American Confederation to stage rowing in the framework of the Bolivarian Beach Games which developed over a distance of 500 meters. The Peruvian Rowing Federation won.

Masters rowers had their South American Championship with 210 races, one every five minutes in two days.

During the year 2012 two international umpiring seminars were conducted by Kris Grudt of the FISA Umpiring Commission in both Argentina and Chile. This was a real breakthrough for the training of our referees.

Adaptive rowing has its place within the Continent as again for the second consecutive year, races were held as part of the South American Championships. The Ordinary Congress determined the inclusion of two test races for the next championship.

**Jose Quinones**

# Agenda Items 8,9,10,11

## Financial Reports

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# 2012 FISA FINANCIAL REPORT

## A. RESULT FOR 2012

FISA's activities in 2012 resulted in income of CHF 7'534'965 against expense of CHF 6'782'348, both significantly above budget, which reflects a significant increase in FISA's operations and number of events. FISA contracted several new partners in 2012 that resulted in a welcome increase above budget in income from our own activities. This produced a surplus of CHF 752'616 from operations that was reduced by the negative impact of an accounting exchange rate loss (CHF 674'212) on the receipt of monies from the IOC in respect of the Olympic Games. The final result registered at the end of 2012 is a small surplus of CHF 77'687. At the end of the 2009-2012 four-year period, we have a modest level of capital (CHF 644'877).

Looking forward, the IOC income from the London 2012 Olympic Games was significantly more than expected, and accordingly FISA's share of this correspondingly increased. Approximately 10% of the total was not received until 2013 and so does not show in these results. Much of the money received has already been converted from US dollars into Swiss Francs in order to avoid exposure to further weakness of the dollar.

As a consequence of the increased income from the IOC and our own sources, the Executive Committee has revised the FISA 2013 budget and re-started some activities that had been removed from our budgeted expenditure until we had identified sources of revenue to pay for them. Some of these activities had to have commitments already in 2012 mainly to improve event presentation of the major regattas leading up to the Olympic Games.

Currently, resources stand at CHF 16'228'714 for expenses during the coming four years and for a comfortable level of reserve at the end. The 2013 to 2016 four-year plan is presented at the end of the financial report and will be adjusted over the coming years as additional income is confirmed. We are not expecting the level of revenue from Rio2016 to match the income from London2012, so our longer term plan is to reserve a significantly higher level of funds from 2013-2016 to meet expenditure thereafter.

A more detailed analysis of the 2012 accounts now follows.

## B. ANALYSIS OF THE 2012 ACCOUNTS

### 1. Events

<b>Income</b>	<b>2012 Actual</b>	<b>2012 Budget</b>	<b>Net Result</b>	<b>2011 Actual</b>
World Rowing Events	2'029'325	655'211	1'374'114	2'368'148
European Championships	246'184	69'512	176'672	101'318
Other Events	577'768	0	577'768	324'257
Olympics	224'109	250'000	-25'891	0
<b>Total Income</b>	<b>3'077'387</b>	<b>974'723</b>	<b>2'102'664</b>	<b>2'793'723</b>
<b>Expenses</b>				
World Rowing Events	958'909	498'492	460'417	1'213'528
European Championships	179'145	92'760	86'385	121'185
Other Events	516'688	28'600	488'088	258'473
Olympics	355'583	250'000	105'583	8'833
Paralympics	12'819	0	12'819	0
Youth Olympics	0	0	0	0
<b>Total Expenses</b>	<b>2'023'144</b>	<b>869'852</b>	<b>1'153'292</b>	<b>1'602'019</b>
<b>Net Result</b>	<b>1'054'243</b>	<b>104'871</b>	<b>949'372</b>	<b>1'191'704</b>

The overall Events net result is boosted by several factors that were not included in the 2012 budget:

- additional sponsorship income from 2014 World Rowing Championships is recognised in 2012 (+ CHF 64'370).
- World Rowing sponsorship income from Tahie Media Group, VEB Bank and Gazprombank (+ CHF 885'776)
- European Rowing sponsorship income from Gazprombank (+ CHF 176'314)

In 2012, FISA organised a Sprint Regatta in Zurich (SUI). The entire event was financed by our sponsors Gazprombank along with Parmigiani. The event budget was carefully managed by FISA and closed with a positive result.

During the Olympic year, FISA incurred some of the costs of the Olympic Qualification Regattas in Asia and Latin America, which were assisted by funding from Olympic Solidarity, as well as the Final Olympic Qualification regatta in Lucerne (SUI). These costs were not included in the Original budget and amounted to CHF 220'736, and result in a deficit on Olympics. The costs for the Olympic Qualification Regatta in Africa were paid in 2011.

