



World Rowing's Strategic Framework

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Fédération Internationale des Sociétés d'Aviron (FISA) Guiding Principles

FISA was formed in 1892 and is the first international sport federation; it was established to create a standard set of rules of the sport, standardise the equipment used in the sport and create international competitions for the rowers in the sport. It has the following guiding principles:

Priority to Rowers and Rowing	The interests, well-being and health of the rowers are always at the centre of our sport. FISA directs its work in the interests of rowers and rowing.
Rowing in all its Forms	FISA recognises the value of the different forms of rowing that exist globally and that enable the sport to be practised by people of differing ages, abilities and training objectives. FISA seeks to both represent and develop all of these different forms of rowing.
Equality of Opportunity & Fairness	FISA seeks to ensure fairness and equality of opportunity, both in competition and across all levels of the organisation.
Inclusion & Non-Discrimination	FISA is committed to inclusion and accessibility, strives for gender equality and does not tolerate any form of discrimination.
Integrity	FISA is committed to the highest ethical standards, is a recognised leader in the fight against doping and is dedicated to preventing the manipulation of competitions.
Sustainability	FISA carefully assesses sustainability in all its actions and decisions. FISA endorses a responsible and sustainable approach to the planning and staging of its events so as to maximise positive impacts and minimise negative impacts on the environment and surrounding communities.
Autonomy & Independence	FISA undertakes to preserve the independence and autonomy of international sport.
Integral Part of World Sport	FISA seeks to ensure a leading position for rowing in the world of sport. FISA is an integral member of the Olympic and Paralympic movements and other leading world sports organisations.

FISA's Vision

To encourage the development of the sport of rowing and strengthen the bonds that unite all who enjoy this sport.

FISA's Mission

To make rowing a universally practised and globally relevant sport in all its forms.

To effectively and efficiently govern, develop, showcase and promote the sport of Rowing and respect and protect the environment when practicing the sport.

Core Values of Rowing

Fairness	In a spirit of fair play, rowers learn self-discipline, the need for commitment and respect for their opponents.
Teamwork	Rowers learn that by working together to achieve a common goal everyone achieves more.
Inclusiveness	Rowers combine into a single and cooperative community, irrespective of race, gender, orientation, creed, age or ability.
Timeless	Rowers pass on time-honoured values and shared experiences from past to future generations.
Environmental awareness	Rowers respect and safeguard the water and its surroundings.

World Rowing's Strategic Plan

Goal I Govern and Administer Rowing

Objective 1

Transparency – Govern with clarity and transparency.

Objective 2

Democracy – Ensure key stakeholders are represented in decision making processes.

Objective 3

Integrity – Promote strong ethical principles across the organisation.

Objective 4

Efficient Management – Manage effectively, efficiently and sustainably.

Objective 5

Control Mechanisms – Ensure resources are safeguarded and managed effectively.

Goal II Develop Rowing

Objective 1

Participation – Increase the participation of member national federations (NFs) in leading events.

Objective 2

Integration – Integrate and expand all forms of rowing.

Objective 3

Opportunities – Increase the number of rowing opportunities through clubs, schools, universities and other entities.

Objective 4

Quality & Education – Improve the quality of rowing and coaching worldwide.

Objective 5

Universality – Increase the number of countries that practise rowing and ensure their ongoing growth.

Goal III Showcase Rowing through Events

Objective 1

Quality – Deliver rowing events of a standard appropriate to status and category, in terms of competition level, facilities & event operations.

Objective 2

Attractiveness – Provide an event programme that includes high quality events in formats that are attractive and relevant to our target audiences, showcasing the best aspects of the sport.

Objective 3

Legacy – Support the sustainable development and maintenance of world class rowing venues around the world and collaborate with venue owners and event organising committees to help deliver their strategic legacy-related objectives.

Objective 4

Diversity – Showcase all disciplines of the sport of rowing through rowing events on all continents and at multi-sport games.

Goal IV Promote Rowing

Objective 1

Television – Support and increase traditional television coverage while expanding digital-based, social media-based and second screen video opportunities.

Objective 2

Communications – Be the main source of rowing information across all World Rowing's channels.

Objective 3

Progressive Communications – Promote and develop the sport of rowing

Objective 4

Marketing – Promote rowing, its values and rowers in all FISA activities.

Objective 5

Partnerships – Attract and retain partners that complement rowing's values and the World Rowing brand and activate their partnership globally and locally.

Goal V – Respect and Preserve the Environment through Rowing

Objective 1

Sustainable Events – Stage events using leading environmental and sustainability standards, policies and practices.

