



Agenda Papers

Ordinary Congress • Plovdiv, Bulgaria

17 September 2018





2018 FISA Ordinary Congress Agenda Papers

**Plovdiv, Bulgaria
Monday, 17 September 2018
08:30 hrs**

AGENDA

2018 FISA ORDINARY CONGRESS

17 September 2018, 08:30 hrs
Plovdiv, Bulgaria

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AGENDA ITEM 5

President's report and reports from the Vice President, Treasurer and Executive Director

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PRESIDENT

Jean-Christophe Rolland

Despite being a post-Olympic year, 2017 remained as intense as the previous one and will be remembered as an exciting and crucial year for FISA and World Rowing.

An intense and pivotal Extraordinary Congress, four review projects for 2017 and a new Olympic Programme for Tokyo 2020

As I mentioned in last year's report, the Extraordinary Congress in Tokyo will be notable in FISA's history for the review, modification and adoption of new articles in the FISA Statutes and Rules of Racing. Our organisation must continually adapt to an ever-changing world in order to ensure a sustainable future for Rowing in the world of sports and, particularly, in the Olympic world.

After over three years of preparation, consultation and work in partnership with different stakeholders, collaborating in particular with our member national federations, the delegates agreed to all of the proposals from the Council except for just one – an initiative to encourage the participation of women delegates at FISA congresses – which failed to meet the two-thirds majority requirement by only a very short margin. As anticipated, Rule 37 regarding Olympic regattas was changed significantly. We needed to adapt to the Olympic Charter which states that the events included in the Olympic Programme are decided by the IOC's Executive Board. For this reason, Rule 37 no longer lists the events but rather states that the FISA Congress will approve the proposal that the FISA Executive Committee will then submit to the International Olympic Committee (IOC).

FISA's proposal for the 2020 Olympic Games was approved at this Congress and was subsequently accepted by the IOC's Executive Board at its meeting on 9 June 2017. Tokyo's rowing programme is now gender-balanced with 7 men's and 7 women's events. In terms of the number of athletes, we will see a slight decrease with 526 rowers in Tokyo compared to 550 in Rio. This puts us in fourth place in terms of number of athletes, right behind cycling. I would like to emphasise this remarkable outcome, in light of the current context and the challenges that needed to be overcome. The pressure to contain the number of athletes to 10'500, when in fact in Rio there were 11'300 athletes participating, has been largely felt by the sports at the top of the list. Our contribution to this necessary effort has therefore been limited.

After six perfectly stable Olympics, change is always difficult. There were no ideal solutions but the compromise we found is the successful conclusion of a comprehensive and transparent process in which a maximum of stakeholders took part. I realise how sensitive this subject is and that it may have sparked, at times, impassioned reactions and, without a doubt, strong emotions. Once again, I would like to thank all of those who contributed and member national federations who expressed their trust in the Council by adopting its proposal.

One thing however is certain. We have not entered a new phase of guaranteed stability. Firstly, because recommendation 10 of Olympic Agenda 2020 calls for a regular evaluation of the Games not just sport by sport but event by event. Secondly, the letter from the IOC Executive Director dated 9 June 2017, which informed us of the IOC Executive Board's decision, explicitly asked us to immediately continue discussions regarding our lightweight category in future Olympic regattas. We have been clearly warned that our arguments – relevant and legitimate up until now – will not be accepted in the future. Although the lightweight category has indeed helped rowing grow worldwide, we must also face the factual arguments that the time

difference with the open weight category is not significant enough and that there has not been a wider distribution of medals at the Olympic Games, universally, as a result of the lightweight category; rather it tends to be the same nations winning medals in both categories. We are pursuing discussions on this matter with the IOC for the next Olympic cycle.

As a conclusion to the Tokyo Congress, we launched “four review projects for 2017” in order to better answer the challenges linked to the decisions we took:

1. What impact will there be on FISA's championship programme (Rule 36)?
2. How can we maintain interest in the lightweight category?
3. What should be the qualification system for the Tokyo 2020 Olympic Games?
4. A review of para rowing due to the change in racing length.

For each of these projects, a working group was established, chaired by a member of the Executive Committee and composed of experts and qualified personnel from the member federations. My deepest thanks go to the members of these working groups and to all of those who contributed for their precious input.

Ordinary Congress in Sarasota-Bradenton

Two of the abovementioned projects had the Congress in Sarasota as a deadline.

The authority to modify Rule 36, which defines our World Rowing Championships programme, had exceptionally been transferred to the 2017 Ordinary Congress in order to wait for the IOC's official decision regarding the Olympic Programme. Following a detailed process to analyse a number of programme options, the Congress delegates adopted the option which provides gender-balance and a coherent career pathway and progression for athletes.

The qualification system for the Games in Tokyo, which is, as a reminder, a proposal from the FISA Council followed by a final decision from the IOC Executive Board, was the focus of a great deal of attention. The size and complexity of the task of creating an optimal and acceptable qualification system which meets the required athlete quota reduction should not be understated. The collaborative approach during the review resulted in an optimal system: the focus remains on excellence but with increased participation and maximum universality thanks to more balanced continental quotas.

The other two projects regarding lightweights and para rowing will be continued in 2018 and updates were given in December in London during the Coaches Conference, the Para Rowing Conference and the National Federation Conference.

I would like to congratulate the Oceania (ORCON) and Americas (COPARE) Rowing Confederations who were recognised under new Article 18. I also thank JARA, the Japanese Rowing Federation, for its commitment in organising the 2019 World Rowing Junior Championships which will be the test event for the venue of the 2020 Olympic Games.

Olympic Movement: The global context remains challenging

Although sporting events remain attractive, especially the Olympic Games, it is still very obvious that the crisis affecting the world of sport did not die down in 2017 but instead grew to larger proportions and attracted much media attention.

I will not describe the different crises and difficulties which have impacted international sports organisations in this report as the press has talked about them extensively. However, I will highlight two of the major challenges: the fight against doping and governance.

Doping

The long saga of the institutionalised doping in Russia between 2011 and 2015, with the Sochi Winter Olympic Games as a climax, continued with investigations and reports of the Schmidt and Oswald Disciplinary Commissions, each Commission being named after its President and rapporteur. The Schmidt Commission verified the allegations of a systemic manipulation of the anti-doping rules and system and the findings are clear, confirming the McLaren reports' key findings. The Oswald Commission examined each individual case from the Sochi Olympic Games. As these have been extensively documented and reported upon, I will not go into details here. However, I would like to underline Denis Oswald's rigorous and dedicated approach to this immense task, whilst dealing with a highly sensitive subject matter.

Since the institutionalised doping system was in operation across all sports, FISA was particularly attentive to WADA's findings. This led FISA to take some important decisions at the beginning of the year, strictly adhering to our Rules and in line with our values: before the beginning of the season, the Russian Rowing Federation was asked to provide a list of all rowers who might participate in a FISA event that year as well as provide a financial contribution for antidoping controls targeting specifically Russian rowers during the season, in order to not negatively impact our global antidoping programme. A total of 414 tests were performed on Russian rowers in 2017. I would like to underline the Russian Rowing Federation's constructive cooperation with FISA and their compliance with our requests. Following the release of additional information by WADA from the data management system in the Moscow laboratory (LIMS) at the end of the year, we continued and still continue our investigation into potential individual actions. Coherence with other cases and with the decisions of the Court for the Arbitration of Sports (CAS) must be taken into consideration and incorporated into these cases, cases which are extremely complex and require very specific legal competencies and expertise.

I would like to firmly highlight that it would be an oversimplification to limit the fight against doping to Russia only. Whilst what happened there was unacceptable and must be condemned and sanctioned, it would be naïve and misguided to reduce all of our efforts to this country only. Antidoping prevention requires resources. Without wanting to be arrogant, I believe that FISA's antidoping record is exemplary and it is highly frustrating to receive criticism aimed at the world of sport when one is aware of this. Unfortunately, the facts show us that not all stakeholders share this high standard. I would therefore like to say how grateful, thankful, trusting and respectful I am of FISA's antidoping department for the enormous and difficult task they accomplish behind the scenes.

In this context, we performed an audit in 2017 to verify our compliance with WADA's Code, as it was requested of every Code signatory. This allowed us to assess our new structure, a more independent antidoping department in order to further reduce potential perceived conflicts of interest.

More globally, the International Testing Agency (ITA) was founded in 2017. The ITA is an international service provider initiated by the Olympic Summit in order to ensure better independence in the management of doping controls. FISA is monitoring closely the progress and expansion of the ITA in 2018.

Governance

Another domain in which sports organisations have been criticized is governance. Here again, the numerous scandals have cast a shadow and undermined our credibility. Although

FISA is not incriminated, we are impacted by the generalisations that are made regarding all sports administration. Under the initiative of ASOIF (the Association of Summer Olympic International Federations), a self-assessment questionnaire regarding IFs governance was developed in 2016. This questionnaire covers five key governance domains: transparency, integrity, democracy, development and control mechanisms. All ASOIF IFs completed their own self-assessment which was then evaluated by an independent external expert. The results were shared at ASOIF's General Assembly in April 2017 and showed the large disparities between the IFs. With a more than respectable score, FISA is at the top of the middle group (IFs were divided into three groups). We have identified areas where progress can be made and implemented an action plan. The second self-assessment carried out in 2017 already shows significant progress.

It is vital for sports organisations to increase their standards of governance. This is necessary in order to restore our credibility after the numerous scandals of the last few years. Of course, rules and procedures cannot replace respect for ethics, morals and values and I am convinced that even the best organisation will remain fragile if its management tolerates immoral practices. At FISA, we continue to evolve and put in place the best practices possible in order to continuously improve.

Olympic Agenda 2020

We are half-way through implementing Agenda 2020 and we can already see its effects. Among the notable changes is the double attribution of the Olympic Games to Paris for 2024 and Los Angeles for 2028. This has prompted the opportunity for the IOC to do an in-depth review of the bid process, attribution, preparation and delivery of the Games in order to make them more attractive and less costly to potential candidates. The financial aspect of the Games is indeed a sensitive subject and the IOC is in the middle of a project aimed at reducing their costs, with a targeted reduction of one billion dollars for the Summer Games. We are contributing by collaborating with the IOC and other stakeholders and by sharing our expertise when it comes to installations and our sport.

Finance and Marketing

Despite a difficult context, FISA's finances are sound with a balanced budget. You will find a more detailed picture in the financial report but I would like to underline the work done by the Finance Sub-committee members who are committed to managing FISA's resources in a prudent and measured manner. One of our objectives is to maintain a substantial level of reserves. FISA's Executive Director and staff have worked at reducing costs and optimising contracts. Whilst our main source of income is the TV rights from the Olympic Games, our strategy is to reduce our dependency as much as possible by looking for sponsors. Sponsorship has become more and more competitive and has also had a shadow cast upon it by scandals. Additionally, a handful of sports receiving a majority of the media coverage intensify the competition. For these reasons, we believe that our partnership with WWF, our commitment to UNESCO and to the conservation of world heritage sites are significant competitive advantages. When coupled with our more innovative presentation of our sport, both in terms of visuals and information, we have an attractive product to present to future partners.

Future and Strategy

It is essential that we continue to develop our sport in a competitive world by growing our rowing community, which is why we are investing in fast-growing disciplines such as Indoor

and Coastal Rowing. For the first time, rowing was included in the World Games in Wroclaw, Poland, with Indoor Rowing. FISA in partnership with the ergometer manufacturer Concept2, US Rowing and the "Erg Sprints" Alexandria (Virginia, USA) organising committee delivered the first World Indoor Rowing Championships.

In 2017, FISA introduced a new strategy regarding event attribution. The purpose of this new strategy is to increase long-term visibility for local organising committees and their partners, mainly local and governmental authorities, which is key when financial investments are required.

2017 Season

I would like to highlight the remarkable season we have had in 2017. Congratulations to the athletes and their teams. We are aware of the requirements to reach such a level and are proud of the performances.

I would also like to thank and congratulate the organising committees and FISA staff for delivering the best racing conditions for athletes as well as showcasing our sport to media and spectators. My thanks go to the organising committees in Belgrade (SRB), Poznan (POL) and Lucerne (SUI) for the World Cups, Plovdiv (BUL) and Trakai (LTU) for the Under 23 and Juniors Championships, Bled (SLO) for a record-breaking Masters regatta, Thonon (FRA) for the Coastal Championships and last but not least, particular thanks to the Sarasota-Bradenton team, and in particular to Meredith Scerba, Randy Benderson and Paul Blacketter for their vision, commitment and devotion. As a reminder, just a few weeks before the Championships, the area was devastated by a hurricane and Florida had significant damage from it. Complete evacuation orders were an added difficulty to the usual challenges and complexities of running a Championship. Without the support of local authorities, the organising committee and the numerous volunteers, these championships could not have happened. We are all of the view that the Sarasota-Bradenton World Championships were undeniably an exceptional success.

Council and Executive Committee

I would like to thank and express my gratitude to our Council members for their continuing commitment to our organisation and for their valuable input in their domains of expertise. The Council met in Tokyo in February during the Extraordinary Congress, in Lucerne in July and in Sarasota in September. The Executive Committee met more than six times in 2017 on top of its bi-monthly conference calls.

As for me, I have continued being active beyond FISA, within the Olympic Movement, as a member of WADA's board in my capacity as ASOIF representative and as a member of the IOC's Sustainability and Heritage Commission. I had the honour of being elected as a member of the IOC at its meeting in Lima in September. I am aware of the great responsibility this carries and will aim at fulfilling my responsibilities to the best of my capabilities.

It is a true honour to interact and work with extraordinary, competent and motivated people. The FISA staff is an incredibly dedicated team of individuals, led by our Executive Director Matt Smith whose expertise, experience and commitment are recognized beyond rowing. The Executive Committee joins me in thanking him for his excellent management of our operations.

Finally, I would like to end this report by thanking the member federations for their renewed trust in me, having been re-elected as President of FISA for a second term at the 2017 Ordinary Congress. I am very grateful for this and assure you of my full commitment to transform

challenges into opportunities for the benefit of our sport in the long-term, amid an increasingly demanding context. It is true that this assignment is demanding but at the same time so very fulfilling.

After a year marking FISA's 125th anniversary, I wish all of FISA, its members, stakeholder and the rowing community a wonderful 2018.

VICE PRESIDENT

Tricia Smith

Key activities and achievements in 2017

As Vice President I continue to support the President, the Executive Committee and Executive Director in overseeing the FISA organisation, particularly in external relations, governance including rules and regulations, appeals committees, strategic planning and general oversight. This work is done alongside the other Executive Committee and Council members.

I have also taken the opportunity to gather helpful information and represent the interests of international sport and of FISA, where appropriate, at the numerous sport-related functions I attend as NOC President or IOC Member during the year. In particular, along with promoting international relations, I have advocated for clean sport including changes to the WADA Code as well as a review of the process for training and selection of Arbitrators for CAS, including for the special doping division.

The Vice President's role in the area of FISA Development continues to be on an as-needed, consultative basis only. The FISA Development Program has evolved and is managed by FISA staff on a day to day basis.

Meetings and events attended in 2017

Include but are not limited to the following:

- FISA Executive Committee meeting and Coaches Conference, Vancouver (CAN), January
- Women's Soccer Game Canada/Mexico, Vancouver (CAN), meeting with leadership of CONCACAF, February
- FISA Extraordinary Congress and Council meeting, Tokyo (JPN), including Tokyo Site Visit with FISA and with Canadian Olympic Committee, February
- ISU, World Sprint Speed Skating Championship, Calgary (CAN), meeting with ISU leadership, February
- FISA Joint Commissions Meeting & Executive Committee meeting, London (GBR), March
- IOC Medical and Scientific Commission, Monaco (MON), March
- PASO Extraordinary General Assembly, Punta del Este (URU), April
- SDRCC Mediator and Arbitrator Conference, Quebec City (CAN), May
- International Council of Arbitration for Sport meeting, Lausanne (SUI), May
- USOC Sport Leadership Conference, Miami, Florida (USA), meeting with Pan Am Sport Leadership, June
- World Rowing Cup 3 and Council meeting, Lucerne (SUI), IOC meetings, Lausanne (SUI), July
- Canada Games, Winnipeg (CAN), meeting with sport development leaders, July
- Montreal World Triathlon Series (CAN), meeting with ITU leadership and observe event August

- Meeting with Mr. Lacroix, CBC President, meeting with head of Canadian broadcasting, August
- 131st IOC Session in Lima (PER), meeting with IOC and IF leadership, September
- Invictus Games, Toronto (CAN), meeting with international sport leadership and athletes, observe event, September
- World Rowing Championships, FISA Congress, Executive Committee and Council meetings, Sarasota, Florida (USA), September/October
- World Artistic Gymnastics, Montreal (CAN), meet with FIG leadership and observe event October
- ICAS, Muscat (OMA), October
- ANOC and PASO, Prague (CZE), October/November
- IOC (2) Commission meetings, Medical and Scientific & Legal Affairs, November
- FISA Joint Commissions Meeting, Executive Committee meeting and 2017 World Rowing Coaches Conference, London (GBR), December

TREASURER

Mike Williams

Key activities and achievements in 2017

My main activities for 2017 continued to be oversight of FISA's financial activities in co-ordination with the Executive Director and the Controller. At the time of writing the year had yet to conclude, but I am unaware of any significant variances from the budget, and I make no further comment on 2017 financial performance which will be covered in a full report to the 2018 Ordinary Congress in Plovdiv.

At the beginning of the year, I contributed to the work of the Rules Working Group which was tasked with preparation of the proposed changes to the rules, bye-laws and regulations which were approved at the Extraordinary Congress in Tokyo in February. Under the leadership of Mike Tanner, most of the preparation for the Congress was done by this group leaving FISA's professional staff free to focus on other matters.

I receive monthly reports from our discretionary investment manager, Jean-Maurice Mordasini and most months this is followed by a phone call to discuss performance and the state of the markets. 2017 has been a difficult year with our portfolio in marginally negative territory for much of the year but with a recovery towards the year end. We have run a long position in US dollars for much of the year, the performance of which has fluctuated considerably driven by President Trump's tweets.

The Finance Sub-Committee met in November to review the annual performance and agree the 2018 budget. We also reviewed FISA's internal controls and work by the professional staff to improve various sources of revenue.

As usual, I have attended all World Cup and World Championship events during the year and have worked in the finish tower acting as the regatta communications hub and supervising the use of the progression system by our service provider, Swiss Timing. I have also attended a number of the National Federation Conferences which were held during the year in preparation for a number of important decisions which were made at the Congresses.

Meetings and events attended in 2017

- FISA Executive Committee and Coaches Conference, Vancouver (CAN), January
- FISA Extraordinary Congress and Council meeting, Tokyo (JPN), February
- Joint Commissions Meeting and Executive Committee meeting, London (GBR), March
- World Rowing Cup 1, Belgrade (SRB), May
- World Rowing Cup 2, Poznan (POL), June
- World Rowing Cup 3 and Council meeting, Lucerne (SUI), July
- World Rowing U23 Championships, Poznan (POL), July
- World Rowing Junior Championships, Trakai (LTU), August
- World Rowing Championships, FISA Congress, Executive Committee and Council meetings, Sarasota (USA), September
- Finance Sub-Committee meeting, Lausanne (SUI), November
- Joint Commissions Meeting and Executive Committee meeting, London (GBR), December

Focus for 2018

- Identification of new revenue streams
- Oversight of investment policy and strategy
- Maintaining appropriate financial controls

Summary

Finally, I would like to thank Matt Smith and Emilio Pastorello for their professional competence and good co-operation over the last year.

EXECUTIVE DIRECTOR

Matt Smith

I am pleased to report to you on the FISA operations and provide you with an overview of FISA's general activities. We appreciate very much the excellent cooperation between the FISA staff and the member federations which enables us to work efficiently and constructively.

Headquarters Operation

The FISA headquarters' staff continues to orient its work on the areas identified in our Strategic Plan. Development continues to be one of our primary goals with creation and delivery of the related initiatives. As you will recall, Sheila Stephens-Desbans was promoted to the position of Development Director upon the retirement of legendary Thor Nilsen. We welcomed Gianni Postiglione to serve as Coaching Director. They are ably assisted by Development Managers Yihuan Chang and Daniela Gomes who has recently returned to FISA.

In 2017, FISA welcomed Colleen Orsmond in the new position of Sport Director, following her three years in Rio de Janeiro. This new position includes oversight of Events, coordination with Development and leadership of the new Sustainability Department.

In the Events Department, Svetla Otzetova, long serving Events Director, has taken up the position of Events Technical Director and Nathalie Phillips is now Senior Events Manager, Daniela Oronova is Events Manager - Teams and Prateek Gumbar is Events Logistics Manager. We also welcomed Cameron Allen of Australia to Lausanne in 2017 as our new Events Manager. I would also like to recognise the untiring work of our Swiss Timing Sportservice Manager Ralf Hoffmann and his very dedicated team.

The Communications and Marketing areas work carefully to make sure their efforts are well-coordinated. Andy Couper continues as Marketing Director along with Melissa Bray, Communications Manager – Content. Jillian O'Mara, Communications Manager – Digital, completed her work in Lausanne at the end of 2017 having moved to Amsterdam for personal reasons. Tim Cetinich has been hired to fill the position of Digital Communications Manager. Long-time contributor Debora Feutren, who was working from home in Zug, has completed her work with FISA after 14 years. We would like to thank Jillian and Debora for their significant contributions and wish them all the best.

The Governance and Administration area includes Governance Manager Lucy Trochet, Controller Emilio Pastorello, Natalie Schmutz, Anti-Doping Coordinator and Elisabeth Waroux, Administrative Assistant to support the governance function. Olivier Caillet, our information technology consultant, continues as well as Jean-Maurice Mordasini, our asset manager.

FISA's headquarters has now been in the "House of International Sport" since October 2006 and continues to benefit from the close contact with the International Federations of Archery, Boxing, Canoe-Kayak, Fencing, Triathlon, WADA and several other organisations including, notably, ASOIF, GAISF the World Master's Games Association, FISU and the World Games Association. This allows our staff to exchange ideas and share experiences with other IF staff.

Development

In 2017, the Development team continued to make strong progress in many areas. They are assisted by a group of coaches led by Oswaldo Borchini for the Americas; Michel Doutre and

Faycal Soula for Africa, and Chris Perry for Asia. They are complemented by active and influential Continental Representatives who are also key contributors.

The FISA Development Programme continued to strongly encourage all active members to stage national championships and have a national selection policy. In close cooperation with the Continental Confederations, a series of training camps and regional and continental regattas were staged to help prepare member federations attempting to qualify for the Buenos Aires Youth Olympic Games. The participation in the qualification process for 2018 by member federation is 111 nations (as of 16 July 2018).

One of the 2017 Review Projects, the Olympic Qualification System, for the Olympic and Paralympic Games for 2020, was coordinated by the Development team and involved a detailed review and a proposal prepared in consultation with the other departments of FISA, the IOC and FISA member federations. The objective of the proposal, which was agreed in 2017, is to proactively provide more opportunities for excellence at both the World level and Continental level and present rowing as a globally relevant sport within the Olympic and Paralympic movement.

FISA has embarked on an ambitious project to grow para rowing on the continents through a series of training camps and continental regattas building on an already successful Olympic and YOG training camp and qualification regatta system. Additionally, a series of regional Coastal Rowing activities are planned for 2018 with the Commonwealth Championships Beach Sprints occurring in August 2018 and plans for a regional event in the Caribbean in the later part of 2018.