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

<b>Income</b>	<b>2012 Actual</b>	<b>2012 Budget</b>	<b>Net Result</b>	<b>2011 Actual</b>
Masters Fund	9'887	0	9'887	8'986
Development Programme	261'179	92'000	169'179	144'872
<b>Total Income</b>	<b>271'066</b>	<b>92'000</b>	<b>179'066</b>	<b>153'858</b>
<b>Expenses</b>				
Masters Fund	7'820	0	7'820	1'082
Development Programme	536'826	350'000	186'826	501'750
<b>Total Expenses</b>	<b>544'647</b>	<b>350'000</b>	<b>194'647</b>	<b>502'832</b>
<b>Net Result</b>	<b>-273'580</b>	<b>-258'000</b>	<b>-15'580</b>	<b>-348'974</b>

FISA's Development Director manages his budget allocation through the Olympic cycle which means expenditure tends to rise as the Olympic Games approach in the final two years of the period. The net financial result of the Development Programme activities this year is close to budget (+ 6.8%). This is a good result when considering the wide range of support provided by FISA during the Olympic Year, with three Olympic Qualification Regattas, and several training camps and technical courses around the world.

The contribution received from Olympic Solidarity (OS), the IOC's development organisation, towards the training camps held in Africa, Asia and Latin America amounted to CHF 169'790.

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

## 3. Anti-Doping Programme

<b>Expenses</b>	<b>2012 Actual</b>	<b>2012 Budget</b>	<b>Net Result</b>	<b>2011 Actual</b>
Anti-doping	159'939	53'000	106'939	139'596

The originally budgeted figures do not reflect a significant increase in expenditure on the anti-doping programme since 2011. Due to the much greater anti-doping activities (out of competition tests, laboratory analyses, etc...), the Executive Committee approved an allocation of additional funds towards the expenditures above budget

#### 4. Marketing & Communications

<b>Income</b>	<b>2012 Actual</b>	<b>2012 Budget</b>	<b>Net Result</b>	<b>2011 Actual</b>
Advertising	106'381	150'000	-43'619	86'727
Merchandising	67'178	70'000	-2'822	53'853
Other Income	156'480	0	156'480	232'123
<b>Total Income</b>	<b>330'039</b>	<b>220'000</b>	<b>110'039</b>	<b>372'703</b>
<b>Expenses</b>				
Publications	193'374	187'480	5'894	189'976
Website	155'316	244'777	-89'461	300'715
Promotion/Media	832'209	431'962	400'247	1'048'393
Commercial	33'907	38'150	-4'243	41'076
<b>Total Expenses</b>	<b>1'214'807</b>	<b>902'369</b>	<b>312'438</b>	<b>1'580'160</b>
<b>Net Result</b>	<b>-884'768</b>	<b>-682'369</b>	<b>-202'399</b>	<b>-1'207'457</b>

The 2012 World Rowing Suppliers Programme income increased by 23% compared with 2011. FISA registered six new suppliers for a total of 20 in 2012. The merchandising sales are slightly below budgeted figures (- 4%). The sales of merchandising products represent 81% and the sales of DVD 19% of the Merchandising income.

Total Publications expenditures are close to budget (+ 3%). Savings were made in the production of the e-Magazine (- 26%) and the Events Media Guide (- 29%). These savings were offset by the purchase of additional photographic services for our promotional activities and also by the increase of media services at our events.

Website costs decreased by 37% compared with budgeted figures. Significantly savings were made on the GPS expenditure (rental instead of purchase) and in the live results services.

Promotion/Media figures remain the most expensive area in the Marketing and Communications activities and expenditure went above budget in this area enabled FISA to maintain a high level of event presentation in the major regattas leading up to the Olympic Games. As in 2011, FISA continues its effort in providing high quality services to sponsors, partners and spectators at rowing events in the form of television production, big screens, commentary and new media. Those services accounts for 47% of the total Promotion/Media expenditures, from which CHF 147'370 are re-charged to our sponsors. TV and electronic media production/distribution costs of the three Rowing World Cup regattas outside the EBU territory amounts to CHF 66'712.

## 5. Governance

<b>Expenses</b>	<b>2012 Actual</b>	<b>2012 Budget</b>	<b>Net Result</b>	<b>2011 Actual</b>
Executive Committee	74'939	84'800	-9'861	75'978
Council / Commissions	359'783	319'500	40'283	321'301
Congress / Extra Congress	21'580	10'600	10'980	19'164
<b>Total Expenses</b>	<b>456'302</b>	<b>414'900</b>	<b>41'402</b>	<b>416'443</b>

The FISA Joint Commissions Meetings gathers all key rowing people (commission members, staff, organizing committees, etc...) in one single location each year. This meeting is unique among International Federations allowing each commission to meet with the Executive Committee to review the past and plan the future. In 2012, actual costs were CHF 6'502 higher than budgeted figures.

Commissions activities (travel subsidy and projects) increased by 5% compared with budget (+ CHF 13'007).

Congress papers production and distribution costs (agenda and minutes in English and French) amount to CHF 13'720 (64% of Congress expenditures). Interpretation costs for the 2012 Ordinary Congress in Plovdiv were partially re-invoiced to the Organizing Committee.