Objective 2

Education – Engage and educate the world's rowing audience in the clean water mission.

Objective 3

Activities – Engage with NFs in order to increase their activities and those of their member clubs in the environmental protection and clean water mission.

Objective 4

Leadership – Lead by example ensuring that, as far as possible, all of FISA's activities, including events and daily operations, are conducted in an environmentally sustainable way.

Objectives and Actions for each Goal of World Rowing's Strategic Plan

- Goal I Govern and Administer Rowing
- Goal II Develop Rowing
- Goal III Showcase Rowing through Events
- Goal IV Promote Rowing
- Goal V Respect and Preserve the Environment through Rowing

Goal I – Govern and Administer Rowing

Objective 1

Transparency – Govern with clarity and transparency

- 1.1 Publish and make widely available the following documentation and information:
 - a. Statutes, Rules of Racing and Event Regulations;
 - b. Organisational information about elected officials, commissions and staff. Include descriptions of responsibilities and terms of reference, where applicable;
 - c. Relevant information regarding member federations;
 - d. Strategic Plan and Key Performance Indicators;
 - e. Annual audited financial accounts and annual activity reports;
 - f. Congress Agenda Papers and Minutes and
 - g. Council decisions and any other important FISA decisions.

Objective 2

Democracy – Ensure key stakeholders are represented in decision-making processes

- 2.1 Apply statutory election processes and ensure that candidates receive equal treatment.
- 2.2 Publish all open positions for elections and appointments, and include the process for application, role descriptions and eligibility criteria.
- 2.3 Ensure term limits and/or time in office criteria are applied to elected positions.
- 2.4 Ensure key stakeholders have the opportunity to be represented in governing bodies.
- 2.5 Ensure governing bodies meet regularly (Congress, Council and Executive Committee).

Objective 3

Integrity – Promote strong ethical principles across the organisation

- 3.1 Comply with:
 - a. FISA and IOC Codes of Ethics, and address appropriately potential risks to the integrity of rowing;
 - b. WADA World Anti-Doping Code and operate an efficient anti-doping programme;
 - c. IPC Codes and related documents; and
 - d. Regulations regarding manipulation of competitions & betting.
- 3.2 Make public all decisions of disciplinary bodies and related sanctions, as well as pending cases, where applicable and as appropriate.
- 3.3 Develop integrity awareness and education programmes.

Objective 4

Efficient Management – Manage effectively, efficiently and sustainably

- 4.1 Regularly assess the Statutes, Rules and Regulations as well as the Strategic Plan and Key Performance Indicators.
- 4.2 Define clear roles, goals, deliverables and responsibilities for the Executive Director, Staff, Consultants and Service Providers.
- 4.3 Ensure that the governance bodies meet regularly and minutes are recorded.
- 4.4 Hold regular meetings for planning, communications & consultation purposes with Member National Federations, FISA Commissions and Staff.
- 4.5 Consider equality, integrity, inclusiveness and sustainability in all management decisions.

Objective 5

Control Mechanisms – Ensure resources are safeguarded and managed effectively

- 5.1 Use Ethics Panels and the Finance Sub-Committee as appropriate, with independent representation, where possible.
- 5.2 Establish and maintain internal control and risk management systems.
- 5.3 Ensure use of accounting control mechanisms and external financial audit.
- 5.4 Apply an open tender policy for major commercial and procurement contracts.
- 5.5 Prepare an annual budget and four-year financial plan and apply the required approval process.

Goal II – Develop Rowing

Objective 1

Participation – Increase the participation of member national federations (NFs) in leading events

- 1.1 Encourage all NFs to stage national championships for men and women.
- 1.2 Encourage all NFs to participate with men and women in Continental, World Junior, World Under 23 and World Senior Championships, and Olympic, Paralympic and Youth Olympic Games qualification regattas.
- 1.3 Shape the qualification systems for the Olympic, Paralympic and Youth Olympic Games to complement FISA's development objectives.

Objective 2

Integration – Integrate and expand all forms of rowing

- 2.1 Create specific strategies to develop para rowing fully supporting the priorities of the IPC.
- 2.2 Create specific strategies to develop coastal rowing, indoor rowing, masters rowing, city sprints rowing and recreational rowing.
- 2.3 Create manuals for development and staging events for all of the above.

Objective 3

Opportunities – Increase the number of rowing opportunities through clubs, schools, universities and other entities

- 3.1 Create specific projects to assist NFs to develop rowing among these specific groups.
- 3.2 Create materials specific for coaches of these groups.
- 3.3 Create materials specific for leaders of these groups.
- 3.4 Stage events specific to these groups of rowers.
- 3.5 Exploit the opportunities for developing university rowing in partnership with university rowing organisations around the world.