With regards to universality, new member federations such as Guinea and Fiji received an initial site visit and proposal for next steps. Coaching education, athlete development and guidance for administrators are highlighted as key objectives. Additionally, if possible as member federations progress, the FISA Experts aim to discuss a basic strategic plan, planning around budgets, governance and selection and working with partners to develop the sport. Consideration and priority are given to indoor rowing as a starting place and then identify disciplines through Coastal, Olympic and Paralympic for targeted development.

The FISA Coach Education Framework is now being applied as a principle within all FISA Olympic and YOG activities and the aim is to have modules integrated into the Framework for Paralympic, Coastal and Indoor. By having a better coaching education framework, more rowing opportunities should exist in all areas. The Olympic Values Education Programme also has been presented to 115 member federations over the past 12 months and these nations will be encouraged to continue these sports initiation programmes in their national setting and to work with their National Olympic Committees and/or Sports Councils to expand the reach of rowing.

Events

The World Rowing Championships is the peak performance moment for all our member federations each year (except for the Olympic year) and the 2017 World Rowing Championships in Sarasota-Bradenton, Florida, USA was a very high point for the sport in great conditions. Returning to the United States for the first time since 1994, these Championships impressed all, with its purpose-built regatta course, slick transport system and excellent spectator experience at the Nathan Benderson Park. The organising team at the venue was fantastic, overcoming all the various challenges along the way including a hurricane with just two weeks to go. Congratulations and thanks go to all concerned including the great organising committee, the two county governments of Sarasota and Manatee as well as the Benderson Company

and many, many others. The World Championships was the first but not last World Rowing event for the Nathan Benderson Park, which will host the World Rowing Masters Regatta in 2018.

We can be proud of the standard and quality of our events in 2017 with three excellent World Rowing Cup events that were very well organised and set high standards. Thanks to the organisers of Belgrade, Poznan and Lucerne. The World Rowing Under 23 Championships were well organised in Plovdiv with thanks to the Plovdiv OC and the Bulgarian Federation. The World Rowing Junior Championships in Trakai went very well with thanks going to the OC and the Lithuanian Federation. The 2017 World Rowing Coastal Championships in Thonon, France were also a great success on Lake Geneva with thanks to the OC, the local club, the city government of Thonon and the French Federation.

FISA also assists in the preparation and staging of the European Rowing Championships. The 2017 event in Racice was the 11th since the re-start of this event in 2007 in Poznan. The 2017 regatta was well organised and thanks go to Racice's reliable and efficient organising committee as well as the Czech Rowing Association.

The 2017 World Rowing Masters Regatta mega event was always going to be a big one, but this Masters Regatta in Bled, Slovenia broke all previous records and set the bar for future Masters Regattas. With approximately 5000 athletes, 18,400 seat entries and over 900 races held over 5 days, the organising committee, Jury, national technical officials and FISA Masters Rowing Commission worked tirelessly from dawn to dusk to deliver a seamless event. Thanks go to the hard-working and efficient Bled organising committee. This event continues to grow in complexity and expectations. Attention needs to be given to the size of this event relative to the time and availability of volunteer organising committees.

The FISA events team is working very hard to advise and support the organising committees while doing its best to treat them consistently. As the size and number of our events grows, we enter a zone of higher risk as the load on the organisers and the events team pushed all limits.

Some objective indications of the success of our events are the number of spectators and gross economic impact of the World Rowing Championships, our prime event. In 2017, at Sarasota-Bradenton, we achieved 42'000 paid spectator ticket sales which compares to 35'500 in Aiguebelette 2015 and 55'000 in Amsterdam 2014. Circumstances and finish area space all play a role in this figure, but it gives an indication of attractiveness. One of the other indicators we follow is the gross economic impact which, according to our World Rowing analysis was Euros 6'333'840 at Sarasota-Bradenton 2017 of direct impact compared to Euros 5'536'000 at Aiguebelette 2015 and Euros 6'580'000 at Amsterdam 2014. An additional statistic followed is the number of hotel nights in the area of the event which in 2017 was 44'600 compared to 19'300 in 2015 and 56'000 in 2014.

A new approach to event attribution was announced at the end of 2017 after broad consultation with many event stakeholders. The new approach to event attribution recognises the critical role of government agencies which are investing in our venues and seek a long-term strategy to justify these investments of public finances. The first deadline in the process is 31 July 2018 and confidential consultations will be held with all applicants.

Television and Video Streaming

Linear Television continues to be the number one means to spread awareness of our sport as it touches the greatest number of viewers of any of our communications platforms. In 2017,

we reached a total average audience of 105 million viewers (total of average audiences) which is good for a post-Olympic year and given World Championships in the North American time zone. This statistic is much lower than the actual number as not all channels report audience figures but it is clear why we give television our full attention. Our television and video streaming strategy provide a well-structured and dedicated professional resource that has delivered improved and more consistent host TV productions, has led to a far greater amount of coverage and a wider distribution of rowing programming.

As we need the interest and support of the sport directors of the various television channels, we consult them widely to be sure of what they need and want for broadcast. Each day they have many offerings to choose from to transmit on their channels, so we want them to want to show rowing. Our whole broadcast strategy is settled on what they tell us they want to show on their channels and how they like sports productions, and particularly rowing, to be produced.

Our long-term strategy to increase the global coverage and promotion of rowing was very effectively maintained in 2017. In Europe, our key and long-term partner is the European Broadcasting Union ("EBU") which is the means to reach government operated national television broadcasters in Europe including: BTV – Bulgaria, TV2 – Denmark, FTV – France, BBC – Great Britain, MTVA – Hungary, NRK – Norway, TVP – Poland, RTVSLO – Slovenia, CT – Czech Republic, ERR – Estonia, ARD/ZDF – Germany, ERT – Greece, RAI – Italy, NOS – Netherlands, RTR – Russia and SRG - Switzerland. This relationship is critical to the success of FISA's work on television in Europe.

Outside of Europe, our television partner Quattro Media of Munich, Germany is our partner for television rights sales ex-Europe. Current rights holders are Fox Sports – Australia, Sky NZ – New Zealand, GloboSat – Brazil, Rogers – Canada, CCTV – China. Discussions are on-going with other broadcasters in the USA, Latin America, Africa and Asia.

The 2017 World Rowing Championships was broadcast for a total of 225 hours with 1'109 transmissions on 194 channels around the world. The 2017 World Rowing Cup regattas were viewed by 14.3 million total average viewers over 175.3 hours with 468 transmissions on 127 channels which compares to 146.2 hrs, 658 transmissions on 144 channels in the Olympic year 2016.

Our Television team is led by Marketing Director Andy Couper accompanied by our TV Advisors Peter Hertrampf and Florian Schnellinger of Quattro Media along with World Rowing Productions Executive Producer Steffen Rapp who directs the host broadcasters. Together they form our World Rowing Productions team and we thank them for their excellent work.

The World Rowing News service continued at each FISA event and there were 1'601 news clips transmitted from all FISA events in 2017 which is up from 842 in 2016, the Olympic year, but not as great as 2015, Olympic qualification year, when we had 1'867 transmissions. In the comparable post-Olympic year 2013, we achieved 421 transmissions, so 2017 is a huge success.

Video streaming has continued to make progress with a total of 6'819'590 views of all FISA digital video content in 2017 which is up massively from 3'438'892 views in 2016. FISA pays particular attention to our web streaming service at our events. We have a dedicated team of commentators for the live video streaming led by our host, Olympic gold medallist Martin Cross who is accompanied by Sarah Cook, Greg Searle and Sam Price.

Overall, more broadcast hours have been achieved and greater audiences reached across more countries – all of which helps promote and develop rowing,

Communications

In communications, the focus of 2017 was the “digital spectator experience” when following our World Rowing Events through digital means. This involved the continued development of all platforms for World Rowing to reach as many fans as possible and bring them into the rowing family. Naturally, the events are the focus of much of the attention to World Rowing and we continued to use new platforms for spreading the interest in the sport. The coverage was very well-received by our followers.

The digital event experience includes, of course, the Worldrowing.com website powered by Swiss Timing and DeltaTre, our service providers. But it also includes many other digital platforms including: the Live Blog, Twitter, Instagram, Facebook, YouTube and many short and medium video clips loaded to many of these platforms. We also engage top professional photographers Igor Meijer and Detlev Seyb to provide fantastic photos to our photo galleries at the events to help visitors to the site feel the events.

With the help of the member federations, we built an excellent network of communications channels in each country. We also created a database of national federation and athlete social media handles in order to engage as wide an audience as possible. During our events, we provided quotes and tailored information to news outlets and national federations and created posts in multiple languages. This resulted in our biggest-ever “digital media impact” of more than 80 million digital impressions in 2017.

The successful World Rowing Under 23 and Junior Championships in Plovdiv and Trakai helped us to connect with the under 23 and junior communities via our digital channels.

Other digital initiatives to connect with our communities continued, such as the World Rowing Virtual Indoor Sprints. Nearly 5,000 people participated by submitting their 1000m erg score for the online listing. The competition is a great way to bring the indoor rowing community into the World Rowing family.

Marketing

In terms of marketing, the best advertisement for the sport is our events. The highest number of people who view our sport, view it on television (which is discussed above). The second highest is through digital means which is also covered above in communications and video streaming. But it is important for us to deliver an attractive event to those on site and we took steps in 2017 to create a bespoke sports presentation team led by World Champion rower Sebastian Franke, journalist Michiel Jonkman and Michael Hein. They prepare and deliver our sports presentation at all World Rowing events along with the dedicated commentary team of Robert Treharne-Jones, Paul Castle, Sam Price, Frans Overkleeft, Kat Holloway and tower announcer Peter O’Hanlon. They work with Swiss Timing, Quattro Media and the OCs to deliver excellent commentary, music, video content and atmosphere.

The world of sport is still suffering from the problems of corruption within high profile federations and the doping scandals which have generated relentless controversy. This “brand damage” to the world of sport, the world of sport events and federations has certainly caused a significant drop in levels of trust and confidence which has been compounded by the struggling global economy and severely constrained corporate budgets.

For an international sports organisation that depends on cash sponsorship from international companies in a rather limited range of product categories, 2017 has been just as difficult as 2015 and 2016. However, our many initiatives of this year to exploit the new Digital and Social Media trends, as well as increase the quality and quantity of our television coverage have

certainly created better promotion of our sport and increased value for possible new partners. So, our focus is now on adapting our sponsorship product to better fit the trend toward tailor-made sponsorship properties that will deliver global reach but can be activated locally in many different ways for specific audiences.

In June 2017 we appointed the Octagon sports marketing consultancy (part of the Interpublic Group) to receive their advice and recommendations. Octagon's commercial consultancy division is acknowledged to be at the forefront of the global sponsorship market and has proven experience with properties & rights holders and a sponsoring client-base around world.

With their appointment, we sought to establish an impartial and expert reference point from which we could develop an optimal sponsorship proposition that would align with contemporary brand demands. This would need to include the World Rowing brand, our events (and their related rights), as well as other commercial assets such as digital content and our CSR programme (Clean Water partnership with WWF and the Kafue River & Rowing Centre).

Octagon's resulting recommendations gave clear strategic advice as to how we could adapt and improve our proposition in an optimal way. Based on their recommendations, a refreshed and contemporary Partnership Proposition was prepared and we went back to market. At the time of writing, we are already in discussion with a potential Global Partner.

FISA is working hard to effectively differentiate our sponsorship product from that of other sports. For this, we have strengthened our efforts to maintain the high ground in terms of integrity and transparency as well as having maintained our focus on Corporate Social Responsibility (CSR) which fully utilises our "Clean Water" relationship with WWF International.

With this policy and an experienced and dedicated marketing team, we remain confident that our efforts and flexibility will deliver funding and valuable commercial partnerships.

Governance

Governance and ethics remained as high-profile issues in 2017 as a result of the ongoing allegations of corruption and doping in the world of sport. FISA maintained its focus on this area, with a dedicated resource in place to review governance related matters, make recommendations and support the Executive Committee and the Council in ensuring the preservation of FISA's strong ethical principles and reputation as a benchmark for good governance.

The ASOIF (Association of Summer Olympic International Federations) Governance Self-Assessment Questionnaire was a welcome initiative and provided the opportunity for FISA to further explore potential areas to strengthen the governance of our organisation. The first edition of the questionnaire was completed early in 2017 and FISA's results indicated an encouraging level of good governance compared to other IFs, especially so when considered in relation to available resources.

With reference to this initiative, FISA has worked to further improve transparency and in 2017 livestreamed the FISA Congresses for the first time. In terms of democracy, the 2017 FISA Extraordinary Congress voted to introduce Time in Office limits for FISA Council members and also to introduce the new Articles 18 & 19 allowing for official recognition of the Continental Rowing Confederations and Other Groupings of Member Federations. Article 36 – Voting at Congress was also amended following a vote and there is now a gender related criteria as one of the requirements for a member federation to be entitled to three votes at Congress instead of one.

Following the meticulous preparations leading up to the 2017 FISA Extraordinary Congress, which took place in February in Tokyo, Japan, the Congress proceeded smoothly with 63 member federations present (104 delegates). The Organising Committee provided extremely professional, efficient and reactive support and were a great contributor in ensuring the success of the event. One of the administrative consequences of this Congress, held once every four years, is the need to republish the FISA Rule Book to reflect the changes to the FISA Statutes and Rules, as voted upon and agreed by the Congress. This not insignificant task was managed by the Governance department and the 2017 FISA Rule Book was published and distributed just before the start of the 2017 World Rowing event season.

Alongside this work, the organisation of the main annual governance events - the Joint Commissions' Meeting (JCM), National Federations' Conferences and the Ordinary Congress – went smoothly. It was agreed that from 2017, the JCM would take place at the end of the year, rather than in March, to allow for more efficient planning and preparations in advance of the following year's World Rowing events. In order to achieve cost and performance efficiencies, a new hotel contract was negotiated in order to stage the 2017 Joint Commissions Meetings in London, which is the most convenient location for all participants.

Anti-Doping

One of the most important jobs of the International federation is to operate a fully credible and efficient anti-doping programme to discourage doping and to prosecute those who do. The cleanliness of our sport in terms of doping is one of the most important values we share. 2017 continued to be dominated by the McLaren reports which focused on the institutionalised manipulation of anti-doping test results and other manipulations in Russia

For rowing, there were nine rowers originally implicated from copies of emails in the McLaren Reports and, while FISA is working with WADA and the IOC to get to the bottom of this issue, a clear way forward is still being developed by these two organisations. FISA is in regular contact with the IOC, WADA and the other International Federations on this matter.

The Russian Rowing Federation cooperated fully with the requests of the FISA Executive Committee in an effort to create trust in the anti-doping efforts being carried out in Russia despite the fact that RUSADA continued to be non-World Anti-Doping Code compliant. The RRF delivered a list of all international rowers in advance of the season and contributed Euros 50'000 to FISA so that enhanced testing could take place on Russian rowers. This resulted in a total of almost 500 tests on Russian rowers in 2017.

Finance & Administration

FISA operates a system of financial controls with appropriate segregation of duties and authorities. Our finances are stable and perform generally in line with our budgets. As you will see in the financial section, we ended 2017 with a surplus of income over expenses of CHF 605'856 before considering an exchange rate loss and an adjustment in the provision for unrealised reduction in the value of securities. These two elements reduced the 2017 positive result to CHF 202'991. This result raised the total reserves to CHF 17'229'145 and our estimated permanent reserve at the end of the 2017-2020 period, also known as the "Oswald Fund" from the unexpected positive results of the London 2012 Olympic Games, to CHF 4'664'802.

In the light of current headlines, solid financial management is of even greater importance. A more formal approach has been given to the finance sub-committee which is the small group that reviews the budgets and discusses general finance policy. This was formalised in the Statutes at the 2017 Extraordinary Congress. PriceWaterhouseCoopers continues as FISA's

external financial auditors and, along with the financial audit, reviews accounting policies and internal controls, and makes recommendations as appropriate. FISA retains an advisory agency that reviews our insurance policies and assists with new recommendations related to insurance. FISA's investments are managed by an external asset manager under conservative risk parameters established by the finance sub-committee, with regular discussion and market review by the Treasurer with the manager. The Finance reports are included in a dedicated section of the Agenda Papers.

Conclusion

I would like to thank FISA President Jean-Christophe Rolland for the tremendous commitment he makes to rowing and his support for our work in Lausanne. I would also like to thank the Executive Committee, Council and Commission members as well as the member federations and their staff for their excellent cooperation. This is greatly appreciated by the staff and I. Finally, I would especially like to thank the FISA staff and consultants for their dedication and commitment to rowing and to FISA.

AGENDA ITEM 6

Reports of the Chairs of the Specialist Commissions

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ATHLETES COMMISSION

Lenka Dienstbach-Wech - Chair

The purpose of the Athletes Commission is to represent active elite rowers and to act as a liaison between FISA and the elite athlete community concerning any issues affecting the sport of Rowing.

The main activities of the Commission are to:

- Establish a network of representative rowers throughout the world for a wide canvassing of opinion; providing balanced representation across gender, geographical areas, member federation size, etc;
- Make known to the Council the views of rowers on any matter in the field of competitive rowing, in all its forms, as it sees fit;
- Convene and conduct rowers' surveys and/or meetings at World Rowing Championships and to provide a report to the Executive Committee;
- Analyse the organisation of the World Rowing Championship and Olympic and Paralympic regattas and to report its findings to the Council; and
- Communicate information from FISA to the elite athlete community.

Key activities and achievements in 2017

- WADA Outreach Program Sarasota – Athletes' and FISA's pledge against doping. Various activities were held to engage with athletes and entourage to raise awareness against doping and to enable athletes to make their statement against doping.
- Sarasota local community fundraiser – the Athletes Commission organized a raffle and a silent auction to raise money for the community following Hurricane Irma.
- Athletes Commission Representatives at major FISA events - the commission continued with its practice of involving one member at each of the main FISA events to help FISA communicate with the athletes and to assist athletes with questions and comments.
- Fairness Committee – the commission participated in the operations of the fairness committee during events.
- Work on Athletes Commission website – regular updates on relevant issues around rowing and global sport movement.
- Athletes Commission meetings in 2017 – June; December.

Focus for 2018

- Continue the Anti-Doping education activities
- Social media project
- Anti-harassment guidelines in FISA
- International Athletes Charter
- Athletes Career program
- Athletes lane selection
- Mental health awareness project

Summary

2017 was another great year with a lot of activities which helped to increase interactions between the Athletes Commission and our athletes.

We are facing a number of challenges, mainly the overall loss of trust in high performance sport due to continuing doping scandals in certain sports. The Athletes Commission is working to help FISA in anti-doping efforts across all levels.

Harassment and abuse is a growing problem in sport and the Athletes Commission sees the need to establish guidelines and channels through which we can manage complaints and support athletes.

The establishment of an athletes' booth at the World Rowing Championships seem to be working well and we will continue this project.

2017 Commission Members

Julien Bahain (CAN), *appointed October 2017*

Lenka Dienstbach-Wech (GER), Chair

Hannah Every-Hall (AUS)

Sjoerd Hamburger (NED)

Sophie Hosking (GBR)

Lawrence Ndluvo (RSA)

Robin Prendes (USA), *appointed October 2017*

Moran Samuel (ISR)

Frida Svensson (SWE)

COMPETITIVE ROWING COMMISSION

Rosie Mayglothling - Chair

The purpose of the Competitive Rowing Commission is firstly to act as a centre of excellence in the coaching field and provide support to regions to develop sustainable coach education, and secondly to increase the breadth and depth of participation in all types of competitive rowing.

The main activities of the Commission are to:

- Coaching
 - Advise on coaching practice and coach education including support in the production of specific coach education material and coaching courses and seminars;
 - Assist in the implementation of the Coaching Development Programme in conjunction with the Development department;
 - Organise the annual FISA Coaches Conference;
 - Advise on coach identification and recruitment; and
 - Liaise with coaches and implement a coaches' communication network.
- Competition
 - Regulate international rowing competition in terms of (i) composition (events, boat-classes and categories), (ii) conditions, (iii) environment, and (iv) international regatta programme;
 - Analyse and review competition from the point of view of changes, e.g. in competitive standards, social and financial environment, global mobility, participation levels; and
 - Undertake the tasks delegated to it by the Council or the Rules in relation to FISA Events, such as fairness and seeding.

Key activities and achievements in 2017

- Coaches Conference - the Commission with FISA held the 2017 Coaches' Conference in London in December 2017 where the main theme was Technology. Roger Barrow (RSA) was the "The Coach in the Spotlight", Tom Dyson (GBR) presented on "Creating a Performance Environment". Recruiting "Women into Coaching", The UK Talent Lab and FISA matters completed the topics. A successful Coach Educators day was held before the Coaches Conference.
- Development - the Commission has a strong link to the development programme and through their Federations, or directly, support coaches with education and assist rowers at training camps often leading into major events. The Women's strategy is supported by the commission with consideration given to relevant topics and presenters for the FISA Coach conference.
- Seeding - the Commission conducted seeding according to the FISA Seeding Protocol at the European championships, World Rowing Cups, World Rowing Junior Championships, World Rowing U23 Championships and World Rowing Championships.
- Fairness Committees - a seminar was held at the Joint Commissions meeting in March 2017 for all members of the Fairness Committees for the 2017 season. The group shared the weather modelling information together with knowledge about the courses being used for

the 2017 season. New members from the athletes and Youth Commissions joined Fairness Committees at relevant 2017 events. Fairness Committees operated at the European Championships, the World Cups, the World Rowing Senior, U23 and Junior Championships.

- Rigging Survey - the Commission conducted a rigging survey at the 2017 World Rowing Championships helped by many volunteers including a group of Canadian Rowing Coaches organised in conjunction with Al Morrow.
- Competitive Commission meetings in 2017 – March, July, September, December.

Focus for 2018

- Increase the standard and number of coaches by:
 - Creating opportunities for coaches to access education and improve knowledge and expertise.
 - Continuing to support the development programmes.
 - Supporting the Women's Development strategy and in particular in developing women coaches and coaches of women.
- Stage the 2018 Sports Medicine, Science and Coaches Conference with the Sports Medicine Commission in Berlin, Germany in November 2018.
- Provide an analysis tool enabling all coaches to access FISA GPS data.
- Continue to standardize the process for fairness. Trial alternative methods for lane allocation.
- Support FISA and other Commissions to share expertise and develop alternative formats of the sport.

Summary

The Commission has worked effectively to find positive solutions for all aspects of coach development, fairness and seeding. Thanks to the members of the Commission for their continued time and effort for the sport, to the other commissions we work with closely and also to the Council, Executive and FISA Staff for their continued cooperation.

2017 Commission Members

Pascale Bouton (FRA)

Peter Cookson (CAN)

Alan Cotter (NZL)

Rosie Mayglothling (GBR), Chair

Premsyl Panuska (CZE)

Faycal Soula (TUN)

Marcello Varialle (BRA)

Mario Woldt (GER)

Henk-Jan Zwolle (NED)

EQUIPMENT AND TECHNOLOGY COMMISSION

Paul Fuchs - Chair

The purpose of the Equipment & Technology Commission is to support development in the field of rowing equipment, including the review of new technology and its potential application to rowing.

