



*Fédération
Aéronautique
Internationale*

Summary of Discussions

of the

Meeting of FAI Active Members' Presidents

**Held at the Aero-Club of Italy
in Rome (ITA)**
on Thursday 25 and Friday 26 August 2011

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1. Opening Words of Welcome by FAI President, Dr. John GRUBBSTRÖM

The FAI President Dr. John GRUBBSTRÖM opened the meeting at 13h.35 at the Headquarters of the Aero-Club of Italy in Rome. He thanked the FAI Active Members' Presidents who had travelled to Rome and welcomed them to the third NAC Presidents' Meeting. He expressed his satisfaction to see so many new Presidents or NAC Representatives. The FAI President especially thanked Sen. Giuseppe LEONI, President of the Aero-Club of Italy, for hosting the meeting in the superb home of the Aero-Club of Italy.

Even though this meeting had no statutory status, it offered an excellent opportunity to present current projects, exchange ideas and debate on the future of FAI and Air Sports. The FAI President therefore invited each participant to take an active part in the meeting and to contribute to the dialog. Some NAC Presidents had expressed doubts about the need for this meeting, especially so close to the General Conference, but the FAI President hoped that this meeting would continue in the future; he was however open to discuss where and when meetings should be held, and an item had been included in the Agenda for the second day of the meeting.

The FAI President confirmed that FAI Secretary General Stéphane DESPREZ would leave the FAI at the end of September to join the Fédération Internationale de Motocyclisme (FIM) as their new CEO. The process for appointing a new Secretary General was progressing well : Previous candidates had been contacted, new candidatures received, and final negotiations were currently under way. The FAI President hoped that he would be in a position to make an announcement within the next two weeks.

2. Roll Call

FAI Active Members

Aloïs ROPPERT	Austria	President
Dr. Peter SCHMAUTZER	Austria	Vice-President
Huseynghulu BARIROV	Azerbaijan	President
Helge HALG	Denmark	President
Anders MADSEN	Denmark	Secretary General
Klaus KOPLIN	Germany	President
Tom McCORMACK	Ireland	President
Sen. Giuseppe LEONI	Italy	President
Gen. Carlo LANDI	Italy	Director General
Carlo LECUIT	Luxemburg	President
Ernest MATTIUSSI	Luxemburg	Secretary General
Abdillah TENGKU HASSAN	Malaysia	President
Nebojsa JUSKOVIC	Montenegro	FAI Vice President
Frits BRINK	Netherlands	President
Arild SOLBAKKEN	Norway	President
Paulo MOURA MARQUES	Portugal	President
Mohammed AL-KHATER	Qatar	Secretary General
Constantin VOICU	Romania	Vice-President
Vladimir IVANOV	Russia	President
Manuel ROCA VIAÑA	Spain	President (Royal Spanish Aeronautical Federation)
Gloria MOO MARIÑO	Spain	Interpreter
José Luis OLIAS	Spain	President (Founder Member)
Jesus Vicente MINGARRO	Spain	Interpreter
Bengt LINDGREN	Sweden	President
Felix KISER	Switzerland	Secretary General
Osman YILDIRIM	Turkey	President
Ismet KAYHAN	Turkey	Executive Board Member
Mustafa E. ERGENCOGLU	Turkey	Foreign Affairs Officer
David ROBERTS	United Kingdom	President

FAI Executive Board

Dr. John GRUBBSTRÖM	FAI	President
Alvaro de ORLEANS-BORBON	FAI	Executive Director
Robert CLIPSHAM	FAI	Executive Director Finance
Robert HENDERSON	FAI	Executive Director
Otto LAGARHUS	FAI	Executive Director
Beat NEUENSCHWANDER	FAI	Executive Director
Stephane DESPREZ	FAI	Secretary General

Apology for absence

LEE Jonghoon	FAI	Executive Director
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In attendance

Jean-Marc BADAN	FAI	Sports & Development Director
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3. Approval of Agenda

The Presidents approved the agenda of the meeting and approved a minor change of sequence.