## 6. Administration

<b>Expenses</b>	<b>2012 Actual</b>	<b>2012 Budget</b>	<b>Net Result</b>	<b>2011 Actual</b>
Salaries & Staff Expenses	1'258'838	1'149'436	109'402	1'175'498
Office Expenses	312'457	337'900	-25'443	286'664
Legal & Insurance	79'141	50'000	29'141	64'534
Contingency	0	50'000	-50'000	0
<b>Total Expenses</b>	<b>1'650'435</b>	<b>1'587'336</b>	<b>63'099</b>	<b>1'526'696</b>

In 2012 FISA added to the staff in Lausanne with a Communication Coordinator full time position working in the website area. Staff travel expenses increased by 29% compared with budget. Some of those expenditures, such as site visits, are partially re-invoiced to Organizing Committees. Trade marks services amount to CHF 29'249 (+ CHF 25'407 compared with 2011).

## 7. Part-Time Administration

<b>Expenses</b>	<b>2012 Actual</b>	<b>2012 Budget</b>	<b>Net Result</b>	<b>2011 Actual</b>
Consulting Fees and Exp.	661'090	501'550	159'540	535'842
<b>Total Expenses</b>	<b>661'090</b>	<b>501'550</b>	<b>159'540</b>	<b>535'842</b>

General additional workload within FISA activities increased actual figures to 32% above budget. More specific assistance was requested from external consultants, particularly in the anti-doping, media & marketing, events and environmental (WWF project) fields

## 8. Finances

<b>Income</b>	<b>2012 Actual</b>	<b>2012 Budget</b>	<b>Net Result</b>	<b>2011 Actual</b>
Securities Revenues	68'058	15'500	52'558	214'179
Capital Gain (Loss)	63'906	0	63'906	-49'325
Release of Provision	36'088	0	36'088	165'075
<b>Total Income</b>	<b>168'052</b>	<b>15'500</b>	<b>152'552</b>	<b>329'930</b>
<b>Expenses</b>				
Bank fees and Charges	55'909	100'000	-44'091	68'113
Prov. Unrealized Loss Sec.	717	0	717	36'088
Exchange Rate Loss	674'212	0	674'212	107'522
<b>Total Expenses</b>	<b>730'838</b>	<b>100'000</b>	<b>630'838</b>	<b>211'723</b>
<b>Net Result</b>	<b>-562'786</b>	<b>-84'500</b>	<b>-478'286</b>	<b>118'207</b>

FISA's investments achieved good results, given the small size of the portfolio and the low interest rate environment all year, with securities revenues above expectations and bank fees below 2011 levels (-18%). In addition, sales of securities generated a good profit.

At least 90% of the 2012 IOC rights income was received by the end of 2012, and most of it was converted from US Dollars to Swiss Francs before the end of 2012. We experienced a large exchange rate loss due to significant changes in the rates between US Dollars and Swiss Francs during this period. FISA is obliged to use the monthly average booking rates published by the Swiss Tax Authorities at the time the funds are received to book the receipts.

By the time these amounts were exchanged for Swiss Francs early in the following month, the rates available in the market were significantly lower than those prevailing on average in the previous month leading to this accounting loss. As the amounts and date of receipt were not certain in advance, it is not easily possible to protect against such events using forward cover. Had the receipts been at the beginning of the following month, the rates used would have been lower and the loss negligible.

## 9. Other

<b>Income</b>	<b>2012 Actual</b>	<b>2012 Budget</b>	<b>Net Result</b>	<b>2011 Actual</b>
Subscriptions fees	92'159	80'000	12'159	91'041
Other Invoicing	125'136	0	125'136	59'789
Foreign VAT recovered	8'583	0	8'583	16'953
<b>Total Income</b>	<b>225'879</b>	<b>80'000</b>	<b>145'879</b>	<b>167'784</b>
<b>Expenses</b>				
Coaches Conference	8'837	21'200	-12'363	6'215
Subscriptions	6'480	8'600	-2'120	7'652
Unrecoverable Swiss VAT	759	0	759	-9
<b>Total Expenses</b>	<b>16'076</b>	<b>29'800</b>	<b>-13'724</b>	<b>13'858</b>
<b>Net Result</b>	<b>209'803</b>	<b>50'200</b>	<b>159'603</b>	<b>153'926</b>

The subscriptions fees received in 2012 are slightly above 2011 figures (+ 1.2%), with payment of subscriptions in arrears from previous years of CHF 4'612.

Other invoicing income includes reimbursement of site visits for future rowing events of CHF 86'859.

Accommodation costs savings were achieved with the 2012 Conference held in Limerick (IRL).

### **C. CHANGES TO THE 2013 BUDGET**

A revised budget for 2013 is presented with these Congress Papers and it includes new expenditure allocations for activities that have been restored or increased in the budgeted expenditure and which had been restricted in the original four year plan due to the uncertainty of some income sources at the time it was prepared. These income sources have subsequently been confirmed and corresponding expenditure increases are now possible.