Objective 4

Quality & Education – Improve the quality of rowing and coaching worldwide

- 4.1 Continue to increase the number and quality of:
 - a. training camps offered for rowers from development programme countries;
 - b. basic-level coaching courses offered for coaches from development programme countries and international coaching conferences for high level coaches; and
 - c. scholarships for rowers and coaches through Olympic Solidarity;
- 4.2 Continue to improve and expand:
 - a. coaching and rowing development materials; and
 - b. continental coaching development team, to cover more countries and cooperate with the relevant Commissions to provide educational resources through training camps and regattas;
- 4.3 Target and prioritise specific member federations for support in the short, medium and long term.

Objective 5

Universality – Increase the number of countries that practise rowing and ensure ongoing growth

- 5.1 Identify non-rowing countries and direct development support to help establish them;
- 5.2 Create a detailed strategy for each country, considering the style of rowing best suited to the natural local conditions, and include the National Olympic Committee, Sports Ministry and Olympic Solidarity;
- 5.3 Target countries on a priority basis for a phased approach depending on potential in the short, medium and long term;
- 5.4 Provide technical and administrative guidance online and in person.
- 5.5 Utilise event bidding opportunities to develop places to train and compete.
- 5.6 Ensure the development of rowing in all its forms is undertaken in a sustainable way.

Goal III – Showcase Rowing through Events

Objective 1

Quality – Deliver rowing events of a standard appropriate to status and category, in terms of competition level, facilities and event operations.

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- 1.1 Ensure that competition facilities are of the appropriate standard and provide optimal conditions for rowers to fully demonstrate their talents.
 - 1.2 Ensure that competitions are operated according to the FISA Rule Book and in a fair and consistent manner for all FISA events and FISA-sanctioned events.
 - 1.3 Ensure events adhere to FISA's 'Principles for Event Programmes' and respect FISA's environmental and sustainability standards.
 - 1.4 Apply appropriate guidelines and standards for event organisers to provide world class event services and facilities beyond the competition aspects.

Objective 2

Attractiveness – Provide an event programme that includes high quality events in formats that are attractive and relevant to our target audiences, showcasing the best aspects of the sport.

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- 2.1 Ensure that the event programme and schedule is developed to maximise access by our audiences.
 - 2.2 Ensure that the competition and event are attractive to athletes, spectators, TV, online audiences and media. Ensure that the event and (where applicable) the TV production delivers value to the stakeholders.
 - 2.3 Ensure that the format and delivery style of the event reflect rowing's core values and FISA's guiding principles.

Objective 3

Legacy – Support the sustainable development and maintenance of world class rowing venues around the world and collaborate with venue owners and event organising committees (OCs) to help deliver their strategic legacy-related objectives.

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- 3.1 Set clear standards and requirements for venues and event operations.
 - 3.2 Make available consulting services to advise on the development of new or existing venues.
 - 3.3 Enable knowledge transfer by providing resources to OCs to learn from previous events and develop their capacity to host events.
 - 3.4 Work with venue owners to support their strategic plans to develop and/or improve their venues e.g. by attributing and supporting events.
 - 3.5 Strive to develop or refine event models that are financially and operationally sustainable for OCs and venues.

Objective 4

Diversity – Showcase the sport of rowing through rowing events on all continents and across all disciplines.

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- 4.1 Strive to ensure that the World Rowing portfolio of events (including coaches conferences and FISA congresses) is geographically-balanced and appropriately showcases rowing as an international sport.
 - 4.2 Stage events for all disciplines of rowing under the umbrella of World Rowing.
 - 4.3 Provide events for all ages, ensuring pathways for athletes striving to row at the elite level and underpinning that rowing is a sport for life.

Goal IV – Promote Rowing

Objective 1

Television – Support and increase traditional television coverage while expanding digital-based, social media-based and second screen video opportunities

- 1.1 Further strengthen the relationship with linear television broadcasters while ensuring consistency over the production and direction of the sport aspects of the host broadcast. Introduce attractive technologies to better portray the sport during the host broadcast.
- 1.2 Expand the distribution of broadcast images to expand audiences through custom-made content such as news edits, interviews in mother-tongue, social media and other means of broadcast such as digital delivery means, to directly engage with our communities.
- 1.3 Accumulate rights-owned content and carve out content that can be used to further promote our sport.

Objective 2

Communications – Be the main source of rowing information across all World Rowing's channels.