4. FAI Strategic Plan Review

4.1. Finance & Reporting

(Reference : Appendix 1 – “App1 – NAC Pdts Meeting 2011 – FRTF.pdf)

In accordance with the information provided to FAI Members during the General Conference 2010, the Executive Board had established a temporary working group, the FAI Finance & Reporting Task Force (FRTF). The mission of FRTF was to study and make proposals to the Executive Board on how to consolidate all FAI income and expenses into an overall FAI Account Statement, and to develop a standardized budget format and new process for approving expenditure commitments.

Executive Director Finance Robert CLIPSHAM reported that the FRTF had achieved its mission, and that the FAI Air Sport Commissions had been requested to prepare and submit their 2012 Budgets in accordance with the new budgeting procedures. The consolidated FAI Budget 2012 was currently under preparation and would be provided to the Members by mid-September. Mr. Clipsham further reported that new accounting software had been purchased to facilitate the implementation of the new consolidated budget and accounting procedures.

The introduction of the new budgeting and accounting procedures had raised many discussions and emotions with Air Sport Commission (ASC) Presidents, who would now need to cooperate with the Executive Board to manage expenses. The FAI President was however convinced that this new system would allow the Board to better exercise its legal duties (control on FAI Finance), and would allow a more optimum use and sharing of FAI financial resources. He therefore invited the NAC Presidents to inform their national sporting bodies accordingly and to provide support to this important move.

Summarising the discussions, the FAI President took note that NAC Presidents were generally considering this move as positive and were supporting it. He also took note of the recommendation for presenting the whole project to the General Conference as a strategic decision, which would allow improved financial management of FAI and provide benefits for the future of FAI. Clear information should be provided on how FAI monies would be earned and used in the future, and the new financial procedures should not demotivate or prevent FAI Constituents from taking on or continuing initiatives to further develop our sports.

4.2. Proposal for Regional Vice-Presidents

(Reference : Appendix 2 – "App2 – NAC Pdts Meeting 2011 – RVP-FNR.pdf)

The FAI President introduced this Agenda item by referring to his last President's Letter, where he pleaded for a better regional representation of FAI through the introduction of Regional Vice Presidents. The Executive Board had tasked Executive Director Otto LAGARHUS with preparing proposals on how to improve communication and services to NACs, and to create more effective promotion and recruitment activities around the world.

In his presentation, Executive Director Otto LAGARHUS explained how replacing the current FAI Vice Presidents system with Regional Vice Presidents (RVP) and FAI National Representatives (FNR) should contribute to revitalizing FAI's structure and provide the Executive Board and Secretary General with an additional communication tool with FAI Members. Considering that the replacement of FAI Vice Presidents with the RVP system might raise strong reactions, this item had been put on the Conference Agenda as a discussion item only.

Discussion : The following questions and comments were raised during the lively discussions held after the presentation of the project : Costs of the RVP system, especially if RVPs had to travel to regional meetings – If the FAI was aiming at reducing costs, it should rather consider reducing the number of Commissions instead of reducing the number of Vice Presidents – Having the FAI Vice President title included emotional aspects of representing the FAI and helped when talking to national authorities to get political and financial support to organise events; this point-of-view was however not shared by all FAI Members – Why would RVPs not only be appointed in regions where their presence was really needed and leave the current Vice Presidents system in other regions ? – While some of the current Vice Presidents appointed by NACs were not effective enough to satisfactorily represent the FAI in their country, ASC Presidents as Vice Presidents mainly represented their respective sport, but not really the FAI : Independently from names and titles, a clear mission had to be provided to FAI Representatives – In Asia, having a person travelling to non-FAI member countries to meet with key persons, persuade and recruit new members would be very helpful – The "FAI Ambassador" function in member countries should be carried out by NAC Presidents – An organisation with 49 Vice Presidents was out-of-date and had a problem : Should an NAC need some official help from the FAI, the NAC President should ask the FAI for a letter of support or for the visit of an FAI Official : The Vice President function was therefore not absolutely necessary – Should the Vice Presidents scheme be maintained, their role, responsibilities, duties and appointment process should be completely reviewed.