The main activities of the Commission are to:

- Establish the standards for the safety of rowing equipment from the point of view of safety of the rowers and enforce this at FISA events;
- Establish and ensure compliance with rules concerning boats and equipment used in rowing events to which the FISA Statutes and Rules of Racing apply, including working in co-operation with the Control Commission at FISA World Championships;
- Encourage the production of inexpensive rowing equipment complying with specified standards;
- Encourage and promote dissemination of information and courses on boat building and repairs;
- Survey equipment in use and produce theoretical material and drawings for rowing equipment;
- Collect and review scientific information, relating to equipment and technology, available for the sport of rowing; and
- Be the point of contact with FISA for the manufacturers of equipment and technology in the sport of rowing, including innovations (Rule 40).

Key activities and achievements in 2017

- Para rowing equipment review - Commission member Conny Draper has once again been working with the para rowers and this year she instrumented their boats and equipment to gain a better understanding of the power application and issues unique to para rowing. With the change of race distance for para rowing to 2000m, there are some new challenges to consider. It was great that the Para Commission had the athletes informed and interested in doing the testing. Conny will be writing a report that will be available to all. In addition, FISA is carrying out some testing with a hydrodynamics laboratory to study resistance and stability of these boats for future development.
- Coastal Rowing equipment – this remains an area of important focus. Ensuring that the boats meet the regulations across all boat classes is critical. The FISA basic design has been used by a number of companies to get production started. There are now many companies worldwide producing boats for Coastal Rowing. We will have measurement equipment available at regattas to ensure that all the new boats meet the measurement criteria. This is especially important as the coastal rowing events are now being held in many new areas.
- Low-cost single project - this project, spearheaded by the FISA Development Program, is showing great potential. Two companies have produced prototypes. Commission member Mathias Binder had the opportunity to test one of the boats in Sarasota and gave it quite positive reviews. After a few further refinements we expect to see these boats advertised soon.

- Electronics - this is an ongoing discussion but for this time it seems the rules are understood and are being followed.
- Innovation - as usual we have had a number of innovative designs presented to us for review: foot stretchers, and oars. These have all been considered by the ETC and recommendations made to the Executive Committee.
- Equipment & Technology Commission meetings in 2017 – March and December; teleconferences

Focus for 2018

- Resolution of para rowing design options
- Revisit coastal measurement rule
- Coastal boat measurement templates
- Review of electronics rules
- Review innovations

Summary

Information from the testing of the Para boats will inform further discussion on the types of boats and the requirements for them. This is a very dynamic area of development as we now have the first information from a 2000m race. These factors, combined with Conny Draper's study will make it possible to take decisions for equipment and racing in Para competition from a very solid foundation of evidence.

With the proliferation of electronic data collection and communication devices we must continue with ongoing discussions to decide how to manage this equipment. We would like to ensure that we have races between athletes rather than a technology race; this is becoming more challenging.

We enjoy working with the FISA family and appreciate the help we receive in doing our work.

2017 Commission Members

Marko Banovic (CRO)

Mathias Binder (SUI)

Conny Draper (AUS)

Paul Fuchs (USA), Chair

Thanassis Mitrousis (GRE)

Stefan Piesik (GER)

EVENT PROMOTION COMMISSION

Pat Lambert - Chair

The purpose of the Event Promotion Commission is to maximise and optimise the event promotion opportunities and activities of FISA events.

The main activities of the Commission are to:

- Advise organising committees of FISA's main events on:
 - Their policy and strategic planning for the promotion of their event;
 - Promoting their event to the local, regional and international communities, utilising all media and communications platforms as well as stakeholder relations;
 - Improving stakeholder experience at events through sport presentation, social media, reporting and information distribution.
- Assist with the transfer of knowledge on promotion strategies and activities between FISA and past, present and future organising committees of FISA's main events:
 - By developing and populating FISA's knowledge transfer database in the event promotion area;
 - By facilitating interaction between organising committees of events in the event promotion area.

Key activities and achievements in 2017

- Knowledge transfer - members attended events during 2017, filling in the Commission standardised postevent report, making pictures of specific themes to feed in the marketing reports of FISA and gaining experience and ideas for their own World Championships. The events attended were:
 - European Championships, Racice (CZE), May - Liliane Pretterhofer
 - World Rowing Cup 3, Lucerne (SUI), July - Meredith Scerba, Pat Lambert
 - World Rowing Championships, Sarasota (USA), September/ October – Pat LambertSome members also attended events in their role in their respective organising committees; these events are not listed.
- Organising Committee's (OCs) - reported a huge benefit from exchanges between past and forthcoming OCs in terms of promotion, budget, and organisation.
- Sharing best practice for event promotion - active role in staging events by sharing ideas for the benefit of the sport. The World Championships in Sarasota featured a personal interpretation of promotion ideas used in previous editions, showing the added value of the work performed in the Commission and contributed to the success of the event.
- Structured reporting - for FISA needs using a commonly defined standard postevent report, including picture taking for advertisement report.
- On-line meetings to report on events on a regular basis as well as bilateral on-line meetings to exchange more frequently and re-assess the Commission working methods.
- Preparation season 2018.

- Event Promotion Commission meetings in 2017 – March and December; several on-line meetings.

Focus for 2018

- Further develop ideas on discussions papers together with other Commissions
- Propose reformulation of event promotion as part of the bid process
- Work on an event promotion kit including best practices and a promotion timeline
- Work with standardised post-event report, feed into FISA's reports
- Continue regular debriefing after attended events (on-line meetings)
- Prepare Yearbook 2018, document on how to showcase the sport for Council
- Meetings with OC's at early stage to share best practices

Summary

Building on the experience of the previous seasons, the Event Promotion Commission believes it has further developed the necessary tools and working methods within the Commission as well as with FISA to effectively contribute to FISA's goals and objectives.

New members joined this year and we have to work on the consolidation of the knowledge to continue our development planning, where we will feed in new discussions themes and ideas for event promotion.

The Commission wants to express its sincere thanks to FISA staff, as well as to the members of the Commission who left this year, for a constructive and positive collaboration.

2017 Commission Members

Masakuni Hosobuchi (JPN)

Lyudmil Karavasiliev (BUL)

Patricia Lambert (BEL), Chair

Liliane Pretterhofer (AUT)

Meredith Scerba (USA)

EVENTS COMMISSION

Mike Tanner - Chair

The purpose of the Events Commission is to establish and monitor the standards of international regattas and of all FISA events with regard to the venue, the technical installations, the safety of rowers and the organisation of the events.

The main activities of the Commission are to:

- Advise organising committees of FISA events on the standard of facilities and regatta courses and also on the organisation of events;
- Maintain and improve the standard of regatta organisation at all major international events in co-operation with other FISA Commissions as appropriate;
- Visit and inspect regatta courses and regattas;
- Provide advice and guidance at every stage from initial concept to final commissioning in the development of new courses and new regattas;
- Provide members for the technical group responsible for inspecting candidates of future championships and multi-sport Games candidates;
- Monitor and co-ordinate changes to the structure of the FISA international regatta calendar in conjunction with the FISA Events staff taking into consideration the advice of the relevant FISA Commissions; and
- Prepare and regularly update documents and manuals which specify the FISA requirements for all aspects of: a) the upgrading of existing courses; b) the development of new courses; c) the organisation of championships and major regattas.

Key activities and achievements in 2017

- Attendance at World Rowing events - members of the Events Commission were involved in all events, including preparatory planning visits. The Commission also continued to attend and advise on several continental events during the year.
- 2017 World Rowing regattas were successfully completed.
- FISA Manual - the three levels of FISA Manual are now online to guide organising committees in preparation of events at different levels.
- Photo-finish rule – this was analysed and confirmed.
- Events Commission meetings in 2017 – March and December.

Focus for 2018

- Athlete lane selection - conduct a successful test of athlete lane selection, in cooperation with other commissions
- Time trials - test time trials at one World Cup Regatta
- Drone cameras - review provision of facilities and event operations to meet the future operation of drone cameras
- Lane widths - research the impact of reducing lane widths to 12 metres in the case of certain new courses

- Future World Rowing events and the 2020 Olympic Regatta - continue planning for the Olympic regatta and other World Rowing events

Summary

Ongoing challenges in terms of venue costs and locations mean the Commission should continue to be attentive to the demands which venue requirements make on the future of our sport.

Our events are the face of World Rowing. The involvement with different venues and organising committees for each event each year creates both opportunities and challenges for FISA. A close working partnership with every organising committee is an essential objective of the Commission to prepare outstanding events and to utilise the best aspects of each individual host city.

2017 Commission Members

Joost De Geus (NED)

Matt Draper (SUI)

John Hedger (GBR)

Selwyn Jackson (RSA)

Svetla Otzetova (BUL)

Bill Schenck (CAN)

Eva Szanto (HUN)

Mike Tanner (HKG), Chair

MASTERS ROWING COMMISSION

Tone Pahle - Chair

The purpose of the Masters Rowing Commission is to oversee and promote Masters rowing in all its forms on a national and international basis.

The main activities of the Masters Rowing Commission are to:

- Organise the World Rowing Masters Regatta annually;
- In cooperation with other Commissions, establish standard masters classes in other forms of rowing;
- Gather the dates and locations of key international masters regattas for the international calendar;
- Publish written information; and
- Consult with and advise the Youth Rowing Commission regarding the Masters Fund for Youth Rowing and the use of the resources of the Fund.

Key activities and achievements in 2017

- World Rowing Masters Regatta - the 44th WRMR was held in Bled (SLO). The number of entries was, by far, the largest ever for an edition of our event with an incredible 50% increase on our previous high. Approximately 4,665 athletes (18,344 seat entries) participated in 909 separate races. While we were delighted, for both the host OC and the event itself, this did present us with some significant logistical problems.

As a commission, we were very active in the lead up to the event with continuous planning required to help ensure the event's success. This taught us new communication and organisational skills as we had to adjust plans accordingly.

This year's event also saw the implementation of mandatory registration on our Masters database which will greatly help future OCs planning and delivery of the event. Another success was the introduction of a new Club Trophy to give recognition to clubs who enter the regatta and promote Masters rowing by entering single club entries. This was very well received by our Masters community. It was particularly pleasing to note that our biggest increases in entries were found in women's events and younger age categories, areas which we have been actively promoting to broaden our age profile and move towards greater gender balance.

The Bled OC, volunteers, umpires and the athletes themselves deserve huge credit for the incredibly smooth running of this very large event. Racing over 5 days, for the first time, and with early starts and late finishes we were able to keep to schedule and provide a great racing experience for our competitors.

- Master Database - full implementation.
- Regatta Manual –the revision of the new manual was completed.
- Participation - we continued to increase and diversify participation from countries outside our usual 'core' masters communities.
- Women's entries – this year recorded the highest percentage of women's entries ever seen at our event when hosted in Europe.

- New initiatives – the introduction of Club Trophies for men and women’s events.
- High levels of ‘customer satisfaction’ - the WRMR receives excellent feedback each year and particularly when new initiatives, such as the Club Trophy, are introduced. We believe as a Commission we strike a good balance in maintaining what makes our event so attractive while carefully introducing changes which enhance the regatta.
- Masters Commission meetings in 2017 - Joint Commissions Meeting, March, London (GBR), 6 members; the Draw for 2017 WRMR, August, Bled (SLO), 2 members; the 44th WRMR, September, Bled (SLO), 7 members; the 2017 pre-regatta meeting, Sept/Oct, Sarasota (USA), 4 members; Joint Commissions Meeting, December, London (GBR), 6 members; several Skype meetings.

Focus for 2018

- Future events - evaluate and plan accordingly for future events based on our continuing expansion of participants/entries. How large can our event become and still be sustainable?
- East Asia growth - support/promote growing Masters rowing community in East Asia.
- After successful introduction of Club Trophy, assess its impact and discuss possible adjustments to rules.
- Anti-doping - greater emphasis, as we continue to educate our Masters on the rules regarding doping, on anti-doping policies and testing at events.
- Umpire training - continue our successful training for umpires attending our regatta to help with the unique nature of our event.
- Survey - circulate new survey to identify issues important to Masters.

Summary

After a record-breaking 2017, we recognise there is still potential for growth in Masters Rowing in most of the countries around the world. We look forward to both the challenges and opportunities that await us in 2018. Our master rowers make a huge contribution to their clubs and actively promote rowing as a healthy and lifelong sport based on universality and equality. Our Commission will continue to support these fantastic role models as the enjoyment and success they have in our sport will positively impact other rowers across the generations.

2017 Commission Members

Gary Bain (GBR)

Ron Chen (USA)

Sebastian Franke (GER)

Zdena Norkova (CZE)

Tone Pahle (NOR), Chair

Daniel Rutenberg (ISR)

Herman Van Velze (RSA)

PARA ROWING COMMISSION

Fay Ho - Chair

The purpose of the Para Rowing Commission is to oversee and promote rowing for persons with an impairment (Para Rowers) on a national and international basis.

The main activities of the Para Rowing Commission are to:

- Develop inclusive policies within FISA;
- Develop inclusive competitions for all forms of rowing;
- Increase participation in para rowing at all levels of performance;
- Promote and monitor trends in para rowing at national, international and Paralympic levels;
- Include para rowing in active life programmes; and
- Research and disperse knowledge on para rowing to the community.

Key activities and achievements in 2017

- Agitos / FISA Training Camp, Sarasota (USA), 4-12 March. It was a coordinated effort with USRowing. A total of 7 NFs (ARG, CHI, GUA, MEX, SVG, TTO and USA), 4 of them new, participated in a 9-day training camp supported by the Agitos Foundation Fund. 14 rowers were classified.
- Gavirate International Para-rowing Regatta and training camp, Gavirate (ITA), 12-14 May. A total of 14 NFs (AUT, BEL, FRA, GER, GBR, ISR, ITA, HUN, LTU, NED, NOR, RUS, UGA, UKR), comprising 41 crews, competed in the para rowing events. The entries for each event were: PR1M1X (8); PR1W1X (7); PR2Mix2X (6); PR2M1X (7); PR2W1X (3); PR3Mix2x (5); PR3Mix4+ (5)
- World Rowing Cup II, Poznan (POL), 16-18 June. A total of 15 NFs (AUT, BLR, BRA, FRA, GBR, GER, HUN, ISR, ITA, LTU, NED, NOR, POL, RUS and UKR), comprising 29 crews, competed in the para rowing events. The entries for each event were: PR1M1X (14); PR1W1X (3); PR2Mix2X (3); PR3Mix2x (3); PR3Mix4+ (6)
- World Rowing Championships, Sarasota-Bradenton (USA), 24 September – 1 October. A total of 21 NFs (AUS, AUT, BEL, BRA, CHN, FRA, GBR, GER, HUN, ISR, ITA, LAT, LTU, MEX, NED, NOR, POL, RSA, RUS, UKR and USA), comprising 39 crews, competed in the para rowing events. The entries for each event were: PR1M1X (16); PR1W1X (6); PR2Mix2X (6); PR3Mix2x (6); PR3Mix4+ (5)
- 1st Para Rowing Conference, London (GBR), 9 December - the conference brought together para rowing stakeholders to discuss how to move the sport forward. Presentations included topics such as classification, equipment, development, performance and the creation of a strategic plan. A total of 44 participants from 23 NFs (AUS, AUT, BEL, BRA, CAN, FRA, GBR, GER, GHA, GRE, HUN, HKG, IRL, ISR, ITA, JPN, LTU, NED, NOR, POL, SWE, USA, ZIM) took part.
- Successful transition to 2000m race distance.
- Confirmed additional PR2 1x and PR3 2- events for both genders.
- Initiated research into equipment and technology aimed at possible changes after 2020.
- Secured funding from Agitos for production of development & educational materials.
- Para Rowing Commission meetings in 2017 - March; September; December.

Focus for 2018

- Geographic development - to further develop para rowing in Africa, Asia, Oceania and South America.
- Regulations - to update and simplify the Para Racing regulation.
- Workshops - to host classification and coaching workshops regularly.
- Equipment - to trial and review new pontoons/seats/boats in order to advance Para rowing whilst ensuring it remains safe. Work towards adapting para equipment to be used on standard boats.
- Classification - to continue the research-based review on classification.
- Communications - to increase communication between International Classifiers and provide an update seminar in Dec 2020.

Summary

I would like to thank all FISA Colleagues and Commission members, in particular Tara Huntly for her contribution to the Para Rowing Commission. The enormous support from the FISA staff during the year is also very much appreciated. Thanks also to the International Paralympic Committee, National Federations and Paralympic Committees, the Agitos Foundation and all of the other bodies with whom we work closely to ensure that para rowing a fully integrated part of FISA.

2017 Commission Members

Marco Galeone (RSA)

Simon Goodey (GBR)

Paola Grizzetti (ITA)

Fay Ho (HKG), Chair

Tara Huntly (AUS)

Roberto Nahon (BRA)

Rebecca Orr (CAN)

Tarina Van Der Stockt (RSA), *appointed July 2017*

ROWING FOR ALL COMMISSION

Guin Batten - Chair

The purpose of the Rowing for All Commission is to oversee and promote on a national and international basis all the following forms of rowing: touring, fitness and recreational rowing; coastal and traditional rowing; and Indoor rowing.

The main activities of the Commission are to:

- Collaborate with member federations to share knowledge, expertise and develop the above forms of rowing, in new countries and to new rowers;
- Guide the strategic growth of international competitions and challenges, to support the development of different disciplines and formats, notably coastal, beach and indoor;
- Oversee the organisation of the World Rowing Coastal Championship Regatta and the World Rowing Tour;
- Develop activities to protect and promote the heritage boat classes and support the traditional activities and regattas; and
- Foster communication between the different rowing communities.

Key Activities and achievements in 2017

- 2017 World Rowing Tour, Ligurian Coast (ITA), 16-24 September. The 2017 World Rowing Tour was held successfully on the sea from Bocca di Magra to Genoa in Northern Italy, passing places such as Portovenere, Cinque Terra and Portofino.
- World Rowing Development Tour - the Commission continues its commitment to support rowing development tours and is currently planning a World Rowing Development Tour in Vanuatu in support of the ORCON rowing development projects.
- 2017 World Rowing Coastal Championships, Thonon-les-Bains (FRA) - see report below.
- 2017 Asian Rowing Federation Coastal Rowing Championships (Beach Sprint format) were staged for the first time and were supported by the Rowing for All Commission.
- Indoor rowing was included for the first time as an invitation sport at the 2017 World Games, held in Wrocław, Poland.
- Future events were awarded as follows:
 - 2018 World Rowing Tour to the Costa Brava (ESP)
 - 2018 World Rowing Indoor Championships to Alexandria, Virginia (USA)
 - 2018 World Rowing Coastal Championships to Sidney, Victoria (CAN), 11-14 October 2018. This will be the first time the Championships are held in North America, and the first time a mass beach start will be part of the regatta.
 - 2019 World Rowing Coastal Championships to Hong Kong (HKG). The event will take place in the iconic Hong Kong Harbour and will be the first time the Championships are held in Asia.
- Rowing for All Commission meetings in 2017 – October and December

2017 World Rowing Coastal Championships

The 11th World Rowing Coastal Championships was hosted in Thonon-les-Bains, France, 12-13 October. It was the second time France has hosted the Championships, and as the nation that devised the discipline in the late 1980's it was great to return home.

The Regatta had the largest number of women crews racing (98) in the history of the coastal discipline. There was a total of 628 rowers and 269 crews from 32 nations competing for the 6 titles. The medals were spread over 12 different nations, the widest medal spread ever.

The race was held on Lake Geneva, which is notorious for its wild mountain winds. Despite this, the weather on the two days of racing was disappointingly calm. The differentiating skill was in navigating the twisting course and tense racing was created when leading crews failed to read the complex race course in the difficult light.

2017 MEDAL WINNERS	WOMEN		MEN	
Solo C1x	UKR 01	29:58.4 DYMCHENKO	ITA 01	26:13.7 MARTINI
	IRL 01	+0:32 DUKARSKA	PER 01	+0:27 LINARES-R
	FRA 01	+0:56 ALFRED	ESP 01	+0:38 MIRAMON-Q
Double Scull C2x	RUS 01	28:49.8	HUN 01	25:06.5
	FRA 01	+0:26	MON 01	+0:09
	ESP 03	+1:10	ITA 01	+0:39
Coxed Quadruple Scull C4x+	GRE 01	27:35.0	ITA 01	23:53.2
	ITA 01	+0:07	ITA 08	+0:17
	GER 01	+0:14	POR 01	+0:27
2017 World Rowing Coastal Championships Nations Trophy	ITA 51 points		FRA 51 points	
	ESP 33 points			

YEAR	LOCATION	CREWS	ROWERS	NFS	NF MEDALS
2007	Cannes, FRA	158	418	16	6
2008	San Remo, ITA	151	418	16	7
2009	Plymouth, GBR	170	443	16	8
2010	Istanbul, TUR	172	411	18	9
2011	Bari, ITA	173	457	19	5
2012	Not held	-	-		-
2013	H'borg, SWE	128	299	20	8
2014	Thessa'niki GRE	151	384	23	7
2015	Lima PER	126	260	25	7
2016	Monaco, MON	279	694	31	11
2017	Thonon, FRA	269	628	32	12

The Organising Committee from Thonon-les-Bains and the French Rowing Federation staged an outstanding regatta and provided a warm welcome to all. The racing was broadcast live on the internet with highlights on terrestrial television.

At the time of writing, the attribution of the 2020 Championships is open for bidding and countries are encouraged to bid.

Focus for 2018

- Coastal rowing:
 - Continue to develop the brand and format of coastal rowing (as the mountain biking of rowing) and to attract new types of rowers and sponsors to the sport.
 - Continue to spread the development of coastal rowing into new countries.

- Encourage coastal rowing to be a selected sport within the World Beach Games and other continental/regional Beach Games.
- Indoor rowing - encourage its growth and development.
- Recreational rowing - to work with national federations to increase the number of people taking part.
- World Rowing website and social media - continue to develop both as an active portal for all rowers from indoor rowing to ocean rowing.
- World Rowing Week - to promote awareness of rowing globally, the Commission proposes that FISA promotes a World Rowing Week, for example, the last week in August or September each year, featuring different events involving each form of rowing: racing regattas in fine boats and coastal boats; where appropriate, regattas in traditional boats; indoor rowing; tour rowing (e.g. half day excursions); and “try outs”.

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 limited 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’.

Membership of the Commission

Guin Batten (GBR), Chair

Warwick Marler (AUS) - Recreational

Vahid Moradi (IRN) - Recreational

Richard Mouchel (FRA) - Coastal

Andrea Ranner (AUT) - Recreational

Pasquale Triggiani (ITA) – Coastal

SPORTS MEDICINE COMMISSION

Dr Juergen Steinacker - Chair

The purpose of the Sports Medicine Commission (SMC) is to oversee and advise on all medical and anti-doping aspects related to rowing.