### **D 2014 BUDGET**

The 2014 budget is presented with the accounts in the usual format in these Congress Papers. This is based on the four-year plan presented at the 2012 Ordinary Congress in Plovdiv. Any adjustments will be presented at next year's Ordinary Congress.

### **E. OUTLOOK AND CONCLUSION**

FISA ended the four year financial period (2009-2012) with a level of reserves higher than the figures presented at the 2012 Ordinary Congress. At the time of writing this report FISA is in negotiation with new potential partners, which will allow an expansion of our current and future activities.

The Executive Committee has determined to create a significant reserve during the 2013-2016 period and much of the additional income from London 2012 will be allocated to permanent reserve. Part of the reasoning behind this is that expectations of income from Rio2016 are slightly lower than that achieved in London.

**Mike Williams**

Treasurer

**Emilio Pastorello**

Controller

Financial Report for the 2013 FISA Ordinary Congress

Fédération Internationale des Sociétés d'Aviron  
International Rowing Federation

Statement of Income and Expenses

INCOME	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2012 Actual
Subscription fees	89'366	84'211	91'041	80'000	92'159
Olympics, Paralympics, Youth Olympics	0	195'574	0	250'000	224'109
Rowing Events	1'094'608	1'393'135	2'793'723	724'723	2'853'278
Merchandising	95'701	87'819	53'853	70'000	67'178
Advertising	103'225	110'759	86'727	150'000	106'381
Development Programme	138'126	148'268	153'858	92'000	271'066
Income from Marketable Securities	118'085	296'620	214'180	15'500	68'058
Result on Marketable Securities Sales	5'926	-167'967	-49'325	0	63'906
Release Provison Unreal. Loss Mktbl. Secs	26'973	94'699	165'075	0	36'088
Transfer from Reserves for Future Expenses	2'621'962	2'943'977	2'871'082	3'462'542	3'462'542
Other income	348'024	148'668	308'866	0	290'199
<b>TOTAL INCOME</b>	<b>4'641'996</b>	<b>5'335'763</b>	<b>6'689'080</b>	<b>4'844'765</b>	<b>7'534'965</b>
<b>EXPENDITURE</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>
Olympics and Paralympics	7'547	183'987	8'833	250'000	368'403
Senior World Championships	471'029	652'297	536'313	2'253	66'504
Jr. World Championships	175'704	170'159	132'697	155'900	223'791
U23 World Championships	72'677	70'752	84'035	40'100	87'446
World Cup Series	305'918	252'957	460'484	300'239	580'528
Other Rowing Events	130'703	125'142	379'658	121'360	696'472
Anti Doping Programme	68'260	57'282	139'596	53'000	159'939
Development Programme	229'658	294'204	502'832	350'000	544'647
Marketing & Communications	738'373	829'766	1'580'160	902'369	1'214'807
Congress & Extraordinary Congress	60'336	39'380	19'164	10'600	21'580
Coaches Conference/Forum	49'537	19'118	6'215	21'200	8'837
Executive Committee	78'002	71'819	75'978	84'800	74'939
Council & Commissions	205'042	267'991	321'301	319'500	359'783
Administration	1'334'071	1'292'207	1'526'696	1'537'336	1'650'435
Consultancy Fee and Related Expenses	460'650	516'877	535'842	501'550	661'090
Subscriptions	7'184	8'767	7'652	8'600	6'480
Bank Fees & Charges	139'627	77'056	68'113	100'000	55'909
Unrecoverable Swiss VAT	3'851	3'343	-9	0	759
Contingency	0	0	0	50'000	0
<b>TOTAL EXPENDITURE</b>	<b>4'538'167</b>	<b>4'933'103</b>	<b>6'385'557</b>	<b>4'808'807</b>	<b>6'782'348</b>
Surplus (Deficit)	103'829	402'660	303'523		752'616
Exchange rate gain (loss)	8'094	-51'659	-107'522		-674'212
Prov. for unreal. loss on mktbl sec.	-94'699	-165'075	-36'088		-717
<b>CHANGE IN RESERVES</b>	<b>17'224</b>	<b>185'926</b>	<b>159'913</b>	<b>35'958</b>	<b>77'687</b>
Reserves for 2009-2012 expenses	8'407'765	5'463'788	2'592'706		0
Capital	1'091'187	1'277'113	1'437'026		644'877
<b>TOTAL RESERVES</b>	<b>9'498'952</b>	<b>6'740'901</b>	<b>4'029'732</b>		<b>644'877</b>



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

***Report of the auditor  
to the Congress  
on the financial statements 2012***



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 of income and expenses, statement of changes in capital, statement of changes in the “reserves for future expenses” and in the “permanent reserves” and notes, for the year ended December 31, 2012.

*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, 2012 comply with Swiss law.