The FAI President thanked the participants for their interesting contributions which would be further analysed by the Executive Board during its meeting on 27 and 28 August. However, as FAI President, Dr. Grubbström had the responsibility to look at what was happening : The fact was that too many FAI Vice Presidents were not active enough, and that the FAI was not sufficiently represented in some regions such as Asia or Africa for example. The FAI needed a stronger management structure, the RVP scheme was part of the strategy that had been presented in 2010 to the Members, and the FAI President needed reliable persons of contact in each region of the world.

4.3. Proposal for Expert Groups

(Reference : Appendix 3 – "App3 – NAC Pdts Meeting 2011 – ASC-TC-Structure.pdf)

Considering the overall FAI Strategy adopted by the General Conference 2010 in Dublin and the challenges Air Sports were facing, Executive Director Beat NEUENSCHWANDER explained to the NAC Presidents the analysis that had been made to improve FAI's management structure by creating an FAI Experts System (based on new Expert Groups and existing Technical Commissions) and transforming CIACA from a Technical Commission to an Air Sport Commission.

Discussion : Answering a question raised by the audience, Mr. Neuenschwander added that the introduction of FAI Expert Groups would not affect the relationship currently existing between Europe Air Sports and FAI, and that issues relating to EASA, Eurocontrol, etc. would continue to be dealt with by Europe Air Sports.

4.4. Proposal for FAI Structure & CASI

(Reference : Appendix 4 – "App4 – NAC Pdts Meeting 2011 – FAI-Structure.pdf)

In his second presentation, Executive Director Beat NEUENSCHWANDER showed to the participants the intricate and complex structure of decision-making processes within FAI. Leading such a large federation urgently needed communication and decision flows clarified and stream-lined between the three 3 levels of power (Legislative – Executive – Judiciary bodies). Mr. Neuenschwander explained the main benefits the new structure proposed by the Executive Board would provide :

- A better separation between the legislative, strategic and operational levels;
- More efficient "management tools" available to the Board;
- Less administrative workload for the FAI HQ;
- Improved task and reporting processes;
- The transfer of all sport duties from CASI to the ASC Presidents Group;
- The transfer of sport strategy issues from CASI to the ASC Presidents Group and Executive Board;
- The creation of an independent Board of Appeal;
- Abolishing CASI would simplify the structure and save significant time at the Conference.

Further ideas aimed at improving decision-making processes were also presented :

- To empower ASC Bureau making decisions to shorten decision processes and annual meetings;
- To simplify and harmonize ASC internal rules;
- To organise all ASC annual meetings during the week of the General Conference in order to provide a better platform for sharing ideas and experience.

These ideas had not been put on the Agenda of the 2011 General Conference for decisions this year, but only to open up discussions and consult FAI Members.

Discussion : Having been asked how the Air Sport Commissions had reacted to these proposals, Executive Director and FAI Gliding President Robert HENDERSON replied that the Commissions were not against the principles of giving them control on the Sporting Code General Section and on cooperating with the Executive Board on sports strategy – The FAI President confirmed that the new structure would mean abolishing CASI – Should a Board of Appeal be created, the Executive Board should make sure to appoint the appropriate persons with the required expertise to deal with the specific cases.

4.5. Proposal for FAI Sports Strategy

(Reference : Appendix 5 – "App5 – NAC Pdts Meeting 2011 – Competition Structure.pdf)

Executive Director Robert HENDERSON started his presentation by saying that he was glad to see so much passion within the room, which showed that Air Sports were clearly associated with emotions, and practiced by passionate people. After having reminded everyone about the context and goals of the FAI Strategy, Mr Henderson stated that the FAI needed creating more prestige around FAI championships and medals, that the values the FAI could bring to event organisers should be better explained, and that it was currently very difficult for the FAI HQ to provide enough support to more than 40 first category events per year. He explained the four-level competition structure proposed by the Executive Board, which would include Prestige events (multi-sport events such as the FAI World Air Games or the IWGA World Games), Classic events (the FAI first category events), ASC *Challenges* (all Category 2 events), and Marketing events.