The main activities of the Commission are to:

- Supervise and monitor medical, health and safety services at World Rowing Championships and World Rowing Cup regattas using Commission members or FISA-certified volunteer medical physicians;
- Investigate and promote the prevention of rowing related injuries and health issues;
- Formulate and publish best practice guidelines for medical and health services and environmental issues;
- Promote research activity on rowing-related health and medical issues, exercise physiology, biomechanics, health, environmental and any other sports medicine related subjects;
- Provide basic medical and health education to coaches;
- Publish in the Sports Medicine section on the FISA website, as appropriate:
 - Legislation and statements (WADA, IOC, FIMS, FISA...);
 - Documentation relating to exercise physiology, sports medicine, biomechanics, biological aspects of training;
 - Research results and best-practices publications;
- Provide advice and recommendations upon request to the Council, Coaches Conference and member federations;
- Advise FISA on guidelines and policies for anti-doping activities and supervise anti-doping controls at FISA events; and
- Provide three members of the Commission to serve as the Therapeutic Use Exemption Committee, as defined in the Anti-Doping Rules. One member shall be appointed as Chair by the Executive Committee.

Key activities and achievements in 2017

- FISA Doctor at the main events - Commission members continued their service at regattas as the FISA Doctor. The events in 2017 included:
 - The three World Rowing Cup stages (Belgrade, Poznan, Lucerne)
 - European Rowing Championship, Racice (CZE)
 - World Rowing Junior Championships, Trakai (LTU)
 - World Rowing U23 Championships in Plovdiv (BUL)
 - World Rowing Championships in Sarasota (USA)

- Development:
 - SMC member Dr Donia Koubaa (TUN) provided a Sports Medicine seminar during the FISA Training Camp and medical cover and support for the African & Arabic Championships, held in Tunis (TUN) in October. African and Arabic NFs participated.
 - Anti-doping control tests were conducted during the African and Arabic Championships by the local Anti-Doping Agency, supported by FISA.
- The SMC Chair represented FISA at the following events:
 - IOC meeting of the heads of IF Sports Medicine Commissions
 - IOC working group on water quality
 - ASOIF Medical & Scientific Consultative Group
 - WADA Annual Anti-Doping Seminar
 - WADA Health, Medical and Research Committee in Montreal
 - WADA TUE Chair Meeting, Helsinki (FIN), September
- FISA Therapeutic Use Exemption Committee was chaired by Dr Koubaa, with two members from the SMC appointed on a case by case basis. Dr Koubaa also attended WADA's TUE symposium in Helsinki (FIN), September.
- Rule Book revisions for the Extraordinary Congress - the SMC was involved in the revision of the bye-laws, including a complete revision of the anti-doping rules. The SMC focused also on Rules 21 – Health, 32 – Master Rowers and 99 - Health of Athletes.
- Bye-law to Article 56 – Duties of the Commissions. The duties of the SMC now include anti-doping as well as the medical issues in rowing. SMC membership requirements are also defined: members should be certified medical physicians with specific expertise in Sports Medicine. The SMC can be supported by non-physician consultants who hold a doctoral degree in biomedical sports-related science.
- Publications - Commission members have contributed to the updating of the FISA website and the SMC guidelines: Heat and Cold, Regatta Health (Cook Book), Rescue, Hygiene and Hygienic Hazards Protocol, Water Safety.
- SMC meetings in 2017: March, July, September, December.

Anti-Doping

- FISA Anti-Doping Committee – the SMC Chair serves as chair of this Committee, Dr Mike Wilkinson (CAN), Dr Lenka Dienstbach-Wech (GER) and the Executive Director are members. The following meetings took place in 2017:
 - 11 July, working meeting of FISA ADC, Lucerne (SUI)
 - Regular phone conferences (every 3 months (this is a suggestion))
- Operational Anti-Doping issues are now handled by the Anti-Doping Department (ADD) with personnel who have no political connection with a national federation. The ADD is a part of the administration that is managed by the Executive Director and overseen by the Executive Committee. ADD will, among other tasks, propose the Registered Testing Pool, propose and conduct testing, communicate with laboratories, analyse outcomes of testing and adverse analytical findings, prepare hearing panels. ADD handles the Biological Passport together with the Lausanne APMU. ADD consists of the AD Medical and Scientific

Advisor Dr Alain Lacoste, the AD Coordinator Nathalie Schmutz and the AD Legal Advisor John Boulton.

- FISA was proactive in all challenges which were related to the 2016 McLaren reports on suspected Russian cases and the results of the IOC Schmidt and Oswald Commissions.

Focus for 2018

- 2018 World Rowing Sports Medicine, Science and Coaches Conference, Berlin (GER), 22-24 November - the SMC functions as the programme committee for this event and is preparing the conference programme, in cooperation with the Competitive Commission.
- Safeguarding - protection of our Athletes and the FISA community from harassment and abuse. The International Olympic Committee (IOC) has developed a toolkit to assist in the development of policies and procedures. FISA will form a working group on these issues, including Dr Jürgen Steinacker and Dr Wilkinson.
- FISA's Masters regatta and Anti-Doping – from 2018 there will be in-competition testing. Rowers will have to sign a 'commitment' form. The opinions of the rowers will be sought through a questionnaire.
- Vape pens and smoking are not allowed in the athlete's area at any FISA events; signs will be put up at regattas.
- In 2018-2019 the SMC will focus on revising guidelines for the health and safety of rowers, educational programs, in cooperation with the FISA Development team.
- Tokyo 2020 – analysis of the climatic conditions in Tokyo during the time of the 2019 World Rowing Junior Championships and the 2020 Olympic Games.

Summary

The SMC supported the formation of a new FISA Anti-Doping-Department and the connected changes in byelaws and rules. The SMC contributes to FISA's Anti-Doping Committee and FISA's Therapeutic Use Exemption Committee. In this way, and through the activities outlined above, the SMC continues to work to significantly improve and secure the safety and health of athletes and teams, the good outcome of events and to contribute to the good standing of FISA as an international sport organisation. The 2018 World Rowing Sports Medicine, Science and Coaches Conference will be an important contribution.

2017 Commission Members

Dr Jo Hannafin (USA)

Dr Mikio Hiura (JPN)

Dr Donia Koubaa (TUN)

Dr Henning Nielsen (DEN)

Dr Piero Poli (ITA)

Dr Tomislav Smoljanovic (CRO)

Dr Juergen Steinacker (GER), Chair

Dr Michael Wilkinson (CAN)

Dr Petra Zupet (SLO), *appointed July 2017*

UMPIRING COMMISSION

Patrick Rombaut - Chair

The purpose of the Umpiring Commission is to standardise umpiring and to continuously improve the quality of umpiring in general, in particular at FISA World Championships, and at international events (regattas, sprints, para rowing, indoor, coastal, etc.) and to promote umpiring throughout the world.

The main activities of the Commission are to:

- Select juries for FISA events based on selection criteria as agreed by the Executive Committee;
- Supervise the work of the juries at World Rowing Championships;
- Develop, improve and standardise umpiring by conducting seminars and clinics, using the most modern educational techniques and methods;
- Conduct examinations for international umpire licences;
- Monitor the qualifications and quality of international umpires;
- Define the role of umpires in the development of new types of rowing events, in collaboration with the other FISA Commissions as appropriate;
- Continuously improve the standard of regatta organisation at all major events in co-operation with the other FISA Commissions as appropriate;
- Assist in the implementation of the Umpiring Development Programme; and
- Provide quality assurance for the Rules of Racing and associated Bye-Laws, in the official languages of FISA as appropriate.

Key activities and achievements in 2017

- Members of the Umpiring Commission attended all 2017 World Rowing events, the Extraordinary and Ordinary Congresses, as well as the World Games Indoor Regatta in Poland and the YOG Asian Qualification Regatta in Singapore.
- The following International Regattas were attended:
 - Memorial Paolo d'Aloja, Piediluco (ITA)
 - International Para Rowing regatta, Gavirate (ITA)
 - EUSA European University Championship, Palic (SRB)
 - International Rowing Sprint, Berlin (GER)
 - International Ghent May Regatta, Gent (BEL)
 - Chattanooga Head of the Hooch (USA);
 - Croatia Open, Zagreb (CRO)
 - Bled International Regatta, Bled (SLO)
 - Sydney International Rowing Regatta, Sydney (AUS)
 - African Championships, Tunis (TUN)

- International Huegel Regatta, Essen (GER)
- International Regatta Ratzeburg (GER)
- New FISA umpires - the 5 exam sessions during the year resulted in 16 new FISA umpires (9 women and 7 men). Examinations were held in five locations: Pattaya (THA), Sarnen (SUI), Sarasota-Bradenton (USA), Nogent sur Marne (FRA), Singapore (SGP).
- Seminars & clinics - 293 umpires attended a seminar (16 in total). A number of seminars and clinics were held throughout the year: Sarnen (SUI); Bled (SLO); Gent (BEL); Karapiro (NZL); Racice (CZE); Singapore (SIN); Trakai (LTU); Plovdiv (BUL); Pattaya (THA); Sarasota-Bradenton (USA); Nogent sur Marne (FRA); Tunis (TUN); Henley on Thames (GBR); Ottensheim (AUT); Amsterdam (NED); Thonon les Bains (FRA) with focus on Coastal Rowing; Rabat (MAR), clinic conducted by FISA umpire Anis Ben Kheder; online Umpiring clinics (from Princeton-USA to the Americas 6 times x 2 hours).
- Rules update clinics - 149 Umpires followed the Rules update clinics that were held throughout the year: Sydney (AUS); Belgrade (SRB); Nagambie (AUS); Krefeld (GER); Poznan (POL); Lucerne (SUI); Trakai (LTU); Sarasota-Bradenton (USA); Tokyo (JPN); Bled (SLO) – during development Camp combined with Int. Regatta; 10 Online rules update clinics.
- Eligibility for 2018 events - 442 Umpires became eligible for the 2018 World Rowing events juries.
- Resignations/non-renewals - 7 international umpires resigned during 2017 and 7 have not renewed their license by not attending a seminar
- Umpiring training - was added to the FISA development camps (SLO, ESA and GUA).
- Umpiring Commission meetings in 2017 - March & December; meetings were held at nearly all major FISA events.

Focus for 2018

- The 2018 season starts with:
 - 475 FISA umpires from 68 national federations;
 - 49 national federations having a total of 131 female FISA-umpires (or 27,57% of the total number).
 - 222 FISA Umpires selected for the different 2018 FISA juries;
- 2018 FISA Development camps - at least three camps will include umpiring training (URU, JAM and GUA)
- Gender representation - further increase the number of female umpires.
- Geographical representation - continue to expand the number of federations with FISA qualified umpires.
- Learning resources - continue to develop new resources for umpiring development – online, You Tube, summary sheets.
- FISA projects - further contribution to new and ongoing FISA projects.
- Networks - initiate regional umpiring networks.

Summary

FISA's umpiring commission will continue to contribute to fair competitions in cooperation with all parties involved.

2017 Commission Members

Fabio Bolcic (ITA)

Kristopher Grudt (USA)

Ines Hammami (TUN)

Nicholas Hunter (AUS)

Gabrielle Isenschmid Weber (SUI)

Vladimir Meglic (SLO)

Jérôme Mouly (FRA)

Stefanie Palfner (GER)

Patrick Rombaut (BEL), Chair

Takao Senda (JPN)

WOMEN'S ROWING COMMISSION

Jacomine Ravensbergen – Chair

The purpose of the Women's Rowing Commission is to oversee and promote women's participation in all rowing activities and events, at all levels.

The main activities of the Commission are to:

- Co-operate with other international sport federations.
- Establish and maintain contacts with people responsible for women's rowing in each member federation.
- Identify and promote women in administration, coaching, umpiring and research roles.
- Investigate and evaluate regatta results, numbers of participants, weight limits etc.
- Organise seminars.
- Collect material for publicity and promotion of women's rowing.

Key activities and achievements in 2017

For Women's Rowing, 2017 has been a historic year. The FISA proposal for a complete gender equal Olympic programme got approved by IOC in July, followed by the decision at our Ordinary Congress in October for equal programmes at all World Rowing Championships. This is an important achievement and gives our female athletes the same opportunities as their male colleagues.

FISA has a successful development programme for athletes. An increasing amount of talented female athletes have participated over the past years in FISA's development camps. Obviously, the policy for teams to bring talents from both genders has been a key factor.

For talents with a limited possibility of national funding, Olympic solidarity scholarships can facilitate coaching, training camps and participation at an international level. During the past Olympic cycle, 65 scholarships have been granted to rowers; 44% of them to female rowers. Two-thirds of these 'scholars' qualified for the Rio Olympics and 10 of them became medallists. In comparison, the London Olympics, with less scholarships had only 24% for female rowers.

Looking at our World Rowing Championships, we have seen a substantial increase in female participation, in particular in the World Junior and Under 23 Championships. The Women's four is the new Olympic event and this had an immediate effect on the entries for 2017. The event brought us exciting races and very close finishes at the World Rowing Junior, World Rowing Under 23 and World Rowing Championships.

Other activities of the Commission included:

- Ongoing effort to create greater gender balance on the development programmes, improving the percentage of female participants on training camps.
- Ongoing effort to increase the amount of Olympic scholarships for rowers and in particular female rowers.
- Contribution to the decision making process on the Olympic Games rowing programme and the FISA championships programmes during the Extraordinary and Ordinary congresses.

- Contribution to the IOC research report on “Understanding and redefining the role of men in achieving gender equity in sport leadership” and presentation at IOC, scientific congresses and the FISA NF Conference.
- Presentation of the research project “What makes a successful coach of female athletes” at conferences and published in several papers and on the IOC ePlatform.
- Ongoing effort to balance the visibility of women’s rowing within FISA: ‘Learn to Row’ booklet, guidelines for media streamlines, gender equity website etc.
- For the Extraordinary Congress in 2017, FISA prepared three proposals in which gender equality was conditional:
 - a gender equal Olympic event programme proposal for Tokyo 2020;
 - gender based criteria included for eligibility requirements of NFs to get 3 votes at FISA congresses;
 - mixed F/M participation of delegates at FISA congresses.
- Meetings attended included meetings with FISA staff in Lausanne, Council meetings, Joint Commissions Meetings, Women’s Henley, meetings with research groups on gender studies in sport, NF’s meetings at the JCM, World Championships.

Focus for 2018

In the coming years FISA’s Strategic Women’s Rowing programme will continue the effort on equal participation at training and development camps and championships.

We will have more focus on female coaches and leadership. We continue to facilitate participation of female future leaders at the Women in Sport Leadership Academy (WSLA) and will create a leadership network.

In cooperation with the Competitive Commission, IOC Solidarity Fund and four other International Sports Federations, we will develop an integrated leadership in female coaching programme starting (hopefully) second half of 2018.

To monitor the results of our policy closely, we will repeat the annual survey in 2018.

Summary

I would like to thank Tricia Smith, Vice President of FISA, for her continuous and valuable involvement in promoting women in sport and, in particular, women in rowing. I would also like to thank Sheila Stephens and Yihuan Chang from the Development Department for their dedication and commitment in developing and driving forward initiatives to support women in rowing.

2017 Commission Members

The Women’s Rowing Commission is a cross commission and therefore has no fixed membership but rather consists of a broad group of men and women including members of the Executive Committee and Chairs and Members of several Commissions, in particular the Athletes Commission, Competitive Commission, Youth Commission, Rowing for All Commission, Masters Commission, Event Promotion Commission and Umpiring Commission.

YOUTH ROWING COMMISSION

Algirdas Raslanas - Chair

The purpose of the Youth Rowing Commission is to oversee and promote all areas of youth and student rowing and increase participation at all levels of performance and across nations.

The main activities of the Commission are to:

- Assist and advise on the organisation of the World Rowing Junior and Under 23 Championships and other international level youth competitions, e.g. Youth Olympic Games and FISU competitions;
- Represent the interests of youth rowing when decisions about the competition system are to be made;
- Monitor trends in youth rowing at national and international levels;
- Establish and maintain contact with coaches at major FISA events, e.g. by holding meetings at least once per year;
- Organise the World Rowing Youth Coaches Conference;
- Assist the Control Commission at the World Rowing Junior and Under 23 Championships;
- Analyse the organisation, entries and results of the World Rowing Junior and Under 23 Championships and to publish the results and to use the information to inform future activities; and
- Consult with the Masters Rowing Commission regarding the Masters Fund for Youth Rowing and the use of the resources of the Fund.

Key activities and achievements in 2017

- Event support and Management - the Commission fulfilled its functions at the U23 and Junior Championships. Primarily this was to support the new and young coaches, particularly those from development countries. A Coaches Meeting was organised and statistics analysed to provide future recommendations regarding trends to the Executive Committee and other Commissions.
 - Fairness - Barbara Fenner, Medhi Garidi and Barbara Grudt were part of the Fairness Committees at the U23 and Junior Championships.
 - Youth Coaches Conference - conducted Coaches Conference in Minsk, BLR, with 44 participants and 11 countries attending.
 - Surveys - Axel Müller and Sevara Ganieva conducted a survey of boat and oar manufacturers at the Junior Championship in Trakai.
 - Development - Müller was the head coach at the pre-competition training camp in Singapore. Sevara Ganieva and Medhi Garidi were assistant coaches and also conducted an OVEP session for the camp participants. Sevara Ganieva conducted the OVEP program in Trakai.
 - Youth Olympic Games 2018 (YOG) - preparation of documents and planning for the YOG regatta, including the sprint relay and the Sports Initiation Program (SIP) for the cultural activities.

- Masters Fund for Youth Rowing - thanks to the money provided by the Masters Commission 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)
- Rocio Rivarola Trappe (PAR, 2011)
- Le Van Quang (VIE, 2013)
- Carlos Merino Lemus (ESA, 2014)
- Kushal Abhayaratne (SRI, 2017)
- Sharen Kannangara (SRI, 2017)

Kushal Abhayaratne (Sri Lanka) had completed one year of his Coach Scholarship when he was selected for the elite Leander Coaching Exchange. He is now the lead coach for SRI. Sharen Kannangara, another member of the three member SRI national coaching staff, replaces Abhayaratne. Kannangara came to the the Junior Championship in Trakai with two single scullers and attended the Youth Coaches Conference in Minsk, BLR.

In addition, the Masters Fund also provided Athlete Education Support for Ozave Miller from Saint Vincent and the Grenadines, a 2018 YOG participant, to help him learn to read.

- Youth Rowing Commission meetings in 2017 - Joint Commission Meetings, London (GBR), March & December; U23 World Championships, Plovdiv (BUL), July; Junior World Championships, Trakai (LTU), August.

Focus for 2018

- World Rowing U23 Championships: 2018 - Poznan (POL), 25-29 July; 2019 - venue to be confirmed, 24-28 July
- World Rowing Junior Championships: 2018, Racice (CZE), 8-12 Aug; 2019, Tokyo (JPN), 7-11 August
- World Rowing U23 and Junior Championship: 2020 - Bled (SLO), 15-23 August
- Youth Coaches Conference: 2018 - venue to be confirmed
- Youth Olympic Games: Buenos Aires (ARG), 7-11 October 2018
- World University Rowing Championships: Shanghai (CHN), 10-12 August 2018

Summary

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, for their proposals and feedback. This is greatly appreciated.

2017 Commission Members

Antonio Colamonici (ITA)

Barbara Grudt (USA)

Barbara Fenner (AUS)

Axel Mueller (GER)

Sevara Ganiyeva (UZB)

Algirdas Raslanas (LTU), Chair

Mehdi Garidi (ALG)

AGENDA ITEM 7

Reports of the Continental Representatives and Co-opted Council Members

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CONTINENTAL REPRESENTATIVE FOR AFRICA

Khaled Zein Eldin

Key activities and achievements in 2017

- 12th African Championships - 20 African national federations participated in the 12th African Rowing Championships from 20-22 October 2017 in Tunisia.
- Development training camp - a FISA Development training camp was held before the African Championships, from 12 October 2017 in Tunisia with the participation of 19 national African Federations, 46 athletes: 26 males + 20 females, 19 coaches.
- Seminar for umpires - 8 umpires participated in the seminar conducted by Ines Hammami (FISA Umpire Commission member) during the African Championships held in Tunisia.
- 3rd African Youth Games 2018 planning - the FASA Technical Commission chairman attended ANOCA, UCSA, and COJAJ Joint Meeting in Algiers 24-25 May 2017 to discuss the rowing organisation aspects and the technical rules.

Meetings Attended in 2017

- FISA Extraordinary Congress & Council Meeting, Tokyo (JPN), February
- Joint Commissions Meetings, London (GBR), March and December
- Council Meeting, Lucerne (SUI), July

Focus for 2018

Our greatest challenge in the coming years will be to further promote and develop African rowing. Our goals are to:

- FISA Strategy & IOC Agenda 2020 - work hard to implement the 2020 Agenda and the realisation of FISA strategy.
- Women's rowing - further promote women's rowing by increasing the number of female athletes and coaches and their competitive level.
- Participation of national federations - try to help the African National Federations to participate in the international championships as we must provide assistance with lodging and boats also attending the FISA congress to have an effective role in the decision that are taken.
- Indoor rowing - encourage indoor rowing in the African Countries who don't have a regatta course.
- 3rd African Youth Games, Algiers (ALG), 17 – 27 July 2018 - rowing is included on the program of the 3rd African youth Games which will be held in Algeria from 17-27 July 2018. This event will be the continental qualification event for rowing for the 2018 Youth Olympic Games.

Summary

I would like to thank FISA who have been supportive to promote and develop rowing in the African continent.

CONTINENTAL REPRESENTATIVE FOR THE AMERICAS

José Quiñones

Key activities and events in 2017

- South American Championships (Senior, Lightweight, Junior categories) - held in April, Brasilia (BRA) and organised by the Brazilian Rowing Confederation. Eight countries participated, with Argentina winning the largest number of races in senior and lightweight categories. Chile was the winner in the junior category. During the same event, the Para Rowing Championships were held, where Brazil was the winner.

The Ordinary Congress was also held at this event and ratified the venues of the South American events until the year 2021.

- Pan-American and South American Master Regatta - held in Montevideo (URU) and organised by the Uruguayan Rowing Federation, with the participation of 700 rowers from different South American clubs. 172 races were staged over two days every five minutes.
- II South American Youth Games - held in the Laguna La Luz of Curauma, Valparaiso (CHI), on a world class rowing course. There were four races: Argentina won two, with Chile and Peru winning the others. The possibility of participating with two crews per country in the single men's and women's boat classes was successfully incorporated, generating more competition. Nine nations participated.
- XVIII Bolivarian Games - held in the city of Santa Marta (COL), with the participation of nine nations in all of the sculling classes over a thousand meters. The winner was Chile.

These Games differ from the South American Games by the non-participation of Argentina, Brazil and Uruguay. Central American countries such as the Dominican Republic, El Salvador and Guatemala do participate.

- XI Central American Games - held in Managua (NCA), 3-17 December 2017. A total of eleven competitions were held from 4-6 December, with the participation of five countries: Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. Nicaragua finished at the top of the medal table with Guatemala a very close second.
- 2017 World Rowing Championships, Sarasota (USA) – the 2017 World Rowing Championships were held from 24 September to 1 October in Sarasota/Bradenton, Florida, USA. With more than 40,000 spectators and around 1,700 participants, this event was an overwhelming success. The Americas performed well at the event; their results are shown in the tables below.