PricewaterhouseCoopers SA

  
Dominique Lustenberger  
Audit expert

  
Anne-Sophie Grivois

Lausanne, May 22, 2013

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” and in the “permanent reserves”

IV Notes

BALANCE SHEET AS OF DECEMBER 31, 2012 AND 2011

<b>ASSETS</b>	<b>31.12.2012</b>	<b>31.12.2011</b>
	CHF	CHF
Cash and cash equivalents	16'488'213	722'746
Marketable securities	823'809	3'326'399
Debtors (net of provision)	516'658	340'805
Rent deposit	1'358	1'355
Prepaid expenses and accounts receivable	130'479	193'699
<b>Current assets</b>	<b>17'960'517</b>	<b>4'585'003</b>
Furniture and equipment	182'506	78'231
<b>Fixed assets</b>	<b>182'506</b>	<b>78'231</b>
<b>TOTAL ASSETS</b>	<b>18'143'023</b>	<b>4'663'234</b>
 <b>LIABILITIES AND FUNDS</b>		
Accrued expenses and provisions	1'913'592	597'414
Provision for unrealised loss on marketable securities	717	36'088
<b>Liabilities</b>	<b>1'914'309</b>	<b>633'502</b>
Permanent Reserves	2'513'309	-
Reserves for future expenses	13'070'528	2'592'706
Capital	644'877	1'437'026
<b>Funds</b>	<b>16'228'714</b>	<b>4'029'732</b>
<b>TOTAL LIABILITIES AND FUNDS</b>	<b>18'143'023</b>	<b>4'663'234</b>

**STATEMENT OF INCOME AND EXPENSES FOR 2012 AND 2011**

<b>INCOME</b>	<b>2012</b> CHF	<b>2011</b> CHF
Subscription fees	92'159	91'041
Olympics, Paralympics and Youth Olympics	224'109	-
Rowing Events	2'853'278	2'793'723
Merchandising	67'178	53'853
Advertising	106'381	86'727
Development Programme	271'066	153'858
Income from marketable securities	68'058	214'180
Result on marketable securities sales	63'906	-49'325
Release provision unrealised loss on marketable securities	36'088	165'075
Transfer from Reserves for future expenses	3'462'542	2'871'082
Other	290'199	308'866
<b>Total Income</b>	<b>7'534'965</b>	<b>6'689'080</b>
 <b>EXPENDITURE</b>		
Olympics, Paralympics and Youth Olympics	368'403	8'833
World Championships & Congress	399'322	772'208
Coaches Conference, Forum	8'837	6'215
World Cup Series	580'528	460'484
Other Rowing Events	696'472	379'658
Development Programme	544'647	502'832
Anti-Doping Programme	159'939	139'596
Marketing & Communications	1'214'807	1'580'160
Executive Committee	74'939	75'978
Council & Commissions	359'783	321'301
Administration	1'650'435	1'526'696
Salaries and related expenses	1'258'838	1'175'498
Rent and office expenses	312'457	286'664
Legal, insurance	79'141	64'534
Consultancy fees and related expenses	661'090	535'842
Subscriptions	6'480	7'652
Bank fees & charges	55'909	68'113
Exchange rate loss	674'212	107'522
Unrecoverable Swiss VAT	759	-9
<b>Total Expenditure</b>	<b>7'456'560</b>	<b>6'493'079</b>

STATEMENT OF INCOME AND EXPENSES FOR 2012 AND 2011 (con't)

	2012 CHF	2011 CHF
Excess of surplus / charges for the year before allocation to provisions	78'404	196'001
<b>Add / Less :</b>		
Allocation to provision for unrealised loss on marketable securities	-717	-36'088
<b>Excess of income / loss for the year</b>	<b>77'687</b>	<b>159'913</b>

**STATEMENT OF CHANGES IN CAPITAL FOR THE YEARS ENDED  
DECEMBER 31, 2012 AND 2011**

	<b>2012</b> CHF	<b>2011</b> CHF
Capital at the beginning of the year	1'437'026	1'277'113
<b>to add :</b>		
Result for the year	77'687	159'913
<b>less :</b>		
Capital allocated to "reserves for future expenses"	-869'836	0
<b>Capital at the end of the year</b>	<b>644'877</b>	<b>1'437'026</b>

**STATEMENT OF CHANGES IN THE "RESERVES FOR FUTURE EXPENSES" AND  
"PERMANENT RESERVES" FOR THE YEAR ENDED DECEMBER 31, 2012 AND 2011**

	<b>2012</b> CHF	<b>2011</b> CHF
Total Reserves at the beginning of the year	2'592'706	5'463'788
<b>to add :</b>		
Capital allocated to "reserves for future expenses"	869'836	0
Amount set aside against future expenditure from 2012 income	15'583'837	0
<b>less :</b>		
Allocation against operating expenditure for the year 2012 / 2011	-3'462'542	-2'871'082
<b>Total Reserves at the end of the year</b>	<b>15'583'837</b>	<b>2'592'706</b>

**NOTES TO THE FINANCIAL STATEMENT 2012**

**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 2012 Olympic Games was received in 2012.

	<b>2012</b>	<b>2011</b>
	CHF	CHF
<b>2. Fire insurance value of tangible assets</b>	300'000	260'000