This new category of "Marketing Events" would allow the creation and support of shorter and more media and public-attractive events such as, for example, World Series, festivals or airshows. These new events should be supported by good on-line systems allowing air sport fans to better share, communicate and be part of a large community. Mr. Henderson finally mentioned the recommendations provided to FAI by a students project made in cooperation with AiSTS, the Lausanne-based International Academy of Sports Science and Technology.

Discussion : The audience pointed out that we had attractive sports, but that we never had been able to develop attractive products for media and sponsors; our competitions were looking more like "gathering of friends at a barbecue party" : There was a real need to completely re-think our competitions, aiming at gathering the best 20 top athletes competing each year or every 2 years – Regrets had been expressed about the current situation with Flying Aces Ltd : A rights agreement had been signed, but Flying Aces was now sending letters to event organisers saying that they had all the rights, that they would not produce images themselves, but that the organisers could not make any use of rights. This situation was unacceptable and, should Flying Aces not be in a position to produce

images, then the rights should be released in order to allow the FAI promoting its events – The presentation of our sports had to be improved, but it was useless to improve the branding of competitions if results could even not be published on the FAI website – A comparison was made with F1 car races : They were also rather boring to look at, but the FIA had been able to create suspense all the year round by creating one-day races. As long as the FAI was providing 2 to 3-week competitions, public and media would hardly show interest. This is what the proposed new series of events would aim at : Shorter events, easier to understand, closer to the public, with one-on-one competitions, more media-friendly with nice presentations.

Executive Director Alvaro de ORLEANS-BORBON observed that, in order to get things done, you needed ideas, people and money. What did the FAI Members do in their own countries to train, recruit and encourage the next generation of people who would make decisions tomorrow, who would not only fly for themselves, but also get involved in organising events ? – People did emerge, but more energy would be needed to better encourage and recruit young people; we needed to create “heroes” in order to catch more media and public attention – It was also noted that the society was changing, with more and more people “buying their time” for leisure and sport – Today’s trend was that people were less and less available to spend full days at airfields, and that the structure of local aero-clubs might change to become more commercial businesses renting equipment, services and flight slots.

5. FAI Short Term Projects

5.1. IT Infrastructure / Website

(Reference : Appendix 6 – “App6 – NAC Pdts Meeting 2011 – IT+Web.pdf)

FAI Secretary General Stéphane DESPREZ provided background information on the webserver hardware failure the FAI experienced earlier this year, on the decision to develop a new website, to host it on a virtual machine, and to switch from the Drupal Content Management System to Joomla – The objective was to make the website available on-line shortly before the General Conference 2011 – New features such as Paypal (on-line credit card payment system), password-protected non-public areas, collaborative tools or the FAI Sporting Licence Database would also be made available before the end of the year.

Mr. Desprez provided background information on the current situation of the numerous (and sometimes not interconnected !) databases that had been developed and operated within and outside of FAI for many years, with the consequence that the same person was sometimes appearing several times in various databases, but with inconsistent data. The objective would be to have a central database with a unique ID number for each single person; once available, such a system would allow for providing new services such as, for example, pilots’ registration to competitions, checking of Sporting Licences, nominations, payments, etc., etc. An IT Expert Group should soon be launched to develop this project. Mr. Desprez concluded his presentation by giving a short demonstration of the new FAI website, as well as of the social networks now available to the FAI Community :

- Facebook : <http://www.facebook.com/airsports.fai>
- Twitter : http://twitter.com/#!/airsports_fai
- Flickr : http://www.flickr.com/photos/airsports_fai/
- The SportsHub Airsportschannel (YouTube) : <http://www.youtube.com/airsportschannel>

All these communication tools were now available for promoting our activities. For more information, NAC Presidents were invited to contact Ms Faustine Carrera, FAI Communication Manager (communication@fai.org).