Americas Results in Sarasota/Bradenton 2017:

Men

Bote	CAN	USA	BRA	MEX	ARG	PER	GUA	CUB	PAR	URU	ESA	PUR	ECU	SVG	BAH
1x HPL	12	10	6	7			23	19					24	39	40
2sin HPL		6	3	8											
2x HPL	13	16			14	20	21			18					
4sin HPL		6													
4x HPL		16	15												
1x H		18	23	19	17			2	30		35	31			
2sin H		11			14										
2x H	16	9		17	13			18							
4sin H	8	10			14										
4x H		15						14							
8+		2													

Women

Bote	CAN	USA	MEX	PAR	PER	GUA	TTO
1x FPL		3	7	14			
2x FPL		3	17		16	15	
4x FPL	4	9					
1x F	6	7		20			17
2sin F		2	11				
2x F		2					
4sin F	9	4					
4x F		5					
8+ F	2	4					

CONTINENTAL REPRESENTATIVE FOR ASIA

Aijie Liu

Key activities and achievements in 2017

- Championships
 - Asian Rowing Championships - 335 athletes from 22 national federations participated in the championships, held in Pattaya, Thailand in August.
 - Asian Rowing Junior Championships - 199 athletes representing 25 national federations participated in the junior championships, held in Singapore in October.
 - 1st Asian Rowing Coastal Championships - about 100 athletes from ten national federations participated in eight events at the coastal championships, held in Shenzhen, China in December.
 - Asian Cup Regatta - held in Indonesia in October. This regatta was organised as a test event for next year's Asian Games.
 - Asian Indoor Rowing Championships were held in Malaysia.
- Seminars and Training Camps
 - Junior Training Camp - held in October, in Singapore for about 60 athletes. Among them two athletes from each federation were provided with free accommodation.
 - Asian Para Rowing Training Camp and a Classification Workshop - held in October, in Thailand.
 - Asian rowers' training camp - held from November 2017 through to January 2018, in China. 75 athletes participated and were provided with accommodation and boats.
- Para rowing developed and more para regattas were organised.
- Rowing in some Asian countries drew more attention from the government and the public. In China, for example, rowing obtained more financial support.
- Public rowing developed fast. More and more master regattas were held in East Asian countries. In China, there were about 40 master regattas in 2017.
- At the end of 2017, there were 36 FISA and ARF member federations in Asia.

Meetings Attended in 2017

- FISA Extraordinary Congress & Council Meeting, Tokyo (JPN), February
- FISA Ordinary Congress, Sarasota (USA), October
- FISA Council Meeting and Joint Commissions Meetings, London (GBR), December
- ARF Ex Committee Meeting and Joint Commissions Meetings 2017

Focus for 2018

- Events & training camps:
 - Asian Cup I, April 2018, Singapore
 - Asian Rowing Masters Regatta, May 2018, Iran

- Asian Cup II and Asian Rowing Junior Championships, June 2018, Korea
- Asian Games, August 2018, Indonesia
- World University Rowing Championships, August 2018, Shanghai, China
- Asian Games, August 2018, Indonesia
- In addition, there will be training camps and workshops in 2018 for rowers, para rowers and coaches.
- Coastal rowing development activity:
 - Collaboration with the ARF and national federations to promote coastal rowing.
 - The Chinese Rowing Association applied for hosting the 2018 World Rowing Coastal Championships in Shenzhen but was not successful. However, China will continue to encourage clubs to conduct coastal rowing training camps.
 - I have talked with several boat builders in China and encourage them to make coastal rowing boats.
- Students:
 - Increase the competitive level.
 - Initiate the World High School Rowing Championships in China.
 - In 2018 the 1st China National High School Rowing Championships will be held this August in Chengdu.
- Rowing marketing & sponsorship – collaboration with FISA Marketing Director to help widen rowing market for both Asia and FISA.
- Asia representation in FISA Commissions – Asian countries wish to make more contributions to world rowing development. Focus on increasing the number of Asian members involved in FISA commissions and events, and also the number of Asian international umpires on duty at major world rowing events.

CONTINENTAL REPRESENTATIVE FOR EUROPE

Ryszard Stadniuk

Key activities and achievements in 2017

- Successfully delivered four European Championships with excellent participation:
 - European Rowing Indoor Championships, Paris (FRA), 4 February - held at the Charléty Stadium and combined with the French Indoor Rowing Championships. Rowers from 25 countries entered this championship but mostly in Para rowing events.
 - European Rowing Junior Championships, Krefeld (GER), 20-21 May - successfully organized by Krefelder Rowing Club with support from the German Rowing Federation. Participation was good although it did not exceed the figures of Trakai. It was first time an international event had been organised at this venue.
 - European Rowing Championships, Racice (CZE), 26-28 May - very well managed by the experienced Organising Committee at the upgraded venue of Racice. Spectators filled the grandstands and created a fantastic atmosphere during final races. The participation of the top athletes delivered truly outstanding performances and focused media interest.
 - European Rowing U23 Championships, Kruszwica (POL), 2-3 September - organised for the first time, following the decision of the European Rowing National Federations in Belgrade 2014. Nearly 400 athletes and 30 nations participated in this event, which exceeded all expectations. The programme included all boat classes from the World Rowing U23 Championships, with some events having straight finals due to less popular participation.
- Held two National Federation (NF) assemblies.
 - General Assembly of the European Rowing NFs, Racice (CZE), 27 May. The key decisions taken were:
 - 2019 ERJCH hosting rights attributed to Essen (GER)
 - 2019 ERU23CH attributed to Ioanina (GRE)
 - European Rowing Indoor Championships 2018 attributed to Rotterdam (NED); 2019 attributed Copenhagen (DEN)
 - Annamarie Phelps (GBR) elected as a member of the European Rowing Management Board (ERMB).
 - ERMB meeting was held in Warsaw (POL), 27-28 October, to prepare for the Extraordinary General Assembly following the decisions regarding Rule 36 at the FISA Congress, Sarasota, and to give consideration to the new FISA Article 18. The ERMB prepared a proposal for a revised Statutes and Rules to be presented to the Extraordinary General Assembly.
 - Extraordinary General Assembly, London (GBR), 7 December. The key decisions taken and outcomes were:
 - The Assembly agreed to the changes to the Constitution, as proposed by the ERMB, to separate the Statutes and Rules.
 - The NFs supported the establishment of a new entity that would be a European Rowing Confederation, to be recognised under Art.18 of the FISA Statutes.

- The delegates recognised the good cooperation with FISA in delivering Championship events and wished to ensure any new entity continues to be of mutual benefit to both European NFs and to FISA.
- A new gender equal racing programme was agreed for all events and including para-rowing at the European Championships from 2020.
- At the JCM held in London (GBR) on 9-10 December, the ERMB met with several commissions for discussions including the feasibility of an additional rowing event for Coastal rowing, the rowing calendar and support for the development of rowing across all European Federations.
- ERMB meetings in 2017 - Joint Commission Meetings in London (GBR), March and December; Krefeld (GER), May; Racice (CZE), May; Kruszwica (POL) September; Warsaw (POL), October; Extraordinary General Assembly, London (GBR), December.

Focus for 2018

- European Championships - deliver a successful event as part of the inaugural, multi-sport *European Championships, Glasgow 2018*.
- European Rowing confederation - run a successful consultation period to agree objectives and structure for a transition to a new European Rowing confederation.
- FISA Statutes, Article 18 - establish a new European confederation which is recognised under Art.18 of the FISA Statutes alongside a co-operation agreement with FISA to promote and safeguard the future of established European events.
- Coastal rowing - work with the Rowing for All Commission to explore the feasibility of staging a future European Coastal Championships.
- 2018 European events - ensure successful delivery of the Senior, Junior, U23 and Indoor European Championships.
- Future events - identify organisers for future European events
- Development - develop a strategy to support and monitor the development of European Federations to be active and sustainable across all areas, in line with FISA's Strategic Plan.

Summary

The European Championships continue to provide excellent opportunities for elite level competition at a continental level. The media and broadcast coverage of the European Championships continues to be strong and is broadcast across regions outside Europe. The European Federations continue to be willing to lead change and increase diversity across the world rowing calendar.

2017 ERMB Membership

Ryszard Stadniuk (POL), Chairman

Eva Szanto (HUN)

Dag Danzglock (GER), *until May 27*

Roland Weill (FRA)

Nebojsa Jevremovic (SRB)

Annamarie Phelps (GBR), *from May 27*

Algirdas Raslanas (LTU)

Patrick Rombaut (BEL)

CONTINENTAL REPRESENTATIVE FOR OCEANIA

Lee Spear

Key activities and achievements in 2017:

Oceania now has seven members: Australia; New Zealand; Vanuatu, Samoa; American Samoa; Fiji; and Tonga. Of those, only Australia, New Zealand and Vanuatu have current domestic rowing operations.

Australia (Rowing Australia "RA") - Australian rowing experienced a busy and productive time throughout 2017. Major achievements for the year included:

- Construction of a purpose-built training centre for Australia's elite female athletes
- Full implementation and operation of the *CampaignNumberOne* high performance plan, featuring the operation of two elite training centres, underpinned by bespoke pathways programs in each State
- An encouraging Senior World Championships, featuring two Gold medals and one Bronze medal in Olympic class events, one Gold medal in Paralympic class events, and two Silver medals in non-Olympic events.
- Promising results at underage level, including a Gold medal at the Junior World Championships, one Gold and two Silver medals at the U23 World Championships, and retaining the Under 21 Trans-Tasman Series
- Completion of a digital strategy which will help RA to deliver better services and experiences to its members, and to make the sport more accessible
- Significant progress in implementing a common finance system for the whole of rowing in Australia
- Delivery of the largest ever Australian Indoor Rowing Championships, and significant progress in engaging this important part of our sport
- Successful delivery of initial 'Riggers' Sporting Schools programs, providing access to new schools markets
- Delivering the level one coaching course online, making coach education accessible to the rowing community and leading to a record number of accredited coaches. This has been complemented by 'The Rowing Network' partnership with Community Rowing Inc.
- Diversifying RA's revenue sources, including attracting significant commercial revenues
- Expansion of the McVilly Pearce pin program to celebrate Australian rowing's great tradition of success and to ensure that the culture of the Australian Rowing Team endures through current and future generations
- Successful delivery of the 2017 Sydney International Rowing Regatta (SIRR) and Australian Masters Rowing Championships, providing our elite rowers with quality pinnacle events and experiences
- Whilst the achievements outlined above were pleasing, RA also believes that there remain further opportunities for growth and improvement within the sport. To that end, RA's priority throughout 2018 will be to the strategic platform strategic platform that has been designed to position the sport for future success across each of the key areas

of Australian rowing operations: the CampaignNumberOne high performance plan, RA's National Participation Plan, the RA Commercial and Fundraising Strategies, and the National Events Strategy.

New Zealand (Rowing New Zealand "RNZ") - The 2017 year marked significant structural change for the High Performance programme selection process. Rowing NZ now has two lead coaches (men's and women's) with one independent selector forming a three-person selection panel.

NZ hosted the World Masters Games in 2017 and Lake Karapiro played host to the rowing programme – our thanks to all those who travelled for the regatta and to those who made it possible.

The Sarasota World Champs produced seven (7) world championship medals: 3 gold, 2 silver and 2 bronze with 9 crews making A finals. This was a very pleasing result given the retirement of Eric Murray and the sabbaticals taken by Mahe Drysdale and Hamish Bond.

Rowing NZ has launched a 'Legacy' programme to identify all New Zealand representatives from the first ever World or Olympic medallist through to today's elite representatives. Each athlete has been given a unique number and a medal that identifies their selection and representation of New Zealand as an international rower.

We acknowledged the sad passing of Dudley Storey (this time last year). Dudley was awarded (posthumously) the Sir Don Rowlands Medal for outstanding contribution to Rowing in New Zealand both on and off the water. At a recent rowing celebration dinner the Ever-Swindell twins were recognised for their Thomas Keller Medal (announced in 2016) as were the retirements of Peter Taylor (Bronze in the LM2x in 2012) along with Nathan Cohen (Gold in the M2x in 2012) Joe Sullivan (Gold M2x in 2012) and Eric Murray (multiple Olympic medallist and World title holder).

Rowing NZ would like to acknowledge the organising committee of the Sarasota World Championships who delivered an outstanding event in very trying circumstances pre the regatta – congratulations and thank you for a job well done

Vanuatu (Vanuatu Rowing Association "VRA") - The VRA has taken stock of its operation following the completion of the 2013-2016 Olympic cycle. The VRA remains highly dependent on the successful operation of the Port Vila Rowing Club (PVRC) to provide opportunities for Ni-Vanuatu to row at an elite level. Three Ni-Vanuatu athletes attended the Rowing Australia National Championships at the Sydney International Regatta Centre between Mon 27th March - Sun 2nd April. George Langa achieved a sixth place in the A final of the LTAM1x. Langa's racing in an A final at a National Championships was a first for Team Vanuatu.

Of significance, the VRA conducted an XGM in July to appoint a new board. This represents a maturing of the VRA and the passing on of important roles to locally based members. The new board is currently planning a new strategy for the 2017-2020 Olympic cycle with a focus on developing Ni-Vanuatu leaders in the areas of coaching, administration and officiating.

The VRA looks forward to further developing the schools' program and supporting a broader base of athletes aspiring to represent Vanuatu in the current and next Olympic cycle. The new-year will begin with a FISA endorsed training camp and the Oceania selection event for the Youth Olympic Games mid-January. The VRA will continue to rely on volunteer efforts of the PVRC members and support from VASONOC.

The Pacific Islands' Project - The Pacific Islands' Project seeks to build on the success of Vanuatu Rowing and assist Samoa, American Samoa and Fiji to develop a domestic rowing operation. As time and resources permit, attention will also be given to Kiribati, Tonga, PNG and other Pacific Island nations.

Andrew MacKenzie, an experienced rowing coach from Australia who is currently living in Vanuatu, has been engaged on a part time basis by FISA as a Pacific Regional Rowing Development Officer for these Pacific Island nations.

The continuing support and guidance of the Development Division of FISA is acknowledged and is very much appreciated.

Meetings & International Regattas attended in 2017

- FISA Extraordinary Congress & Council Meeting, Tokyo (JPN), February
- FISA Council (via video link), Lucerne (SUI), July
- World Rowing Championships, Sarasota (USA), September, including the FISA Congress and Council Meeting

CO-OPTED COUNCIL MEMBER

Gerritjan Eggenkamp

Key activities and achievements in 2017

As a co-opted member my role is to contribute to the work and decision-making of the Council as well as assist with projects assigned to me. I attended all Council meetings during the year. I have been asked to focus on finance and event budgets.

As a member of the Finance Sub-Committee I have been closely involved with FISA's financial developments and the budget, attending budget review meetings and focusing on ensuring FISA's financial position remains sustainable over time, particularly during periods of severe financial challenges. For events, I have supported organising committees (OCs) when asked.

It seems that the strategic agenda approach to events works well, with substantially more interest from cities and regions to organise international events, which in combination with further initiatives to reduce costs for OCs should allow to further raise the bar on the standard of these important events that showcase our sport.

Meetings Attended in 2017

FISA Extraordinary Congress, Tokyo (JPN), February

Council Meeting, Lucerne (SUI), July

Council Meeting(s), Sarasota (USA), September

Finance Sub-Committee, Lausanne (SUI), November

Focus for 2018

Thanks to a number of cost reductions that have been realized by the FISA office, our 4 year budget has become more sustainable as the budget does not include substantial sponsor revenue while we are able to maintain our reserves over the 4 year period. Our reserves are still relatively small so hopefully more sponsorship income will be realised than budgeted so that we can build our reserves, be better prepared for the future and become less dependent on proceeds from the Olympics. Most likely this will be challenging however, as the sponsorship environment remains challenging, and therefore we should remain vigilant on our spending / finances.

CO-OPTED COUNCIL MEMBER

Masakuni Hosobuchi

Key activities and achievements in 2017

In January 2017, my role began as FISA Co-opted Council Member. My role is to actively support FISA in meeting its objectives now and in the coming years, in order to strengthen the presence of rowing in the future. Specifically, it means contributing positively at the FISA Council meetings and performing assigned tasks.

Olympic Agenda 2020 was agreed at the 127th IOC Session in Monaco in December 2014. A new phase in the Olympic movement has begun, and FISA is an integral part of it. Olympic Agenda 2020 will be implemented for the first time at the 2020 Olympic and Paralympic Games, taking place in Tokyo, Japan.

One of my first tasks has been to understand what has been recommended by Olympic Agenda 2020 relating specifically to our International Federation and to Tokyo, Japan, which will host the Games. I have had to cover a variety of areas, but I have started to study what kinds of responses are necessary for reform and changes in the above-mentioned things.

- 2017 FISA Extraordinary Congress, Tokyo (JPN). The decisions taken included those relating to the 2020 Tokyo Olympic and Paralympic program. The reason for holding this Congress in Tokyo was so that key personnel of each member federation could become familiar with Japan and Tokyo at an early stage.
- 2019 World Rowing Junior Championships, Tokyo (JPN). The decision to hold the 2019 World Rowing Junior Championships in Tokyo, the test event for the 2020 Olympic Games Rowing regatta, was taken during this Congress.
- Preparation for the Tokyo 2020 Olympic and Paralympic Games. The races in the 2020 Games will be held at a newly constructed venue, so we need to investigate, verify and check various things in advance. Strong cooperation and coordination with FISA, IOC, NOC, NF and 2020 OCOG is essential for success in 2020.

Meetings attended in 2017

- FISA Extraordinary Congress and Council Meeting, Tokyo (JPN), February
- World Rowing Cup II, Poznan (POL), June
- Council Meeting, Lucerne (SUI), July
- World Rowing U23 Championships, Plovdiv (BUL), July
- Council Meeting, Sarasota (USA), September
- Joint Commission Meeting, London (GBR), December

Focus for 2018

- Develop Rowing while studying IOC Agenda 2020
- Success in 2020, and to that end, make thorough preparations for 2019 and 2020
- Preparation for the 2020 Olympic and Paralympic Games
- 2020 is not the goal but just a step

- Always have in mind that 'Legacy' beyond 2020 will be important
- Raise understanding about Japan and Asia toward 2020
- Get Asian countries to understand and become more familiar with the sport of Rowing

Summary

For the Future of Rowing, success in 2020 will be just a step toward 2024 and 2028. For this reason, we need to maintain good relationships with the IOC, while understanding more about the Olympic Agenda 2020. The 2020 Legacy will become very important.

Looking back on 2017, I think it is necessary to evaluate what went well and what could be improved. It has been one year since I took up the position of Co-Opted Council Member and I need to learn more. I am going to act for strengthening the presence of Rowing among other sports and for the development and creation of attractive Rowing.

AGENDA ITEMS 8, 9, 10, 11

Financial Reports

Item 8

Accounts, financial report and auditors' report

- 2017 Financial Report
- 2017 Financial Statements
- Auditor's Report on the 2017 Statements

Item 9

Approval of the 2017 accounts

Item 10

Determination of entrance fee and annual subscription

- No proposals for changes

Item 11

Budget for the following year, 2019

- 2019 budget included in the revised 2017 to 2020 four-year financial plan

FINANCIAL REPORT

2017 Financial Result

At the end of 2017, FISA achieved a surplus of income over expenses of CHF 605'856 before considering aspects beyond the control of FISA. An exchange rate loss of CHF 160'187, mainly due to the devaluation of the USD currency vs the Swiss Francs on 31 December 2017 and an adjustment in the provision for unrealised reduction in the value of securities of CHF 242'679. At year end, securities are valued at the lower of market price and the purchase price. These two elements reduced the 2017 NET result to CHF 202'991. This net surplus combined with the last payment of the 2016 IOC TV rights received in April 2017 brings our total reserves to CHF 17'229'145.

Income

Olympic Television rights fees from the Rio 2016 Olympic Games represents 50% of our total actual 2017 income of CHF 7'877'786. These rights fees are distributed over the 2017-2020 four year-plan to fill the gaps in order to achieve the programming and project ambitions of FISA.

Our events and rights income increased significantly due to the fees received from the attribution in 2017 of the 2021 FISA World Rowing Championships to Shanghai (CHN). This was above the planned forecast because no "prospective" or "anticipated" income is included in our budgeting.

Merchandising income from logo items sold during our events was above our expectations for a total of CHF 107'397 (+215% vs budget). Main revenues are from the 2017 WR Championships in Sarasota (CHF 30'595) and the WR Masters Regatta in Bled (CHF 28'957).

Other income for a total of CHF 310'362 includes bidding/hosting fees, VAT reimbursement from abroad and re-invoicing of expenditures.

Expenses

Total 2017 expense of CHF 7'674'795 was split between our Strategic areas of concentration; World Rowing Events (16%), Development Programme (13%), Marketing and Communications (16%) and Governance/Administration (55%).

The Olympic TV rights income is carefully invested in order to respect our 2017-2020 commitments and secure the cash flow for our current activities. These important investments happen every 4 year and have significantly increased the expenditures in securities administration and management.

There were no significant variations experienced in 2017 requiring further explanation. There are, of course, variations due to re-invoicing of event related costs to organising committees ("in and out" costs) and unpredictable income opportunities due to development grants arranged through Olympic Solidarity or the IPC's Agitos Foundation that we do not include in our budgeting.

Conclusion

The updated 2017-2020 four-year plan, showing the 2017 actual amounts and 2018-2020 budget is enclosed with this financial report. At this point, the reserve will be of CHF 4'664'802 at the end of the 2017-2020 quadrennium and no substantial modifications are proposed for our financial plan.

Four year financial plan 2017-2020

(amounts in Swiss Francs)

	2017	2017	2018	2019	2020
INCOME	BUDGET	ACTUAL	BUDGET	BUDGET	BUDGET
Subscription fees	90 000	105 866	90 000	90 000	90 000
Events and Rights	1 479 550	2 465 469	1 499 930	1 232 180	460 435
Merchandising	50 000	107 397	50 000	50 000	30 000
Advertising & Partnership	106 250	153 786	106 250	80 000	80 000
Development Programme	86 000	407 659	86 000	86 000	86 000
Income from mhtbl Securities	363 685	374 922	281 525	197 765	108 965
Transfer from Reserves for Future Expenses	3 952 326	3 952 326	3 780 116	4 131 626	4 652 601
Other income	30 000	310 362	30 000	30 000	30 000
TOTAL INCOME	6 157 811	7 877 786	5 923 821	5 897 571	5 538 001

	2017	2017	2018	2019	2020
EXPENDITURE	BUDGET	ACTUAL	BUDGET	BUDGET	BUDGET
Olympics/Paralympics/Youth Olympics	0	0	20 000	0	230 000
Senior World Championships	223 333	418 433	207 339	202 021	0
Jr. World Championships	105 000	113 366	105 000	120 000	105 000
U23 World Championships	91 500	87 370	91 500	91 500	91 500
World Cup Series	349 660	322 449	349 813	349 609	291 433
European Championships	204 788	189 117	198 063	198 399	196 841
Other Rowing Events	70 000	61 792	70 000	70 000	70 000
Anti-Doping Programme	150 000	182 487	150 000	150 000	150 000
Development Programme	470 000	994 614	470 000	470 000	470 000
Publications & Website	262 285	270 238	262 285	262 285	251 935
Marketing & Promotions	450 000	491 790	460 000	460 000	337 000
Television services	411 000	435 603	430 001	430 002	278 647
Congress & Extraordinary Congress	40 000	56 608	10 000	10 000	10 000
Coaches Conference	20 000	76 553	10 000	10 000	10 000
Executive Committee	85 000	74 476	85 000	85 000	85 000
Council & Commissions	620 000	569 512	440 000	465 000	440 000
Personnel	1 298 250	1 308 799	1 311 100	1 323 960	1 336 815
Travel and office expenses	443 300	524 461	423 300	403 300	383 300
External consultants	633 900	622 233	633 900	633 900	633 900
Subscriptions	10 000	9 513	10 000	10 000	10 000
Bank fees & charges	219 795	462 516	186 520	152 595	156 630
TOTAL EXPENDITURE	6 157 811	7 271 930	5 923 821	5 897 571	5 538 001

Surplus (deficit)		605 856			
Exchange rate gain (loss)		-160 187			
Change in prov. for unreal. loss on mhtbl sec.		-242 679			
CHANGE IN RESERVES	0	202 991	0	0	0

Reserves for future expenses split over 4-year plan		16 516 669	12 564 343	8 784 227	4 652 601
Release from Reserve for annual expenses		-3 952 326	-3 780 116	-4 131 626	-4 652 601
2016 Olympic Revenue received in 2017		1 934 698			
Permanent reserves + result brought forward		2 730 104	4 664 802	4 664 802	4 664 802
TOTAL RESERVES		17 229 145	13 449 029	9 317 403	4 664 802

***Fédération Internationale des
Sociétés d'Aviron (FISA)***

Lausanne

***Report of the auditor
to the Congress
on the financial statements
2017***





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, income statement and notes, for the year ended 31 December 2017.