**Financial Report for the 2013 FISA Ordinary Congress  
(amounts in Swiss Francs)**

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

**Four year financial plan including 2014 base budget**

<b>INCOME</b>	<b>2013 Budget</b>	<b>2013 Revised Budget</b>	<b>2014 Budget</b>	<b>2015 Budget</b>	<b>2016 Budget</b>
Subscriptions	80'000	80'000	80'000	80'000	80'000
Events and Rights	2'692'095	3'014'153	1'791'535	1'977'535	821'645
Merchandising	70'000	70'000	70'000	70'000	70'000
Advertising	85'000	85'000	85'000	85'000	85'000
Development Programme	72'000	72'000	72'000	72'000	72'000
Income from Marketable Securities	150'000	300'000	110'000	65'000	25'000
Transfer from Reserves for Future Expenses	2'304'475	2'689'328	2'780'135	2'447'435	4'253'630
Other income	137'250	137'250	137'250	137'250	137'250
<b>TOTAL INCOME</b>	<b>5'590'820</b>	<b>6'447'731</b>	<b>5'125'920</b>	<b>4'934'220</b>	<b>5'544'525</b>
<b>EXPENDITURE</b>	<b>2013 Budget</b>	<b>2013 Revised Budget</b>	<b>2014 Budget</b>	<b>2015 Budget</b>	<b>2016 Budget</b>
Olympics and Paralympics	0	0	0	25'000	150'000
Senior World Championships	305'000	305'000	255'000	105'000	0
Jr. World Championships	125'000	125'000	125'000	65'000	125'000
U23 World Championships	40'000	40'000	40'000	40'000	40'000
World Cup Series	573'000	573'000	215'000	215'000	215'000
Other Rowing Events	145'000	145'000	145'000	145'000	145'000
Anti Doping Programme	100'000	100'000	100'000	100'000	100'000
Development Programme	400'000	400'000	400'000	400'000	400'000
Publications & Website	251'700	353'700	236'700	236'700	236'700
Marketing & Promotions	552'000	737'000	492'000	492'000	372'000
Television services	130'000	360'000	125'000	125'000	100'000
Congress & Extraordinary Congress	30'000	30'000	10'000	10'000	10'000
Coaches Conference	10'000	10'000	10'000	10'000	10'000
Executive Committee	78'000	78'000	78'000	78'000	78'000
Council & Commissions	475'000	525'000	435'000	435'000	390'000
Personnel	1'200'000	1'200'000	1'250'000	1'300'000	1'350'000
Travel and office expenses	485'000	500'000	540'000	475'000	460'000
Consultants	556'120	637'000	569'220	582'520	596'120
Subscriptions	10'000	10'000	10'000	10'000	10'000
Bank Fees & Charges	125'000	125'000	90'000	85'000	75'000
<b>TOTAL EXPENDITURE</b>	<b>5'590'820</b>	<b>6'253'700</b>	<b>5'125'920</b>	<b>4'934'220</b>	<b>4'862'820</b>
Surplus (Deficit)	0	194'031	0	0	681'705
<b>CHANGE IN RESERVES</b>	<b>0</b>	<b>194'031</b>	<b>0</b>	<b>0</b>	<b>681'705</b>
Reserves for future expenses		10'381'200	7'601'065	5'153'630	900'000
Permanent reserves		2'513'309	2'513'309	2'513'309	2'513'309
Capital		838'908	838'908	838'908	1'520'613
<b>TOTAL RESERVES</b>		<b>13'733'417</b>	<b>10'953'282</b>	<b>8'505'847</b>	<b>4'933'922</b>

## **AGENDA ITEM 13**

### **Place and Date of the 2014 Ordinary Congress**

The FISA Council proposes that the 2014 Ordinary Congress be held on Monday, 1 September 2014 in Amsterdam, the Netherlands.

# AGENDA ITEM 14

## Attribution of future FISA Events in accordance to Rule 6

### 1. 2015 WORLD ROWING UNDER 23 CHAMPIONSHIPS

**Candidate** Bulgarian Rowing Federation  
Plovdiv

The Bid Deadline is 30 June 2013. The Council, in accordance with Rule 6, review the final bid documents and meet the bidding committee on 14 July in Lucerne, Switzerland and then will make its judgement about its suitability as a candidate and present it to the Congress for final approval.

### 2. 2017 WORLD ROWING CHAMPIONSHIPS

**Candidate** United States Rowing Federation  
Sarasota, Florida

The Bid Deadline is 30 June 2013. The Council, in accordance with Rule 6, review the final bid documents and meet the bidding committee on 14 July in Lucerne, Switzerland and then will make its judgement about its suitability as a candidate and present it to the Congress for final approval.

### 3. 2018 WORLD ROWING CHAMPIONSHIPS

**Candidate** Bulgarian Rowing Federation  
Plovdiv

The Bid Deadline is 30 June 2013. The Council, in accordance with Rule 6, review the final bid documents and meet the bidding committee on 14 July in Lucerne, Switzerland and then will make its judgement about its suitability as a candidate and present it to the Congress for final approval.