5.2. FAI Branding

(Reference : Appendix 7 – “App7 – NAC Pdts Meeting 2011 – Branding.pdf)

FAI Secretary General Stéphane DESPREZ introduced the NAC Presidents to the new FAI Branding Guide currently under development. The main objectives of the Branding Guide were to improve and harmonize the corporate identity of FAI competitions, provide a common layout to all documents, newsletters, Information Bulletins and results sheets produced within FAI, introduce combined

competition logos and templates for websites of FAI first category events. The FAI Branding Guide should be implemented by the end of the year. The audience confirmed that the FAI was on the correct track.

6. 2011 General Conference in Belgrade

6.1. Presentation of NAC Serbia

NAC Serbia had to cancel attendance at short-notice and no presentation was therefore available on the General Conference 2011 – The FAI Secretary General reminded the Presidents that detailed information was available on the organiser's website (<http://www.fai105gc.rs/>) – At this stage, only 35% of FAI Members had registered : The required quorum was not yet achieved and Mr. Desprez invited the NAC Presidents to accelerate their registration process or, if unable to attend, to provide proxies to the FAI HQ in due time.

6.2. Presentation of Form & Structure

(Reference : Appendix 8 – “App8 – NAC Pdts Meeting 2011 – GC2011.pdf)

Schedule of the FAI General Conference 2011 :

- Tuesday 11 October : FAI Executive Board Meeting / Statutes Working Group Meeting
- Wednesday 12 October : Air Sport Commission Presidents Meeting
- Thursday 13 October : CASI Meeting / FAI Awards & Opening Ceremony
- Friday 14 / Saturday 15 October : FAI General Conference
- Sunday 16 October : Excursion

A brief outlook of the Agenda was given to the NAC Presidents – Further documents would be provided to FAI Members and Commissions by mid of September.

6.3. Discussion on Open Forum issues

The FAI Secretary General invited the NAC Presidents to submit suggestions for additional discussion items for the Open Forum session – Proposals should be sent by e-mail to the FAI HQ – The FAI President pointed out that the subjects the Executive Board had proposed for were aimed at sticking to current “hot” issues such as anti-doping, education or the structure of the FAI General Conference : No formal decisions would be made, but he expressed his hopes for open and constructive debates and exchanges.

7. Open Floor Discussion - Suggestions

7.1. Relationship with Members

The FAI President opened the floor and invited the Presidents to express ideas and wishes for the future. The main ideas and subjects discussed during this session have been listed here, without any order of importance or priority :

- FAI Training Center : An opportunity to help promoting sports, encourage young people and standardise procedures ?
- Sports development in smaller countries : How could large FAI countries provide assistance and transfer their experience and know-how to smaller countries ?
- Training of Judges : How could the FAI help organise training for judges in Asia, similarly to what is done within the FAI Parachuting Commission ? ARISF funding and/or development of new electronic judging tools might contribute to this effort.
- Information Letters : In order for FAI Members to be better aware of FAI activities (Championships, Records, Commissions, Meetings, etc.), could the FAI HQ provide a weekly information letter to the

Members ? Good idea, but difficult to realise with the currently limited resources; information is already published on a regular basis on the FAI websites and social networks - We however cannot expect people to always go to websites and social networks themselves; information should be pushed to them – A possibility could be to publish “Executive Summaries” providing links to the latest activities and events – Communication should not be one-way only : NAC Presidents were also invited to provide information to the FAI on the activities in their respective countries.

- ASC Newsletters : Newsletters published by FAI Air Sport Commissions should also be distributed to FAI Members.
- AeroLab Educational Program : Impression was that its content was a little bit out-of-date, not corresponding any more to what young people were expecting today – Such activities were very helpful to promote our activities and fill-in indoor or outdoor venues with young people having fun in building and flying simple models – The concept could however serve as basis for an international program with an FAI Partner, provided that videos and material were updated.
- Aviation Museums : What does the FAI do with its Recommended Museums ? Each month, short videos should be provided on the web to create contacts with young people.
- Message from the President of Europe Air Sports (EAS) : Mr. David ROBERTS encouraged the FAI Members in the largest European aviation countries to develop good relationship with their governments, especially the Ministry of Transportation, so that, when EASA issues were discussed, FAI Members would be kept informed, have the possibility to advise their governments and provide background information. EAS President was available to provide assistance and information on request.