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.

Opinion

In our opinion, the financial statements for the year ended 31 December 2017 comply with Swiss law.

*PricewaterhouseCoopers SA, avenue C.-F. Ramuz 45, case postale, CH-1001 Lausanne, Switzerland
Téléphone: +41 58 792 81 00, Téléfax: +41 58 792 81 10, www.pwc.ch*

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PricewaterhouseCoopers SA

A handwritten signature in blue ink, appearing to read 'Tzaud', is written over a light blue grid background. To the right of the signature is a small, semi-transparent icon of a Swiss flag (a white cross on a red shield).

Philippe Tzaud
Audit expert

A handwritten signature in blue ink, appearing to read 'Daehler', is written over a light blue grid background. To the right of the signature is a small, semi-transparent icon of a Swiss flag (a white cross on a red shield).

Nicolas Daehler
Audit expert

Lausanne, 22 May 2018

Enclosure:

- Financial statements (balance sheet, income statement and notes)

**Fédération Internationale des Sociétés d'Aviron, Lausanne
(International Rowing Federation)**

BALANCE SHEET AS OF DECEMBER 31, 2017 AND 2016

ASSETS	2017 CHF	2016 CHF
Current assets		
Cash and cash equivalents and short-term investments	17'159'135	20'065'441
Cash and cash equivalents	419'854	15'268'824
Marketable securities	16'739'281	4'796'618
Trade receivables	721'740	359'767
Other current receivables	2'512	2'512
Rent deposit	2'512	2'512
Accrued income and prepaid expenses	152'319	150'528
Total current assets	18'035'706	20'578'249
Non-current assets		
Furniture and equipment	56'834	106'904
Total non-current assets	56'834	106'904
TOTAL ASSETS	18'092'540	20'685'153
 LIABILITIES AND FUNDS		
Short-term liabilities		
Accrued expenses and provisions	569'704	1'590'359
Provision for unrealised loss on marketable securities	293'692	51'013
Total short-term liabilities	863'396	1'641'372
Total liabilities	863'396	1'641'372
Funds		
Permanent Reserves	5'000'000	5'000'000
Reserves for future expenses	11'189'828	13'207'456
Total surplus brought forward	1'039'316	836'325
General surplus brought forward	836'325	5'859
Surplus for the year	202'991	830'466
Total funds	17'229'144	19'043'781
TOTAL LIABILITIES AND FUNDS	18'092'540	20'685'153

**Fédération Internationale des Sociétés d'Aviron, Lausanne
(International Rowing Federation)**

STATEMENT OF INCOME AND EXPENSES FOR 2017 AND 2016

INCOME	2017 CHF	2016 CHF
Subscription fees	105'866	105'365
Olympics, Paralympics and Youth Olympics	4'708	248'183
Rowing Events	2'465'469	670'647
Merchandising	107'397	62'217
Advertising	126'288	83'831
Partnership	27'498	86'494
Development Programme	407'659	426'643
Income from marketable securities	532'373	182'867
Gain on marketable securities sales	0	14'032
Exchange rate gain	0	212'221
Other	305'654	200'650
Transfer from Reserves for future expenses	3'952'326	4'556'990
Total Income	8'035'237	6'850'142
 EXPENDITURE		
Olympics, Paralympics and Youth Olympics	0	529'717
World Championships & Congress	639'136	314'416
Coaches Conference, Forum	76'553	0
World Cup Series	322'449	288'420
Other Rowing Events	287'550	265'093
Development Programme	994'614	905'127
Anti-Doping Programme	182'487	222'866
Marketing & Communications	1'197'631	923'471
Executive Committee	74'476	51'768
Council & Commissions	569'512	420'725
Administration	1'833'260	1'568'431
Salaries and related expenses	1'472'071	1'143'491
Rent and office expenses	289'904	360'695
Legal, insurance	71'284	64'244
Consultancy fees and related expenses	622'233	716'074
Subscriptions	9'513	3'872
Bank fees & charges	461'075	163'637
Unrecoverable Swiss VAT	1'441	814
Loss on marketable securities sales	157'452	0
Exchange rate loss	160'187	0
Total Expenditure	7'589'568	6'374'431

**Fédération Internationale des Sociétés d'Aviron, Lausanne
(International Rowing Federation)**

STATEMENT OF INCOME AND EXPENSES FOR 2017 AND 2016 (con't)

	2017 CHF	2016 CHF
Excess of surplus / charges for the year before allocation to provisions	445'669	475'710
Add / Less :		
Change in provision for unrealised loss on marketable securities	-242'678	354'756
Surplus / loss for the year	202'991	830'466

**Fédération Internationale des Sociétés d'Aviron, Lausanne
(International Rowing Federation)**

**STATEMENT OF CHANGES IN GENERAL SURPLUS FOR THE YEARS ENDED
DECEMBER 31, 2017 AND 2016**

	2017 CHF	2016 CHF
General surplus at the beginning of the year	836'325	5'859
to add/less :		
Result for the year	202'991	830'466
General surplus at the end of the year	1'039'316	836'325

**STATEMENT OF CHANGES IN THE "RESERVES FOR FUTURE EXPENSES" AND
"PERMANENT RESERVES" FOR THE YEAR ENDED DECEMBER 31, 2017 AND 2016**

	2017 CHF	2016 CHF
Total Reserves at the beginning of the year	18'207'456	7'550'668
to add :		
Income allocated to General surplus - IOC contribution	1'934'698	15'213'778
less :		
Transfer from Reserves for operating expenses	-3'952'326	-4'556'990
Total Reserves at the end of the year	16'189'828	18'207'456

**Fédération Internationale des Sociétés d'Aviron, Lausanne
(International Rowing Federation)**

NOTES TO THE FINANCIAL STATEMENT 2017

1. Accounting principles applied in the preparation of the financial statements

These financial statements have been prepared in accordance with the provisions of commercial accounting as set out in the Swiss Code of Obligations (Art. 957 to 963b CO). Significant accounting policies are stated as follows:

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 a individual basis. Fluctuations are recognised in the statement of income and expenses for the year.

Non-current assets

Furniture and equipment is carried at cost less depreciation. Depreciation is calculated on the basis of the following useful lives and in accordance with the following methods:

Fixed assets	Useful life	Method
Furniture and equipment	5 years	20% linear
Fixtures and fittings	5 years	20% linear
Toblerones	5 years	20% linear
Computer Hardware	3 years	33% linear
Computer Software	3 years	33% linear

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 instalments over the subsequent four year period with the balance being credited to "Reserves for future expenses". The IOC contribution from the 2016 Olympic Games was received in 2016 and in 2017.

Foreign currencies

Monetary and non-monetary items in foreign currency are translated into Swiss francs at the following exchange rates:

Foreign currency	2017 P&L	31.12.17 B/S
EUR	1.1131	1.1744
USD	1.0172	1.0039
GBP	1.2560	1.3238

The exchange rates used for balance sheet items are the rates prevailing on December 31; the exchange rates used for transactions conducted during the course of the year and for items in the profit and loss statement are average rates for the 2017 financial year.

2. Analyses and explanations to the financial statements

2.1 Declaration on the number of full-time equivalents averaged over the year

The number of full-time equivalents did not exceed 10 on an annual average basis.

2.2 Collateral for third-party liabilities

	2017	2016
Bank rent deposit	2'512	2'512

2.3 Lease liabilities

	2017	2016
Vehicles	25'414	32'156

3. Detailed information on the structure of financial statements

3.1 Fixed assets

	2017	2016
Furniture and equipment	33'018	57'335
Computer hardware and software	23'816	49'569
	56'834	106'904
Depreciation expense (included in rent and office expenses)	68'134	144'747

AGENDA ITEM 12

Reports on future FISA events and Olympic & Paralympic regattas

1. 2019 World Rowing Championships, Linz-Ottensheim, AUT
2. 2020 Olympic and Paralympic Games, Tokyo, JPN
3. 2020 World Rowing Senior, Junior and U23 Championships, Bled, SLO
4. 2019 World Rowing events:
 - Indoor Rowing World Championships, venue TBC, February
 - World Rowing Cup I, Plovdiv, BUL, 10-12 May
 - Para Rowing Regatta, Gavirate, ITA, 18-19 May
 - World Rowing Cup II, Poznan, POL, 21-23 Jun
 - World Rowing Cup III, Rotterdam, NED, 12-14 Jul
 - World Rowing U23 Championships, Sarasota-Bradenton, USA, 24-28 Jul
 - World Rowing Junior Championships, Tokyo, JPN, 7-11 Aug
 - World Rowing Championships, Linz-Ottensheim, AUT, 25 Aug–1 Sep
 - World Rowing Masters Regatta, Velence, HUN, 14-15 Sep
 - World Rowing Coastal Championships, Hong Kong, CHN, 31 Oct-3 Nov

AGENDA ITEM 13

Place and date of the next Congress

1. 2019 Ordinary Congress. The FISA Council proposes that the 2019 Ordinary Congress be held on Monday 2 September 2019 in Linz-Ottensheim, Austria.
2. 2020 FISA Combined Events, including the Ordinary and Extraordinary Congress. The FISA Council will propose the place and date of the 2020 Ordinary and Extraordinary Congresses.

AGENDA ITEM 14

Attribution of future World Rowing Championships in accordance with Rule 6

There are no World Championships to attribute at this Congress.

For information, attribution of the following event will be announced at the Congress:

- 2020 World Rowing Coastal Championships (Council Decision)

AGENDA ITEM 15

Reports of Continental Rowing Confederations and other Member Groupings

Continental Rowing Confederations, recognised in accordance with Article 18:

- | | | |
|----|--------|----|
| 1. | COPARE | 82 |
| 2. | ORCON | 83 |

Member Groupings, recognised in accordance with Article 19:

- | | | |
|----|----------------------|----|
| 3. | Coupe de la Jeunesse | 84 |
| 4. | CSAR | 85 |

CONFEDERACION PANAMERICA DE REMO (COPARE)

Fernando Ucha
President

Our organisation deserves special mention for the participation of our representatives as FISA guests in the Sarasota World Championships, and participation in the FISA Congress where our organisation was recognised as the FISA Continental Rowing Confederation for the Americas.

2017 Events

In coordination with FISA and with the permanent contribution of COPARE Technical Advisor and FISA Expert Osvaldo Borchini, the following events were staged, most of them accompanied by FISA Development Camps for young rowers:

- March 4-5, Copa América, in Tigre (ARG)
- April 27-30, Junior and Senior South American Championship, in Brasilia (BRA)
- May 12-21, FISA Development Camp, in Guatapé (COL)
- June 11-12, First Central American and Caribbean Cup, Ilopango, (ESA)
- October 21-22, Second Central American and Caribbean Cup, Amatitlán (GUA)
- December 11-13, Central American Games, Managua (NCA)

2019 Pan American Games, Lima, Peru

We began the advisory work, in collaboration with the FISA Events Commission and FISA Staff, regarding possible locations of the rowing course for the 2019 Pan American Games, making several visits to possible locations, marking a strong presence of COPARE, together with COPAL (the Organising Committee of the Lima 2019 Pan American and Parapan American Games).

Coordination work was also carried out in preparation for the Technical Rowing Manual for the 2019 Pan American Games, working with ODEPA (the Pan American Sports Organisation).

2020 Pan American Games for Youth

At the request of ODEPA, our opinion was raised on the aspects to be taken into account in the realisation of the 2020 Youth Pan American Games for Youth in year 2020.

OCEANIA ROWING CONFEDERATION (ORCON)

Lee Spear
President

The Oceania Rowing Confederation (ORCON) was formed in 2010 by the three active rowing federations in Oceania at the time - Rowing Australia, Rowing New Zealand and the Vanuatu Rowing Association. ORCON was formally recognised by FISA as the Continental Confederation for Oceania at the FISA Congress in 2017 – the first continental confederation to be so recognised pursuant to the Bye-laws to Article 18 of the FISA Statutes.

Membership of ORCON is open to all national rowing federations in Oceania that are members of FISA, that are members of their respective national olympic association and who otherwise meet the terms of membership. Membership of ORCON currently consists of the following six members of FISA: Rowing Australia, Rowing New Zealand, the Vanuatu Rowing Association, the Samoa Rowing Association, the American Samoa Rowing Association and the Fiji Rowing Association.

The first and primary objective of ORCON is to, “*Develop and promote rowing within the Oceania region in cooperation with FISA*”. ORCON is working closely with FISA to promote and develop the sport of rowing in the smaller Pacific Island countries.

FISA’s Pacific Development Project has recently seen the revival of the Samoan Rowing Association as an operating entity. Additionally, the American Samoa Rowing Association and the Fiji Rowing Association have been established and formally admitted as members of FISA. The Kiribati Rowing Association was formed in May 2018 and it has applied to be admitted as a member of FISA.

The Samoan Rowing Association and the Tongan Rowing Association were members of FISA at the time ORCON was formed in 2010 but they were effectively non-active. This is notwithstanding that the Samoan Rowing Association was represented at the 2010 World Rowing Championship by a New Zealander with dual NZ / Samoan citizenship and at the 2017 World Rowing Championships by an American with dual USA / Samoan citizenship.

The ORCON committee currently consists of:

President:	Lee Spear	<i>FISA’s Continental Representative for Oceania Member, FISA Council</i>
Secretary / Treasurer:	Matt Treglown	<i>Chief Operating Officer, Rowing Australia</i>
Committee:	Ian Robson	<i>Chief Executive Officer, Rowing Australia</i>
	Simon Peterson	<i>Chief Executive Officer, Rowing New Zealand</i>
	Tim Merrick	<i>President, Vanuatu Rowing Association</i>
	John Boulton	<i>Independent appointee</i>

COUPE DE LA JEUNESSE

Gary Harris
President

The Coupe de la Jeunesse is an organisation that has as its main goal the annual organisation of the Coupe de la Jeunesse regatta. This is an international junior regatta for European rowing federations by invitation. The Coupe de la Jeunesse provides friendly competition whilst respecting others and offers an environment which enables all to perform to their highest potential. For many rowers, attendance at the Coupe de la Jeunesse is the start of their international rowing career. The regatta offers an event programme with two separate days of racing.

In 2017, the 33rd Coupe de la Jeunesse regatta was organised by the Royal Belgian Rowing Federation on the famous Hazewinkel course. It was the fifth time that the Coupe de la Jeunesse regatta has taken place in Hazewinkel. The Organising Committee provided excellent rowing conditions for the athletes, coaches and team officials.

The Coupe de la Jeunesse Executive Committee was led by President Gary Harris (GBR) and was furthermore composed of Secretary-General Christian Stofer (SUI) and the Technical Advisors Gwenda Stevens (BEL) and Bas Labordus (NED).

During the traditional Winter Meeting in February 2017, held in Mechelen (Belgium), the Delegates from the 12-member federations discussed changes and revisions to the constitution and the Rules of Racing and finally adopted the revised documents unanimously. The Czech Rowing Association was granted admission as a new member. The Czech Junior team participated in 2017 for the first time in the Coupe de la Jeunesse and showed a strong commitment with an impressive entry.

Great Britain won the overall Coupe Trophy as the most successful team of the regatta (256 points). Italy was second (197 points) and France in third position (159 points). Great Britain also won both the Junior Women's and the Junior Men's trophies. All 13 members attended the Coupe de la Jeunesse regatta and selected crews to race in the regatta.

The Ordinary Delegate Assembly took place during the match in Hazewinkel. The main decisions were that the President, Gary Harris (GBR), was re-elected for a second term of office as President of the Coupe de la Jeunesse by acclamation. The members agreed to increase the membership fee and it was set at 500 EUR per member per year. There were two bids from Austria and Spain to host the Coupe de la Jeunesse in 2020. In a secret ballot, the delegates appointed Linz-Ottensheim (Austria) to host the Coupe de la Jeunesse in summer 2020. The Delegate Assembly authorised the Executive Committee to apply for FISA membership as a grouping of member federations. The request was submitted to FISA in summer 2017 and was confirmed at the 2017 FISA Congress in Sarasota.

The Coupe de la Jeunesse 2018 will be held in Cork (Ireland). Members of the Coupe de la Jeunesse are: Austria, Belgium, Czech Republic, France, Spain, Great Britain, Hungary, Italy, Ireland, The Netherlands, Poland, Portugal and Switzerland.

SOUTH AMERICAN ROWING CONFEDERATION (CSAR)

Raúl Poletti

President

CSAR was founded 28 July 1945 and was recognised by FISA on 11 January 2013. On 2 October 2017, CSAR was recognised as a Member Grouping of FISA. CSAR is also recognised by Organización Deportiva Suramericana (ODESUR), Organización Deportiva Bolivariana (ODEBO) and Asociación de Confederaciones Deportivas Sudamericanas (ACODESU).

President: Raúl R. Poletti (Argentina)

Secretary-Treasurer: Gerd Hellmuth Thiede Friesen (Paraguay)

CSAR Members: Argentina Rowing Association, Brazilian Confederation Rowing, Federation Rowing Bolivia, Chile Rowing Federation, Rowing and Canoe Federation of Colombia, Rowing Federation of Ecuador, Paraguay Rowing Federation, Rowing Federation of Peru, Uruguay Rowing Federation and Rowing Federation of Venezuela.

2017 Events

- The South American Championships (for Seniors, including lightweight category, and Juniors) was held in April, in Brasilia and was organised by the Brazilian Rowing Confederation. Eight countries participated. Argentina was the overall winner with the largest number of events in senior and lightweight while Chile was the winner in the junior category. Brazil was the winner of the Para Rowing Championship.
- Following this event, the Ordinary Congress ratified the schedule of the South American competitions until the year 2021.
- A Masters Regatta was held in Montevideo, organised by the Uruguay Rowing Federation with the participation of 700 rowers from different South American clubs. 172 races were performed in two days.
- The 2nd South American Youth Games were organised by ODESUR in La Luz, Curauma Lake, Valparaíso (CHI). Four races were held, with Argentina taking first place, followed by Chile and Peru sharing second place.
- Two crews per country were successfully incorporated into the men's and women's singles, generating more competitions. In total, nine nations participated.
- XVIII Absolute Bolivarian Games in the city of Santa Marta, Colombia, organised by ODEBO, with nine nations in all specialties of short-distance rowing, over one thousand meters. The winner was Chile.
- These Games differ from the South American Games. While Argentina, Brazil and Uruguay do not participate, Central American countries do. This year we had the presence of Dominican Republic, El Salvador and Guatemala.
- In March, Argentina hosted the meeting of Teams Copa America as a prelude to the South American Championship. Athletes from Uruguay, Peru, Colombia and Argentina participated in this training camp.
- Finally, in August, the first South American Meeting of Rowing Schools was held at a promotional level, with the participation of clubs from Argentina, Uruguay and Peru. The event took place in Tigre (ARG).

AGENDA ITEM 16

Reports on applications for affiliation and voting consequent thereon

Requests for FISA membership have been received from:

1. Kiribati
2. Lesotho

The Council is currently reviewing the applications and seeking any additional information.

AGENDA ITEM 17

Reconsideration or confirmation of decisions (ref. Art.31) taken by the Council, in accordance with the provisions of Art.33 and paragraph 4 of Art.46, or by the Executive Committee, in accordance with the provisions of paragraph 3 of Art.52.

No requests for reconsideration or confirmation of decisions were received by the due date.

AGENDA ITEM 18

Council and Executive Committee elections in accordance with Art.40 and 50.

1. CHAIR OF THE COMPETITIVE ROWING COMMISSION

Candidate Rosie Mayglothling (GBR)

2. CHAIR OF THE EVENT PROMOTION COMMISSION

Candidate Pat Lambert (BEL)

3. CHAIR OF THE EVENTS COMMISSION

Candidate Matt Draper (CAN)

Kris Grudt (USA)

Nick Hunter (AUS)

Eva Szanto (HUN)

4. CHAIR OF THE MASTERS ROWING COMMISSION

Candidate Ronald Chen (USA)

5. CHAIR OF THE PARA ROWING COMMISSION

Candidate Fay Ho (HKG)

Louise Kingsley (GBR)

6. CHAIR OF THE UMPIRING COMMISSION

Candidate Patrick Rombaut (BEL)

7. TREASURER

Candidate Gerritjan Eggenkamp (NED)

8. ELECTION OF ONE COMMISSION CHAIR TO THE EXECUTIVE COMMITTEE

In accordance with Art.43 – Time in Office (“A member of the Council may hold office until 31 December of the year in which he reaches the age of 70.”), Mike Tanner will stand down from his position of Chair of the Events Commission on 31 December 2018.

The Council will put forward a recommendation for this position following the above Council elections and the Congress will then vote on this recommendation.



Nomination Form for Elections at the 2018 FISA Ordinary Congress

17 September 2018, Plovdiv, Bulgaria

Our member national federation, (name of federation): Great Britain,
would like to make a nomination for:

- ✓ Chair of Competitive Commission Chair of Masters Rowing Commission
 Chair of Events Commission Chair of Para Rowing Commission
 Treasurer

Information on the candidate:

First and Last name: Rosie Mayglothling

Gender: Male Female Birth year: 1954 Nationality: British

Languages: English and a little French

Education History:

1982 Bachelor of Humanities (hons) in Movement Studies and English, University of London

1995 Masters of Philosophy "The effects of marketing on rowing activity on a South Yorkshire Community", Sheffield Hallam University

2014 Honorary Doctorate of Science from Brunel University.

Coaching Qualifications: Bronze 1979, Silver 1981, 1983-2012 L3 qualifications as a Tutor, Assessor and for Internal Quality Assurance. 2016 Advanced Diploma in personal Coaching

Professional History:

2016 - Currently Director of Pathway Development for British Rowing Responsible for Rower and Coach Pathway.

2001-2016 Technical Coordinator British Rowing managing sport science and coach education.

1996 -2001 Regional Development officer Sport England.

Prior to 2001 posts as Regional and National Rowing coach

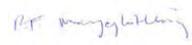
Sport History:

Elite Athlete/Olympian: I represented Great Britain over 6 years between 1975 and 1983, including at the 1980 Moscow Olympic Games in the Women's 8+.