## **AGENDA ITEM 15**

### **Reports on Applications for Affiliation and Voting Consequent Thereon**

Requests for Membership of FISA from:

- a. Benin                                Benin Rowing Federation
- b. Botswana                            Botswana Rowing Federation
- c. Mali                                    Mali Rowing Federation
- d. Saudi Arabia                        Saudi Arabian Maritime Sports Federation
- e. St. Vincent & Grenadines    St. Vincent and the Grenadines Rowing Association

# AGENDA ITEM 17

## Council and Executive Committee Elections in accordance with Articles 39 and 48

### 1. PRESIDENT

**Candidate** Denis Oswald (SUI)

Mr. Oswald has declared in advance that, if re-elected, he would not serve until the next Congress (2014) and, therefore, the Council has announced that the election for his successor will take place at this 2013 congress, which follows.

### 2. PRESIDENT (to be the successor of the current president)

**Candidates** John Boulton (AUS)

Jean-Christophe Rolland (FRA)

Tricia Smith (CAN)

### 3. VICE PRESIDENT

**Candidates** Anita DeFrantz (USA)

Tricia Smith (CAN)

### 4. TREASURER

**Candidate** Michael Williams (GBR)

### 5. ELECTION OF THREE COMMISSION CHAIRS TO THE EXECUTIVE COMMITTEE

Proposal of the Council:

- a. John Boulton (AUS), Chair, Competitive Commission
- b. Tricia Smith (CAN), Chair, Women's Commission
- c. Mike Tanner (HKG), Chair, Events Commission

## **AGENDA ITEM 19**

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

Comments on the 2012 Olympic Qualification System and proposals for the 2016 Olympic Qualification System

(to follow)

# **AGENDA ITEM 20**

## **Report of the Development Department**

### 1. Development Programme Report

# FISA DEVELOPMENT PROGRAMME

## Overview

With 2012 having been the Olympic year, the development programme was mainly focused on helping as many teams as possible to try to qualify at the Continental Olympic Qualification Regattas. In the case of crews that had already qualified, FISA tried to help them to prepare as well as possible for the Games.

The organization of numerous training camps in 2012 was meant to assist teams to be at their best possible level for London. However, after the Olympics, the Development Programme began its focus on the planning for the next four years.

As discussed in last year's report, the process of closer collaboration with the continental associations and having coaching teams or coaching working groups in place on each continent is moving forward.

The start of a new Olympic quadrennium is always an exciting time with new ideas and energy on the activities to come. The FISA Development Programme has put forward several different themes to focalize this energy. We believe that this next four years will be a period of dynamic change for development activities and rowing overall.

## Youth Olympic Games Preparations

A continental qualification system for the Youth Olympic Games has now been launched. It has been a good exercise with the support of the continental associations and host national federations to make these events happen. The continental rowing confederations on

each continent are working in coordination with the host organizing committees in Montevideo (URU), Samarkand (UZB) and Tunis (TUN). In the case of Montevideo and Samarkand, new regatta courses will be used for the competitions. Working with existing continental events to maximize the benefits for the region and reduce costs will hopefully prove to be a success. Training camps before the regattas will be supported through funding from Olympic Solidarity and FISA. The Umpiring and Events Commissions are also helping to develop more umpires and events organisers in the regions.

## Athlete Scholarships

The FISA Development Programme, in cooperation with several National Olympic Committees and National Federations, has identified some athletes who are preparing for the Youth Olympic Games or Olympic Games. We are helping them to structure training and prepare for competition that will best help these athletes to compete well. FISA is very fortunate to have been given this opportunity by Olympic Solidarity and the respective NOCs to identify and develop athletes for the future.

## Olympic Games Preparations

The FISA Development Programme is working on identifying the venues for the Continental Qualification Regattas for the 2016 Rio Olympic Games in coordination with the continental associations, potential host organising committees and the FISA Events Commission. FISA will again try to organize training camps

before each continental qualification regatta with support from Olympic Solidarity.

We have seen that to organise quality continental events that have links to development, it is necessary to start planning as far in advance as possible.

## **Coaching Education**

The Development Programme is changing the way that coaching education is delivered and how coaches are tracked and evaluated. We are fortunate to have agreements with the British, French and Spanish rowing federations to be able to access their materials and experts.

Additionally, each year, FISA is pleased to have several coaches from around the world taking part in the International Coaching Education Certification Programme (ICECP) that is supported via the United States Olympic Committee and OS.

A new group of coaches is being educated through the FISA Development Programme to be able to best support different types of coaching education projects world-wide.

## **Americas**

The FISA Development Programme organized a coaching seminar in Seville in February 2013 for the coaching experts who will be assisting us in Latin America in the future. This new group of coaches is led by Osvaldo Borchhi (ARG/MEX) and includes Augusto Grandjean (CHI), Hernan Leguizamon (ESA/ARG) and Ruben Scarpeti (URU) with administrative support from Victoria Aguirregomezcorta (ARG/ESA).