- 2.1 Ensure that all communications are current, relevant and of high quality and that communication activities are integrated across all channels.
- 2.2 Maintain a management system for content to ensure an integrated messaging approach across all communication channels, and review and develop all key internal and external target audiences and tailor information to their channel(s) and needs.
- 2.3 Use the World Rowing website as the main hub for all rowing related information including our brand values, Clean Water messaging, our events and communities. Maintain the website usability across all digital devices in line with the growth of mobile and tablet usage.

Objective 3

Progressive Communications – Promote and develop the sport of rowing

- 3.1 Continually evaluate new digital communication channels and platforms.
- 3.2 Build and sustain relationships that will help to better communicate what we do and influence what others say about us.
- 3.3 Build our digital presence and audience in accordance with our digital and social media strategy using quality, sharable content while promoting the development of the sport, including information on how to participate, different forms of rowing and differentiating rowing from other sports.
- 3.4 Ensure that Rowing is placed prominently in the IOC's new global Olympic Channel.

Objective 4

Marketing – Promote rowing, its values and rowers in all World Rowing activities

- 4.1 Promote rowing's values "365 days a year", using coordinated marketing and communication plans through all communication channels, including TV images, videos, photos, commentary and written text.
- 4.2 Communicate with all communities of rowers and fans around the world, on all platforms including their preferred channels while prioritising the core elements of the sport
- 4.3 Further promote rowing's communities and new elements such as City Sprints, which will interest new audiences
- 4.4 Promote rowing's Clean Water values and strengthen the image of rowing as an environmentally sustainable sport.

Objective 5

Partnerships – Attract and retain partners that complement rowing's values and the World Rowing brand and activate their partnership globally and locally.

- 5.1 Approach the market differently by changing to values- and CSR-led and digitally activated partnerships, from just "TV-exposure"-led partnerships.
- 5.2 Attract partners that will complement our sport and brand while creating opportunities for them to activate their investments.
- 5.3 Support official partnerships, each with an individual and exclusive area of ownership, to reinforce and showcase our unique selling points.
- 5.4 Create opportunities for partnership activation and special promotional events.

Goal V – Respect and Preserve the Environment through Rowing

Objective 1

Sustainable Events – Stage events using leading environmental and sustainability standards, policies and practices

- 1.1 Continually review FISA Event policies and guidelines as well as Sustainability Guidelines to ensure relevance of content, striving to become “best in class”.
- 1.2 Reinforce the principles of the policies and guidelines directly with all OCs, from bid stage through delivery of the event, to maximise environmental, social and financial sustainability.
- 1.3 Implement a recognised standard or certification relating to sustainable event management and monitoring, consistently across all events.
- 1.4 Develop, maintain and promote the use of environmental policies and guidelines relevant for FISA’s events.

Objective 2

Education – Educate the world’s rowing audience in the Clean Water mission.

- 2.1 Facilitate local activations at FISA events and other rowing events, where possible, to increase engagement and awareness.
- 2.2 Continually update and enhance the Environmental page on the World Rowing website.
- 2.3 Promote stories of initiatives, whether at national, regional or grass-roots levels, related to the Clean Water mission.
- 2.4 Educate about the impact of carbon dioxide pollution by creating a carbon-offsetting tool for World Rowing stakeholders to support.

Objective 3

Progressive Communications - Activities – Engage with NFs in order to increase their activities and those of their member clubs in the Environmental Protection and Clean Water mission

- 3.1 Continually evaluate new digital communication channels and platforms.
- 3.2 Build and sustain relationships that will help to better communicate what we do and influence what others say about us.
- 3.3 Build our digital presence and audience in accordance with our digital and social media strategy using quality, sharable content while promoting the development of the sport, including information on how to participate, different forms of rowing and differentiating rowing from other sports.
- 3.4 Ensure that Rowing is placed prominently in the IOC’s new global Olympic Channel.

Objective 4

Leadership – Lead by example ensuring that, as far as possible, all of FISA’s activities, including events and daily operations, are conducted in an environmentally sustainable way.

- 4.1 Ensure FISA’s operations and practices in terms of environmental impact and sustainability are “best in class” for a sports federation.
- 4.2 Approach all of FISA’s activities with environmental sustainability in mind, prioritising the efficient and effective use of resources to achieve our objectives over the long term.
- 4.3 Establish the Kafue River and Rowing Centre (KRRC) as World Rowing’s principal social responsibility initiative.
- 4.4 Engage all stakeholders of the KRRC project using relevant communication media to maximise awareness (and therefore its educational value) as well as fundraising for the project.