Assistant Team Manager GB Rowing Team. 1983-1988.

Coach 1986-1996 in the GB Rowing team 1986 Commonwealth Games

I, the above-mentioned candidate, confirm that the information provided in this form is complete and accurate and that, if elected, I will carry out the related duties to the best of my ability.

Place, date: London 14.06.2018 Signature of candidate: 

Name and Signature of Federation President or Secretary General:

Mr Andy Parkinson 

TO BE PUBLISHED IN THE CONGRESS AGENDA PAPERS

Please submit this completed Nomination form to FISA before **17 June 2018**

FISA, the World Rowing Federation
Av. De Rhodanie 54, 1007 Lausanne, Switzerland
Fax +41-21-617 83 75 or Email: info@fisa.org



Rosie Mayglothling GBR

Candidate for re-election as Chair of the Competitive Commission

I am a 64 year old Female.

I am delighted to be a candidate for the Chair of the Competitive Commission at a time when our expanding sport is embracing new formats and innovations while maintaining our proud rowing tradition. It has been a privilege to be the Chair of the Competitive Commission for the last four years and deliver my promise to bring a fresh approach that is proactive, effective and contributes positively to the growth and development of our sport.

The Commission were fully engaged with the **IOC's Olympic Agenda 2020 process**, providing input as a commission and contributing to the working groups to identify the best way forward. This led us to increase the number of women competing in Rio 2016 and ultimately to the new Olympic Programme for 2020. We were very conscious we needed to maintain universality, inclusion, equity and relevance of sports to the 21st century audiences and participants.

By working closely with and supporting the work of the Development Directorate within FISA the Commission has assisted in increasing the depth and numbers of rowers taking part in our sport. Developing coaches and coaching enables us to increase the number and quality of competitors in all types of rowing and the Commission has played a prominent role in developing rowing at regional levels. This has led to more nations being competitive in Continental qualifications for all Olympic events and led to a significant rise in standards at Olympic and World events.

In my previous manifesto I stated that over the last four years the Competitive Commission would be proactive in responding to the challenge of **maintaining the unique traditions** of our fantastic sport, while appealing to a wider audience and **embracing new opportunities**. I have worked closely with FISA and FISA Commissions, particularly over the last four years, to make sure that we support the current formats while ensuring that, where appropriate, innovations are adopted such as providing GPS data for teams. We have also supported new formats of the sport and taken the opportunities open to us to develop our sport further. The World Games (which included indoor rowing), Youth Olympic Games, Coastal and Beach Sprints are examples of the new formats of the sport we have supported through reviewing the competition formats and rules.

I am **fully committed to, and passionate about**, our sport and have been involved for over 40 years at various levels in different capacities, including international athlete, coach and educator. This means I have an in-depth knowledge and understanding of our sport globally. My continued coaching **involvement at grassroots through to performance** level in developed and emerging nations means that I am fully aware of the live issues facing National Federations (NFs). I believe I am therefore well-placed to assist FISA in meeting needs of the wider FISA family, as well as the challenges from the IOC. For example, **developing and identifying coaches** is a role of the Commission and I have first-hand experience of developing sustainable rowing activity by ensuring the right coaches are in the right place at the right time. These successful outcomes can only be achieved by **sharing knowledge** to set up the necessary infrastructure and governance.

The **FISA vision** is to encourage the development of the sport of rowing and strengthen the bonds that unite those who practice it. As part of our mission, FISA has identified the importance of making **rowing a universally practiced and globally relevant sport; to grow the sport in all its forms**. In order to achieve this, it is essential to:

- ensure rowing is a global sport;
- promote rowing for life;
- raise the standard of coaching, coach education and competitions;
- share good practice with all rowing communities

If re-elected as Chair, I would seek to ensure that the Competitive Commission continues to make a positive contribution to, and supports the successful delivery of, FISA's vision in order to reinforce and grow our position as a leading International Federation. I would aim to achieve this by:

- **Collaboration:** I believe firmly in working collaboratively and building relationships. Only by listening to and understanding your needs as NFs and FISA Commission representatives will we collectively achieve the vision and a bright future for our sport.
- **Expansion and Inclusion:** I believe in providing opportunities for all. Our traditional FISA and Olympic rowing and sculling competitions need to evolve and expand. Through the FISA Coaches Conference we have supported Para-rowing coach education. New formats of the sport (such as International events for Indoor rowing, Beach Sprints and the continued expansion of coastal rowing) have already provided exciting opportunities for the sport to expand. By developing activities for all at local and regional levels that reflect local traditions and environments, we will create, promote and embrace new opportunities.
- **Better communication:** I believe in the power of communication and sharing information. By using new media and communication methods we will share coaching information and competitive opportunities in the FISA family around the world. As part of my development work in Southern and Eastern Africa we have developed coaching materials that can be shared more widely.
- **Innovation:** I believe in fresh and new approaches to develop our sport. Over the past four years I have been involved in setting up sustainable coach education opportunities in Southern Africa. We are now moving the model to achieve the same in the Caribbean. Starting by developing coaches and leaving a legacy of local coach educators able to deliver their own training and certification. By adapting and innovating, we will better assist nations of all sizes in establishing or improving their NFs.

I have the relevant experience and skills, and pledge to continue to use my passion and energy to ensure that your views are represented and that I work to achieve these aims.

My Experience

- **FISA Competitive Commission:** I have been an active member of the Commission since 2007 (Chair since 2014). Specific roles have included:
 - delivering improved seeding and fairness duties at World Cups and Championships
 - organising a FISA Coaches' Conference (and supporting several others) and five rigging surveys
 - representing FISA at the International Council for Coaching Excellence 2017 Conference as a speaker on developing women coaches
- **Coach:** I qualified as a coach while rowing internationally and have held a range of coaching and technical posts from 1983 to date. I am **committed to raising the standards** of coaching and continue to deliver coach education to all levels of coaches within the UK. I have experience of working to bring together clubs to develop the sport locally through to developing national rowers, who went on to represent Great Britain
- **Chair:** I chair the Home Nations' joint group on coaching and coach education and British Rowing's Technical Panel
- **Author:** I have authored two books to introduce rowers and coaches to the sport of rowing and one book on women in coaching
- **Education:**

1982	Bachelor of Humanities (hons) in Movement Studies and English
1995	Masters of Philosophy "The effects of marketing on rowing activity on a South Yorkshire Community"
2014	Honorary Doctorate of Science from Brunel University
- **Coaching Qualifications:** ARA Bronze 1979; ARA Silver 1981; L3 National Qualifications for Tutor, Assessor and Internal Quality Assurance (1983 – 2012); Advanced Diploma in personal Coaching
- **Professional:**

2016 – Present	Director of Pathway Development, British Rowing; Responsible for Rower and Coach pathway
2001 – 2016	Technical Co-ordinator, British Rowing; Managing sport science and coach education
1996 – 2001	Regional Development Officer, Sport England
- **Elite Athlete/Olympian:** I represented Great Britain over 6 years between 1975 and 1983, including at the 1980 Moscow Olympic Games in the Women's 8+; Assistant Team Manager, GB Rowing Team (1983-1988); Coach in the GB Rowing Team (1986-1996, including the 1986 Commonwealth Games)



Nomination Form for Elections at the 2018 FISA Ordinary Congress

17 September 2018, Plovdiv, Bulgaria

Our member national federation, (name of federation): KBR / FRBA - Belgian Rowing Federation
would like to make a nomination for:

- Chair of Competitive Commission
- Chair of Events Commission
- Chair of Event Promotion Commission
- Treasurer
- Chair of Masters Rowing Commission
- Chair of Para Rowing Commission
- Chair of Umpiring Commission

Information on the candidate:

First and Last name: Patricia Lambert

Gender: Male Female Birth year: 1960 Nationality: Belgian

Languages: Fluent in Dutch, French, English, German, good notions of Italian

Education History:

Licence en philologie germanique, agrégation pour l'enseignement supérieur et licence spéciale en télématique et organisation - Université Libre de Bruxelles

Académie du sport - Comité Olympique et Interfédéral Belge

Professional training e.g. advocacy skills, communication and engagement, web communication, art of participatory leadership, TED talk, organisation of events and intellectual property issues, crisis management, talent management, essentials of management

Professional History:

Teacher Dutch/English, documentaliste, self-employed (informatics consultancy and training).

Since 1988 official at the European Commission; webmaster, informatics team leader, HR assistant, policy officer in sport unit, team leader communication, head of sector communication (visual design, visitors' centre, events organisation).

Currently: head of unit corporate events organisation in DG Interpretation; team of 21 persons managing and advising on large scale events/conferences, managing the database of all events/conferences organised by the European Commission as well as the registration system and running a network on conference organisers of about 120 persons.

Sport History:

Rowing since 1971, several international regattas and titles of Belgium vice-champion.

Volleyball in 3rd National in Belgium, tennis, biking, historic car racing

Commentator at national and international rowing events as well as historic cars rallies.

Organisation of Belgian regattas (a.o. Belgian Championships). Co-President of Organising Committee 2014 - 2017 (coupe de la Jeunesse, World Rowing Masters Regatta, European Rowing Junior Championships).

Organisation of international hockey tournaments

I, the above-mentioned candidate, confirm that the information provided in this form is complete and accurate and that, if elected, I will carry out the related duties to the best of my ability.

Place, date: Vilvoorde, 14/06/2018 Signature of candidate: [Signature]

Name and Signature of Federation President or Secretary General: [Signature: Stevens Guende]



TO BE PUBLISHED IN THE CONGRESS AGENDA PAPERS

Please submit this completed Nomination form to FISA before **17 June 2018**

FISA, the World Rowing Federation
Av. De Rhodanie 54, 1007 Lausanne, Switzerland
Fax +41-21-617 83 75 or Email: info@fisa.org

Jean-Christophe Rolland
FISA President
Maison du Sport International
Av. de Rhodanie 54
1007 Lausanne
Switzerland

Dear President,

**Subject : FISA Council election
Event Promotion Commission**

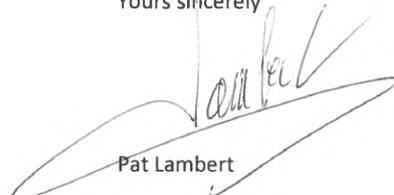
I have seen rowing since I was born as my dad was playing basketball in a multisport club and the elegance, balance and determination of rowers very early fascinated me. I had the opportunity to accompany Belgian rowers at the European Championships in Copenhagen in 1971 and that was it; I was completely sold to rowing, convinced my mum it also was a sport for girls and enjoyed every moment, even the toughest ones, in rowing.

No wonder the trigger was an event; our rowing events, their intensity and at the same time their fair atmosphere are special to me. From about 20 years old, I have been involved in the organisation of competitions, national regattas to start with, later the Belgian Championships – long boats, and at international level for Belgium and with FISA.

Events are the moment rowers train for, where they see their efforts paying off and it is crucial not only to give them the best conditions to do so but also showcasing their performance with the highest quality and bringing it to as many spectators as possible. Organising committees of World Rowing Championships consider the work in the event promotion commission facilitated their learning curve in terms of event promotion, by the exchange of good practices and the discussions on hot topics. I consider it a first step, and I seek re-election to also bring this knowledge to the other World Rowing events.

Furthermore, I want to bring to the Council my experience in events and governance at large. Professionally I run a team in the European Commission in charge of managing about 80 large to very large-scale often politically sensitive conferences; we are constantly seeking new technologies, new models, and more efficient methods to pass the messages while providing cutting-edge logistics. Events are a corner stone of communication and it is only if the organisational aspects are smooth and flawless that participants can concentrate on the act and the messages. Working as a team in the Council, with all the specialists' commissions bringing their expertise enables FISA to put our athletes in the spotlight they deserve, and this really is my motivation and driving force.

Yours sincerely



Pat Lambert



Nomination Form for Elections at the 2018 FISA Ordinary Congress

17 September 2018, Plovdiv, Bulgaria

Our member national federation, (name of federation): CANADA
would like to make a nomination for:

- | | |
|--|---|
| <input type="checkbox"/> Chair of Competitive Commission | <input type="checkbox"/> Chair of Masters Rowing Commission |
| <input checked="" type="checkbox"/> Chair of Events Commission | <input type="checkbox"/> Chair of Para Rowing Commission |
| <input type="checkbox"/> Chair of Event Promotion Commission | <input type="checkbox"/> Chair of Umpiring Commission |
| <input type="checkbox"/> Treasurer | |

Information on the candidate:

First and Last name: Matthew G. DRAPER

Gender: Male Female Birth year: 1960 Nationality: Australian

Languages: English and German

Education History:

- MBA - Sports Management & Marketing specialization
- Business Management Certificate-Australian Institute of Management
- Diplom Cert in Sports Management - Uni of Lausanne, Switzerland
- Dental Technology Diploma (S. Australia)

Professional History:

- Rowing Canada, High Performance Manager, current
- FISA Continental Events Consultant- since 2013
- Director, Development & Events (Rowing Australia, RA) 2009 - 2013
- Elite Program Manager, Rowing Australia 2007 - 2009
- Program Manager, NSWIS (Swimming and Rowing) 2005 - 2006
- Technical Operations Manager, SOCOG Sydney Olympic Games 1998 - 2000
- High Performance Manager, 1996 - 1998

Sport History:

- Coaching Director, Seeclub Zurich 2013 - 2017
- Coaching Director, Grasshopper Club Zurich 2000 - 2005
- Coach, Australian Institute of Sport 1993 - 1995
- World Championships Silver Medal 1994.

I, the above-mentioned candidate, confirm that the information provided in this form is complete and accurate and that, if elected, I will carry out the related duties to the best of my ability.

Place, date: Victoria, BC, Canada Signature of candidate: 

Name and Signature of Federation President or Secretary General: 
Terry Dillon (RCA CEO)

TO BE PUBLISHED IN THE CONGRESS AGENDA PAPERS

Please submit this completed Nomination form to FISA before **17 June 2018**

FISA, the World Rowing Federation
Av. De Rhodanie 54, 1007 Lausanne, Switzerland
Fax +41-21-617 83 75 or Email: info@fisa.org



Matt Draper **Candidate for Chair of the Events Commission**

Dear Rowing Friends, I present this brief overview in support of my nomination for Chair of the FISA Events Commission.

It has been my privilege to have worked with you over many years - as an active member of the FISA Events Commission and Development Program consultant. I know most of you as a coach and from my 'embedded' roles as an advisor within the Organising Committees (OC) of the Sydney, Athens, Beijing and Rio Olympic Games and countless other Continental or Regional events – particularly throughout Asia and the Americas.

Events are the life blood of our sport. For many National Federations, it is their only source of funding. We also know our Olympic numbers are under threat. Tradition and purity of sport, are no longer seen as core values of the future. Likewise, the public viewing attention span is short, and competition for TV time is fierce. As we look to navigate our way, it is essential to have an Events Chair with an appreciation of our history, of the road ahead, and a Chair with global experience.

The Events Commission has played a crucial role in improving the quality of FISA's competitions - and in helping Organising Committees step through the difficult task of delivering big events. However, the rising number of FISA 'sanctioned' events has stretched the Commission's role. Increasingly, the FISA head office must take on more and more tasks to keep ahead. Likewise, the ability to stage and fund big events is becoming more difficult.

As Chair of the Events Commission, I would work closely with the FISA office to bring a focus on three key areas -

Integration and Coordination

I believe we need a fresh look at our whole events program. Specifically, how we put together our events international Calendar. A top to bottom approach that integrates national and regional events in the overall Olympic journey. Potential funding bodies and supporters need to see local returns. Qualification processes using continental events embraces that ideal. I believe we also need to revisit the format of the World Cup series concept - where falling attendances are damaging our 'brand' and diluting the support of our member Federations. As FISA's Continental Events consultant, I know guidance from FISA's Development Program will be essential. Integrating the work and focus across our commissions will be essential in that process. I will work proactively to revitalize the links between the new Chairs elected to FISA's Competitive, Umpires and Events Promotion Commissions.

Embracing Technology

The explosion of mobile technologies and thousands of free 'apps' have highlighted just how far we are behind other sports. Statistics based sports are TV friendly. The viewer needs to feel engaged with their heroes and idols. I believe we need to embrace those new technologies, and use them to promote our sport. Real time heart rates, heated voices of a coach's stress, onboard cameras, drones and the sounds of the battle – can be utilized and embraced to make our sport exciting, dramatic and personal. In this respect, I will forge a new partnership and a vision with the Chairs of the Equipment and Technology, Events Promotion and Athletes Commissions.

Getting ahead of future trends

Rowing is a strength based endurance sport. But, that isn't the only form of rowing that's important. Our venues are expensive and training for 2000m is a time consuming endeavor. Young athletes have an expanding range of quick fix choices combined with increasing time demands at school, university and work. I believe we need to further embrace all disciplines of our sport that offer quicker, easier, more exciting versions of rowing. Smaller venues are attractive to an OC, and the pressure to reduce costs will be great. Looking to the future we should not be afraid to be bold and innovative. We should be willing to strategically reconsider our Olympic program and how best to serve our rowing community for the next fifty years.

A unique mix of skills

As an international coach, Federation sports manager, big event organiser, I have the skill set and level of experience needed to lead the Events Commission through the coming years. My strengths are in detailed and multi-level planning, volunteer and staff training, and event operations. I'm empathetic, patient, calm under pressure and have an ability to keep sight of the 'big picture', whilst managing complex details.

International event management – highlights

Many of your coaches and team managers will know me well from countless events over the years. I have specialized in working from within Organising Committees to assist them deliver the FISA and Olympic model. This has given me a unique perspective on how our FISA policies and demands affect an OC. My experiences have shaped my input on the Events Commission, in particular with the development of FISA's 'Continental Events Manual' and recently the 'Basic Events Manual'. Some brief event management highlights include:

- Olympic Games event consultant or Organising Committee employee, 2000, 2004, 2008, 2016
- World Rowing Championships, Olympic Test event OC employee, 2003, 2007, 2015
- FISU World University Championships, Technical Delegate, 2012 & 2016
- World Junior Rowing Championships, Technical Delegate, 2003, 2007, 2014, 2016
- Pan American Games, Technical Delegate 2007, 2011, 2015 & 2019
- Olympic Qualification regatta series, Technical Delegate, 2008 until 2016
- World Rowing Cup 1, Event Director 2013
- Asian Games, Competition Manager, Doha 2006
- Youth Olympic Games & Qualification process Events Commission, 2014
- South East Asian Games, Myanmar, Technical Delegate, 2013

Sport development projects

For many years, I have assisted FISA's development Program in underpinning National Federations as they seek to restructure their own internal structures or develop regatta facilities and venues. Some brief highlights include:

- Brazil (Event Management training courses)
- Azerbaijan (Training Centre design and development)
- Egypt (Venue design)
- Qatar (Venue design)
- UAE (Federation start up assistance)
- Iran (Training centre concept and advice)
- China (Technical training courses)
- Chile (Venue design)
- Uruguay (Venue design)
- Sth Korea (Technical training courses)
- Vanuatu (ORCON Founding Secretary / Treasurer - Oceania Rowing Confederation)

Closing Statement

If elected Chair, I would seek to ensure that the Events Commission makes a positive contribution to, and supports the successful delivery of FISA's vision. We have great challenges ahead. If we want Rowing to be the 'sport of choice' for our young athletes, then we need to adapt quickly to the new age. We must be bold, innovative and globally integrated in how we shape our events in the coming decades. New technologies need to be embraced, and the way we manage our events, reflect increased coordination, focus and integration.

I hope to have the opportunity to serve and work with you. I seek your Federations support to be elected as Chair of the Events Commission at the FISA Congress in Plovdiv, Sept 2018. If you have any questions, or seek clarification on my aims and objectives, please do not hesitate to contact me.

Matt Draper
Events Commission



Nomination Form for Elections at the 2018 FISA Ordinary Congress

17 September 2018, Plovdiv, Bulgaria

Our member national federation, (name of federation): USRowing,
would like to make a nomination for:

- | | |
|--|---|
| <input type="checkbox"/> Chair of Competitive Commission | <input type="checkbox"/> Chair of Masters Rowing Commission |
| <input checked="" type="checkbox"/> Chair of Events Commission | <input type="checkbox"/> Chair of Para Rowing Commission |
| <input type="checkbox"/> Chair of Event Promotion Commission | <input type="checkbox"/> Chair of Umpiring Commission |
| <input type="checkbox"/> Treasurer | |

Information on the candidate:

First and Last name: Kristopher A. Grudt

Gender: Male Female Birth year: 1959 Nationality: USA

Languages: English, some Japanese

Education History:

Pacific Lutheran University 1978-1981 Engineering
Oregon State University 1981-1985 B.A., B.S. Major: International Business Management
Minor: Electrical Engineering.
Aoyama Gakuin University 1984-1985 Exchange Student in School of International Politics,
Economics, and Business
University of Portland 1990 Masters of Business Administration
Rutgers University, Newark Law 2005 Juris Doctor

Professional History:

NEC Corporation 1985-1996 Last title: Manager of Staging Center Planning
Fujitsu Corporation 1996-2002 Last title: Director of Material and Logistics
New Jersey Office of Attorney Ethics 2003-2005
Contract Attorney 2005-2008
Princeton National Rowing Association 2008-present Executive Director

Sport History:

High school – American Football, Wrestling, Track and Field
University – Pacific Lutheran University – Track (team captain 1980-1981)
Oregon State University – Rower (1981-1983), (Asst Coach 1985)

Masters Rower – 1985-present

USRowing

USRowing Judge-Referee 1987-present

USRowing Judge-Referee Committee 1992-2002 (Secretary 1994-1998; Chair 1998-2002)

USRowing Board of Directors 2007-2010 (Vice President; Chair.; Legal Committee)

USRowing Ethics Committee 2002-2007 (Chair 2004-2007)

FISA

Umpire 1996-present (#1275 – Strathclyde)

Umpiring Commission 2011-present

FISU – Substitute FISU Technical Delegate for Rowing 2015 - present

I, the above-mentioned candidate, confirm that the information provided in this form is complete and accurate and that, if elected, I will carry out the related duties to the best of my ability.

Place, date: Hightstown, USA 13/06/2018 Signature of candidate:

Name and Signature of Federation President or Secretary General:

508 South Main Street
Hightstown, NJ 08520
kgrudt@verizon.net
+1 (609) 977-1094



Dear FISA President,
Dear FISA Council,
Dear Representatives of the National Federations,
Dear Rowing Friends,

I am running as a candidate for the position Chair of the Events Commission in the elections that will be held at the 2018 FISA Ordinary Congress in Plovdiv, Bulgaria in September of this year.

I have been an active member of our FISA family since 1996 as an Umpire and since 2011 as a member of the FISA Umpiring Commission. As the Chair of the Events Commission, I will be able to build on my contributions to FISA based on a number of criteria:

Experience:

- Club and Local Level

Since 1981, I have been active in rowing first as a rower, then later as a coach, umpire, regatta organizer and administrator. For the past 10 years I have served as the Executive Director of the Princeton National Rowing Association (PNRA) which runs the Caspersen Rowing Center, a national team training center and home to over 450 junior rowers.

- Regatta Organization Level

In my position at PNRA, I am the head of an organizing committee which has hosted all levels of regattas. These regattas range from local junior events to National Championship events such as the NCAA Women's Rowing National Championship and the IRA National Collegiate Rowing Championship. I was also involved in PNRA's hosting of the 2001 Princeton World Cup and 2006 FISA Masters Regatta.