7.2. Future General Conference

The FAI President invited the participants to express their views on the possibility of combining, in the future, the FAI General Conference with the annual meetings of FAI Commissions : A full week of air sports meetings might be more interesting for the organisers and save costs.

Discussion :

- Combined General Conference with Commission Meetings : A new approach that might be fruitful – Would provide direct access to people - Would be a good opportunity to encourage discussions, disseminate information and push forward ideas and messages – Could be achieved progressively, starting with a few Commissions willing to do the change.
- Side events : Why not also combining the General Conference with side activities (airshow for example) to increase FAI's popularity and show our sports to media and public ?
- FAI Awards Ceremony : Should be better used as a communication tool - “Heroes” were attending and were providing good stories – Why not giving FAI Awards at the end of the Conference ? At competitions, medals are awarded at the end, not at the beginning.
- Frequency : Why not having the General Conference every 2 years ? - Swiss Law should be checked, but an annual meeting was most probably required for all budget and financial matters – Having a Conference every 2 years would eliminate a good opportunity to discuss and inform, especially during a time of changes and implementation of new projects.
- Extended Mandates : Why not extending FAI President and FAI Executive Board mandates to 4 years (IOC cycle), with partial elections of Executive Directors every 2 years ?
- Statutes Proposals : When submitting proposals for amending Statutes, the Executive Board should better explain the benefits of the proposals.
- Structure Changes : The Executive Board should avoid taking many small steps, instead moving forward more quickly and improving FAI Structure – In the future, the Conference should have more time available to conduct democratic debates on strategic issues – The Executive Board was encouraged to go ahead (RVPs, Expert Groups, etc.), to make decisions and put forward clear proposals to the General Conference 2011.

- General Conference outside of Europe : The Conference 2009 in Incheon had been a missed opportunity to showcase FAI in Asia : Should the Conference be held outside of Europe, more efforts should be done to provide visibility to FAI and air sports.

7.3. Future NAC Presidents Meeting

The FAI President reminded the participants that the meeting was informal and did not make decisions. It however provided good opportunities to share ideas and debate. As this year's meeting had been subject to critics (Eurocentric, too close to the General Conference, etc.), the NAC Presidents were invited to express their ideas and opinion about the continuation of this meeting, its format, location and time.

Discussion : The vast majority of participants was in favour of continuing the NAC Presidents Meeting on a yearly basis. The meeting provided a good opportunity to prepare for the Conference, and it was positive and important for the Executive Board to take time to consult with NAC Presidents. Consensus could be found around the following principles :

- Time : Should be held approx. 3 to 4 months before the General Conference (May/June).
- Location : Basically in Europe (Lausanne) - NAC Presidents should however be open to travel to other continents from time to time as it would help understanding problems of other countries – Not necessary to have a separate meeting for each continent.
- Attendance : The meeting should not be open to NAC Presidents only as, in some countries, the presidency was a high political and/or honorary function – The Executive Board should consider opening the meeting to FAI Vice Presidents, or even to NAC Delegates.

8. FAI President's Closing Statement

On behalf of the Aero-Club of Italy, Sen. Giuseppe LEONI expressed his pleasure and honour for having hosted so many NAC Representatives in Rome. He was confident that this meeting would help the FAI move ahead and further develop Air Sports. Sen. Leoni invited the participants to come back to Rome : Should anybody need meeting facilities, the Headquarters of the Aero-Club of Italy was open to the FAI Family.

The FAI President thanked Sen. Leoni and the Aero-Club of Italy for their excellent hospitality. He thanked all NAC Presidents and participants for their attendance, and wished everybody a safe trip back home.

Appendices

- 1 – Report on the FRTF Work
- 2 – Presentation of the Regional Vice Presidents and FAI National Representatives schemes
- 3 – Presentation of proposals for FAI Expert Groups and CIACA as a new Air Sport Commission
- 4 – Presentation on the proposed new FAI Structure
- 5 – Presentation on the proposed new Competition Structure
- 6 – Background information on FAI IT and website
- 7 – New FAI Branding Guide
- 8 – Information on the FAI General Conference 2011

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