This group will be running training camps and coaching activities in the Americas, and

coordinating with the Confederation of Pan American Rowing (COPARE). Meetings have recently been held among representatives of PASO, the Pan American Sports Organization, COPARE President Juan Oberti Pesce and Mr. Borchhi, and resulted in very positive support from PASO to work with COPARE on an improved qualification system for the Pan Am Games. Additionally, discussions took place around organising athlete training activities and coach education seminars in the near future. The hope is that these activities will continue in the future and strengthen the rowing relationship via COPARE with PASO and development on the continent.

Felipe Flores of El Salvador took part in the ICECP coaching certification programme in 2012-2013. This course provides coaches from around the world access to top level coaching education and experts to help them develop projects for their country or region. Felipe will be working with the team in the Americas to progress the activities in the Central American and Caribbean region further.

## **Asia**

The Asian Rowing Federation is investigating the possibility of organising continental coaching conferences in future.

Sri Lanka will start a national coaching structure development course through Olympic Solidarity in mid-2013. With help from the National Olympic Committee of Sri Lanka as well as examples from other International Federations (specifically Tennis), FISA will be launching a new national coaching structure system. More information will be available online towards the end of 2013.

Chris Perry continues to provide advice and guidance in the region.

## Africa

A coaching conference was hosted by the Kenyan federation at the end of 2012 in cooperation with Olympic Solidarity and British Rowing. The chance to use coaching education experts in these types of courses is better adapted to the needs of these nations, and we will continue to work more closely with developed national federations to use their well-established resources to help developing federations.

The Sudanese coach Gibreel Mohammed presented a project for a regional rowing centre through his studies with the ICECP that was well received. FISA will be trying to work with the Sudan NF, NOC and OS to further develop this project.

South Africa has recently hosted a coaching course in Pretoria with coaches attending from Angola, Kenya, Namibia, Uganda and Zimbabwe.

Michel Doutre and Fayçal Soula continue to lead coaching activities in Africa and will be supported when necessary by coaches such as Vincent Tassery (FRA) and Roger Barrow (RSA).

## TRAINING CAMPS

**2012 World Rowing Cups and World Championships** – The organising committees supported teams with accommodation offers from the following nations to help them attend events in 2012: Algeria, Armenia, Cameroon, Chile, Cuba, Cyprus, Egypt, Georgia, Indonesia, Iraq, Israel, Kazakhstan, Kenya, Moldova, Niger, Paraguay, Peru, Samoa, Tunisia, Uganda, Zambia and Zimbabwe.

As always, we thank the host organising committees and the boat builders such as Wintech, Filippi, Stampfli, Martinoli, Concept II and Croker for helping with equipment loans.

**2012 African Championships** – This event took place at the end of November in Alexandria, Egypt. Teams attended with support from FISA and Olympic Solidarity from Algeria, Egypt, Kenya, Morocco, Niger, Togo, Tunisia, Uganda and Zimbabwe.

**2013 Seville** – The FISA Development Programme continues to benefit from the opportunity to use the Seville Training Centre due to the generous support of the Spanish Rowing Federation, the Andalusian Sport Department and the centre's administration. This year the Seville Training Camp was mainly focused on harmonizing the new group of FISA Coaches on the preparation, delivery and evaluation of coach and athlete activities. It also provided them with an overview of the projects for the next four years. It was a chance for the coaches to learn from Thor Nilsen and Penny Chuter both on and off the water and to discuss their ideas and suggestions for rowing world-wide.

Athletes also attended from Algeria, Colombia, Mexico, Moldova, Paraguay, Peru, Puerto Rico and Uruguay.

**2013 Piediluco** – Thanks to the initiative of the Italian Rowing Federation, the FISA Development Programme was again able to organise a training camp just before the 'Paolo D'Aloja Memorial Regatta' from 12 to 22 April. We thank the Italian Rowing Federation and the organising committee for their support as it benefits teams that need this type of activity to improve their performance level.

## **EQUIPMENT DONATION**

- Boats were donated to the following federations in West Africa to Benin, Ghana, Niger and Togo.
- A donation of equipment is planned for Jamaica after a re-assessment of the needs of the federation for rowing to best develop.
- A donation of equipment is planned for Mauritius; FISA is awaiting the completion of the paperwork before shipment.
- A donation of equipment is planned for Madagascar; FISA is awaiting the completion of the paperwork before shipment.
- Botswana will host the 2014 African Youth Olympic Games and FISA will be cooperating with them to develop their national structure and prepare the event. A donation of equipment is also planned.

## **OTHER**

- Vanuatu in coordination with the Oceania Rowing Association is being assisted by Rowing Australia and Rowing New Zealand to prepare for their first international participation at the 2013 World Rowing Championships in Chungju, Korea.
- A strategy document is being developed to review the overall situation for women in the sport of rowing and to provide the basis for some future steps.

**Thor Nilsen**

**Anita De Frantz**

**Sheila Stephens-Desbans**