- National Level

In 1987, I earned my USA Referee license and I remain active as a national referee and referee clinician training current and future national referees. Since 1992, I have held various leadership roles within USRowing, as a member and Chair of the USRowing Referee committee, a member of the USRowing Ethics Committee and Vice President of USRowing's Board of Directors.

- International Level

On an international level, I have served as President of the Jury for events including the ILAN International Collegiate Regatta, PanAmerican Games, Central American and Caribbean Games, FISU Rowing Championships, FISA events and the 2016 Rio Paralympic Regatta. For these events, I have worked closely with the organizing Committees in the planning and running of the regattas. I have also worked as a national technical official at the 1996 Atlanta Olympics, and as a member of the Jury for the Nations Cups.

Since 2015, I have served as the substitute Technical Delegate for FISU's rowing events and will be the FISU Technical Delegate at the FISU World University Rowing Championship in Shanghai, China.

- FISA Level

I successfully passed the FISA Umpiring Examination in 1996 in Strathclyde and served as a member of the jury for the 1998 World Rowing Junior Championships in Linz-Ottensheim and the 2001 Senior World Rowing Championship in Lucerne. Since 2011 I have served as an active member of the FISA Umpiring Commission. In this role, I have attended World Rowing Championships at every level: Senior, U23, Junior, Masters, Coastal, and Indoor as a Commission member or President of the Jury.

As the Umpiring Commission member in the America's, I have actively participated in and represented FISA at international events in my continent from Argentina and Chile to Canada.

Since joining the Umpiring Commission, I have been active in the training of Umpires. Realizing the challenges of travelling to attend clinics, in 2013, I worked to initiate on-line live clinics for anyone interested in learning more about the FISA Rules and Umpiring. This initiative was used to provide the 2017 Rules Updates to Umpires after the Tokyo Extraordinary Congress. I have also served on FISA working groups for zonal umpiring and the athlete lanes selection.

Commitment

I have been active in my participation in FISA, Continental and National events in whatever role I have been asked to fill. This has included duties as: a Volunteer; an Umpire; President of the Jury; Commission member; and Technical Delegate. I have brought to each role the focus and dedication to see the event run successfully. It is this same dedication that I seek to bring to the Events Commission.

Since being appointed to the Umpiring Commission, I have attended all of the Commission meetings. As a member of the Commission, I have actively conducted clinics and seminars at multiple levels to improve umpiring worldwide.

Future Challenges for FISA

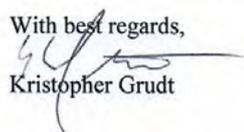
FISA has a long history of conducting top level world class events in our Championships and Regattas. With the growth of rowing on a global basis, the challenge for FISA is to maintain these quality events and continue to expand this level of excellence to continental, regional and local events. At the same time there is pressure to control costs and leave a legacy which will continue to support future rowing.

The Future of our sport needs to include not only the wisdom and traditions of the past, but also looking at new and innovative ways to expand and show case our sport. To do this FISA needs to continue to embrace new and exciting racing formats and developments such as coastal, indoor, and others we can only dream of at this time. This will take people with an understanding of the traditions but also an openness to build on this great legacy.

FISA has a strong and experienced event staff and Events Commission. If elected, I will work with these groups to continue to move FISA into the future.

Thank you for considering my candidacy for the position of Chair of the FISA Events Commission. I look forward to the opportunity to continue to serve you and FISA in the future.

With best regards,


Kristopher Grudt



Nomination Form for Elections at the 2018 FISA Ordinary Congress

17 September 2018, Plovdiv, Bulgaria

Our member national federation, (name of federation): Rowing Australia,
would like to make a nomination for:

- | | |
|--|---|
| <input type="checkbox"/> Chair of Competitive Commission | <input type="checkbox"/> Chair of Masters Rowing Commission |
| <input checked="" type="checkbox"/> Chair of Events Commission | <input type="checkbox"/> Chair of Para Rowing Commission |
| <input type="checkbox"/> Chair of Event Promotion Commission | <input type="checkbox"/> Chair of Umpiring Commission |
| <input type="checkbox"/> Treasurer | |

Information on the candidate:

First and Last name: Nicholas Hunter

Gender: Male, Female Birth year: 1961 Nationality: Australian

Languages: English

Education History:

1986 *Bachelor of Arts (Sports Administration), University of Canberra*

Professional History:

1994 – 2000 *Head Coach, Rowing, Australian Capital Territory Academy of Sport*
2000 – 2003 *Program Manager, Australian Capital Territory Academy of Sport*
2003 – present *Sport Performance Manager, Australian Institute of Sport*

Sport History:

Athlete: 1974 – present
1984 – 1987 *National rowing team athlete (AUS): World Championships (1984, 1986, 1987)*

Coach: 1988 - present

1990 – 2002 *National rowing team coach (AUS): Paralympic Games (2012), World Rowing Championships (1990), World Rowing Junior Championships (1999-2000), World Under 23 Regatta (2001-2002)*

Administrator: 1980 – present

1990 – 1994, 2003 – present *Board member, Australian Capital Territory Rowing Association*
1991 – 1994, 2007 – present *President, Australian National University Boat Club*
2012 – 2016 *Vice President, Australian National University Sport & Recreation Association*
2008 – 2013 *Australian University Sport Rowing Advisory Group*
2008 – 2016 *Headquarters Staff, Australian Paralympic Games Team (2008,2010,2012,2016)*
2014 *Performance Manager, Australian Olympic Winter Games Team*
2015 – present *FISA Umpiring Commission member*

Umpire: 1991 - present

1991 – present *Umpire, Australian Capital Territory Rowing Association*
2005 – present *National umpire, Rowing Australia*
2009 – present *FISA umpire*
FISA juries: World Cup 1 (2013,2014), World Rowing Masters (2013,2014), World University Games (2015)

Regatta organizer: 1992 - present

1992 – 2014 *Colin Panton Rowing Marathon, Coordinator and President*
2006 – present *Disher Cup Regatta, OC Chair*
2009 *Australian University Championships, OC Chair and President*
2018 *Youth Olympic Games Oceania Qualification Regatta, OC and President*

I, the above-mentioned candidate, confirm that the information provided in this form is complete and accurate and that, if elected, I will carry out the related duties to the best of my ability.

Place, date: Canberra, 14 June 2018

Signature of candidate:



Name and Signature of Federation President or Secretary General:

Ian Robson, Chief Executive Officer



TO BE PUBLISHED IN THE CONGRESS AGENDA PAPERS

Please submit this completed Nomination form and return to FISA before **17 June 2018**

FISA, the International Rowing Federation
Av. De Rhodanie 54, 1007 Lausanne, Switzerland
Fax +41-21-617 83 75 or E-mail: info@fisa.org

NICHOLAS HUNTER



NOMINATION FOR CHAIR OF THE EVENTS COMMISSION

Dear FISA President
Dear representatives of the National Rowing Federations
Dear members of the rowing community

I present myself as a candidate for the Chair of FISA's Events Commission.

I have been a member of the "FISA Family" since I was an athlete at the 1984 FISA Lightweight Championships. Since then I have been a coach and umpire at FISA events and, most recently, a member of FISA's Umpiring Commission.

My rowing and professional background has given me the knowledge and experience that will enable me to contribute fully to this role. In particular, my background both as an athlete and coach on national teams gives me an empathy and understanding of the pressures and needs of athletes and coaches at events. I understand how the structure of a well-designed and managed event can positively affect their regatta experience.

Experience:

- Club level

I have been a member of the Australian National University Boat Club for 38 years, and President for the past 11 years. As President I have overseen the growth of the club from 26 members 11 years ago to over 180 members today. In this time it has become a successful club in national competition.

- National level

I have been a state umpire for 27 years and national umpire for 13 years. Since 2010 I have been mentoring Rowing Australia's Umpiring Academy to develop future umpires for FISA.

- FISA level

I have been a FISA umpire since 2009 and a member of FISA's Umpiring Commission since 2015. Through these roles I have over the past decade worked on behalf of FISA at World Rowing Championships, World Rowing Junior Championships, World Rowing Cups, World Rowing Masters Regattas and World University Games. I have also visited numerous FISA member federations outside of these regattas, including delivering FISA umpiring seminars and exams in Asia and Oceania.

- Regatta organization

I have been an organizer of rowing events for 26 years at state and national level. At the international level in 2018 I was on the organizing committee and President of the Youth Olympic Games Oceania Qualification Regatta.

- Professional

My professional career is in sport. In my current role as a Performance Manager at the Australian Institute of Sport I work daily with athletes and coaches to help to create an environment in which they can train and perform at their best. I believe that this is relevant to the role of Events Commission Chair, who will have the task of ensuring that athletes remain the priority focus as FISA's events continue to adapt to a changing global sporting environment.

The experiences, qualities and values of rowing are defining characteristics of our sport that bring our diverse rowing community together. While FISA has worked hard to keep abreast of changes in society and the sporting world, including undertaking the current World Rowing Review Projects, the challenge will be to ensure that it adapts in a way that it can continue to deliver contemporary events that remain true to the sport's origins and traditions.

I am ready to play an active role in the sport's continuing development as Chair of the Events Commission.

Thank you for the opportunity to present myself as a candidate for this role.

Yours sincerely,



Nicholas Hunter

Address: 83 Birriwa Road, Bywong, NSW 2621, Australia

Email: nickrows2@gmail.com

Mob/cell: +61 409 048 434

Biographical details:

Year of birth: 1961

Age: 56

Nationality: Australian

Attachment: Nomination form for Elections at the 2018 FISA Ordinary Congress



Nomination Form for Elections at the 2018 FISA Ordinary Congress

17 September 2018, Plovdiv, Bulgaria

Our member national federation, (name of federation): Hungarian Rowing Association, would like to make a nomination for:

- Chair of Competitive Commission
- Chair of Events Commission
- Chair of Event Promotion Commission
- Treasurer
- Chair of Masters Rowing Commission
- Chair of Para Rowing Commission
- Chair of Umpiring Commission

Information on the candidate:

First and Last name: Eva Szanto

Gender: Male Female Birth year: 1968 Nationality: Hungary

Languages: English, Russian, Hungarian

Education History:

1995-1996 University of Physical Education and Sports Science, Coaching Course (Rowing)
 1992-1993 Eötvös Loránd University of Budapest - Diploma of Interpreting and Translation
 1986-1993 Eötvös Loránd University of Budapest - MA Degree of English and Russian Philology
 Special Certificates:
 2007 AISTS/Olympic Solidarity - International Sports Management Seminar for Women
 2003-2005 University of Lausanne and TSE Consulting - International Sports Management Seminar

Please refer to the attached CV for more details.

Professional History:

2015- CEO of Bp2017 Nonprofit Ltd., main activity is heading the Organising Committee of the 2017 FINA World Championships in Budapest
 2015 June-October - Secretary General, Hungarian Swimming Association
 2012- Freelance Consultant; Lecturer at Semmelweis University Sports Faculty, ZSKE University
 2006-2012 - Secretary General, Hungarian Sports Confederation (NGO for all NFs in Hungary)
 2003-2006 - Secretary General, Hungarian Rowing Association

Please refer to the attached CV for more details.

Sport History:

Active rower 1982-2000
 National umpire, and International Umpire since 2000
 Member of the Managing Board of the Danubius Rowing Club - Budapest for 20 years
 Vice-President of the Hungarian Rowing Association 2012-2013
 Board Member of the Hungarian Rowing Association 2009-2012; 2013-2014
 Member of the Hungarian Olympic Committee 2004-2006 ; 2012-2015, Women in Sport Committee 2005-2017
 Member of the FISA European Rowing Management Board since 2007
 Member of the FISA Events Commission since 2010; FISU Technical Delegate in Rowing 2011-2015

I, the above-mentioned candidate, confirm that the information provided in this form is complete and accurate and that, if elected, I will carry out the related duties to the best of my ability.

Place, date: Budapest, 15 June 2018 Signature of candidate: [Signature]

Name and Signature of Federation President or Secretary General: [Signature]

BORBÁLA PIGNITEXY

TO BE PUBLISHED IN THE CONGRESS AGENDA PAPERS

Please submit this completed Nomination form to FISA before **17 June 2018**

FISA, the World Rowing Federation
 Av. De Rhodanie 54, 1007 Lausanne, Switzerland
 Fax +41-21-617 83 75 or Email: info@fisa.org

Jean-Christoph Rolland, President
Matt Smith, Executive Director
FISA – International Rowing Federation

17 June 2018

Ref: Motivation letter

Dear Mr. President, Dear Jean-Christoph,

Dear Mr. Executive Director, Dear Matt,

It has been a great honour for me to be a member of the FISA Events Commission for the past 8 years and the European Rowing Management Board since 2007. I truly believe that the way FISA governs our sport is an exceptional example and that it gives a real platform to its Commissions to contribute to the strategy, action plans, and implementing them. I would like to be stay part of it, even do a little more.

I have been involved in running organisations and staging events on various levels ranging from club rowing to NF management. My event experience lists many World Rowing events in different roles and capacities: team manager, international umpire, NTO, Events Commission or ERMB member, Technical Delegate. I had a chance to have an insight into multi-sport events, I was the FISU TD for the 2013 and 2015 Universiades, and took part in FISA's Events Team at the 2012 Olympic Games.

I also had a chance to be involved in running events for other sports. The biggest and most significant definitely was the 2017 FINA World Championships over 6 disciplines held in Budapest, which I experienced from the CEO's perspective.

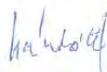
I am fully aware that World Rowing events are key to the future of rowing. Organising a good event requires the availability of resources, support, cooperation and a great deal of creativity. It is a challenge to find the necessary support for our events but thanks to FISA's new events strategy it is managed in a good way.

The competition is so fierce on the sport events market that we need all our knowledge, skills, openness to the NEW, and ability to integrate all this to make our events more attractive for organisers, cities, sponsors, spectators and television.

My goal is to contribute actively to the process of running World Rowing events answering all needs of the athletes, considering all competitive aspects and at the same time making them an enjoyable, attractive product for all stakeholder groups, turning the series of rowing races into a real event. I strongly believe in good cooperation, smooth information flow and good communication, which is essential between the IF and the LOCs, also between all FISA commissions and the professional staff in order to run the events successfully. I am really fortunate to have been guided by and working together with previous Chairs of the Events Commission, Mike Sweeney and Mike Tanner and would like to continue the good existing practices and also explore the possibilities of innovations, new technologies to present and manage the World Rowing events in a way that they answer the challenges of the 21st century, athletes and coaches, national and continental federations, event organisers and umpires, cities and governments, NOCs and the IOC, too.

I am ready to contribute much more to rowing and FISA using my experience and skills acquired on the events side and also the management and governance side as well.

Best regards,



Eva Szanto



Nomination Form for Elections at the 2018 FISA Ordinary Congress

17 September 2018, Plovdiv, Bulgaria

Our member national federation, (name of federation): USRowing

would like to make a nomination for:

- Chair of Competitive Commission, Chair of Events Commission, Chair of Event Promotion Commission, Treasurer, Chair of Masters Rowing Commission, Chair of Para Rowing Commission, Chair of Umpiring Commission

Information on the candidate:

First and Last name: Ronald Chen

Gender: Male Birth year: 1958 Nationality: USA

Languages: English

Education History:

Phillips Exeter Academy, graduated 1976
Bachelor of Arts, Dartmouth College (New Hampshire USA), 1980
Juris Doctor (Doctor of Law), Rutgers the State University of New Jersey (New Jersey, USA) 1983

Professional History:

Law Clerk, United States Court of Appeals for the Third Circuit, Newark NJ USA, 1984-1985; Associate, Cravath Swaine & Moore, New York NY USA, 1984-1987; Assistant Professor, Rutgers Law School, 1987-1996; Associate Dean for Academic Affairs, Rutgers Law School, 1996-2006; Public Advocate of New Jersey, State of New Jersey, 2006-2010; Vice-Dean and Distinguished Clinical Professor of Law, Rutgers Law School, 2010-2013; Dean and Distinguished Professor of Law, Rutgers Law School, 2013 to present

Sport History:

Varsity Manager, Phillips Exeter Academy Crew, 1973-1976; Varsity Manager, Dartmouth College Crew, 1976-1980.
USRowing Referee, 1980 to present; USRowing Judge-Referee Committee, 1988-1998
USRowing Board of Directors, 1998-2007, Secretary of Board, 1999-2002, Men's Vice-President, 2002-2007
FISA umpire, 1987 to present (on Jury, inter alia, of 1996 Olympics (Atlanta), 2006 U23 World Chmps (Hazewinkel) 5 World Cups (1999, 2000, 2010 Lucerne; 2001 Princeton (President of Jury) and 2001 (Munich)); 1991 Junior World Championships (Banyoles); 1995 Pan Am Games (Mar del Plata))
FISA Masters Commission, 2003 to present. Engaged in broad scope of activities, including supervising umpires, working with online data entry system, review of rules and regulations governing masters regatta, implementation of club trophy program, and general strategic planning for commission.

I, the above-mentioned candidate, confirm that the information provided in this form is complete and accurate and that, if elected, I will carry out the related duties to the best of my ability.

Place, date: Newark NJ USA Signature of candidate: Ronald Chen

30 May 2018

Name and Signature of Federation President or Secretary General: [Signature]

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Please submit this completed Nomination form to FISA before 17 June 2018

FISA, the World Rowing Federation
Av. De Rhodanie 54, 1007 Lausanne, Switzerland
Fax +41-21-617 83 75 or Email: info@fisa.org

RONALD K. CHEN

To the Distinguished Delegates of the 2018 FISA Ordinary Congress,

It is with great respect and enthusiasm that I present myself for your consideration to be elected as Chair of the Masters Rowing Commission, and thus a member of the Council, to succeed my colleague and friend Tone Pahle, after she retires from the position.

I have been a member of the Masters Commission for the past 15 years, and have had the honor and responsibility of managing the fantastic growth of this aspect of our sport. A guiding principle of masters rowing and of FISA is inclusion and widespread participation, and balancing those laudable goals with the practical logistics and limitations of organizing a regatta of this size, is a challenge that I will try to meet if elected Chair.

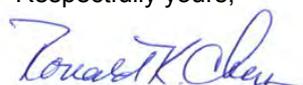
The most recent World Rowing Masters Regatta in Bled 2017—which had a record setting 4,600 competitors, 870 races over five days, 18,387 seat entries and 6424 boat entries—is a prime example of the way in which masters rowing advances FISA’s Declaration of Principles that rowing is a “Lifetime Sport for All.” With the assistance of my able colleagues on the Commission, one of my primary aims as Chair of the Commission would be to encourage the further growth of masters rowing, while at the same time assuring the highest quality of the World Rowing Masters Regatta that our Masters rowers have come to expect.

In addition to helping to organize the annual World Rowing Masters Regatta, it is a larger purpose of the Masters Commission to oversee and promote Masters rowing in all its forms on a national and international basis. I hope to use my time as Chair of the Commission to use masters rowing as a way to promote the bonds of collegiality among rowers across the world by developing methods of interaction that take advantage of modern methods of communication and socialization. In particular, I would like to play a role in expanding masters rowing to parts of the world where it is still developing, including Asia and Africa.

As a member of the Council, I would also take very seriously the Council’s governance role in supervising all aspects of our sport. I have been an internationally licensed umpire since 1987, and was on the Jury at the 1996 Atlanta Olympics, many other World Rowing regattas, and am serving on the Jury of the 2018 World Rowing Championships in Plovdiv. I have already participated in the governance processes of FISA, having served eleven times as a delegate from the USA to the FISA Congress (including four times at the Extraordinary Congresses of Porto, Dubrovnik, Capetown and Copenhagen). I am therefore well acquainted with most of the issues that have and will present themselves for resolution. My professional background as a lawyer and law professor will, I hope, give me the ability to contribute one valuable perspective as rowing addresses what will undoubtedly be complex issues in the future, but at the same time I will remember the simplicity and the enduring nature of the values that unite us: “determination, teamwork, respect, commitment, integrity and a sense of fair play.”

I have now reached a point in my professional life and career when I am able to devote more time to my passions and mission driven activities. I would very much appreciate the opportunity to devote the next years to rowing as Chair of the Masters Commission, and I humbly ask for your confidence and support.

Respectfully yours,





Nomination Form for Elections at the 2018 FISA Ordinary Congress

17 September 2018, Plovdiv, Bulgaria

Our member national federation, (name of federation): Hong Kong, China Rowing Association
would like to make a nomination for:

- | | |
|--|---|
| <input type="checkbox"/> Chair of Competitive Commission | <input type="checkbox"/> Chair of Masters Rowing Commission |
| <input type="checkbox"/> Chair of Events Commission | <input checked="" type="checkbox"/> Chair of Para Rowing Commission |
| <input type="checkbox"/> Chair of Event Promotion Commission | <input type="checkbox"/> Chair of Umpiring Commission |
| <input type="checkbox"/> Treasurer | |

Information on the candidate:

First and Last name: Fay HO Kim Fai
Gender: Male Female Birth year: 1962 Nationality: Chinese
Languages: Chinese, English

Education History:

Please refer to the CV attached.

Professional History:

Please refer to the CV attached.

Sport History:

Please refer to the CV attached

I, the above-mentioned candidate, confirm that the information provided in this form is complete and accurate and that, if elected, I will carry out the related duties to the best of my ability.

Place, date: Hong Kong, 16 June 2018 Signature of candidate: X [Signature]

Name and Signature of Federation President or Secretary General: [Signature] **M. S. Tanner**
Chairman

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Please submit this completed Nomination form to FISA before **17 June 2018**

FISA, the World Rowing Federation
Av. De Rhodanie 54, 1007 Lausanne, Switzerland
Fax +41-21-617 83 75 or Email: info@fisa.org

CV of Ms. Fay HO Kim Fai
Nationality: Hong Kong, China, Age: 55
Hong Kong, China Rowing Association

INTRODUCTION

It is a great honour to be nominated to serve again as Chair of the FISA Para Rowing Commission. I first joined the Commission in 2002 and became Chair in 2006. With the support of FISA, and many excellent Commission members, rowing was successfully introduced into the Paralympic Games in Beijing in 2008. Since that historic occasion, there has been significant growth and development, spanning the Games in London and Rio, and the recent change of racing distance to 2000m – amongst many other key milestones. In 2020, the Paralympic Games return again to Asia and will be held in Tokyo. With my close connections in the region, I hope that I can continue to make a significant contribution to this event and to the further growth of para rowing worldwide.

VALUES & PRINCIPLES

I believe strongly in the core values of the Olympic movement, in drug-free sport and in putting the interests of our athletes first. I am also passionately committed to the principles of gender equality and to having a safe, open, barrier-free environment for all participants – particularly for youth and those who face physical, economic or other personal challenges. Our sport also has a unique relationship with nature and the environment, and I strongly support all initiatives to further enhance this.

SPORTING BACKGROUND

I am a former Olympic athlete in both canoeing ('84) and rowing ('92) and have participated in numerous international events, including World Championships, Asian Games and Asian Championships. I was honoured to receive Hong Kong Sports Star Awards in 1989, '93, '94, '95 and '96 and to be voted Hong Kong Sports Star of the Decade by the Hong Kong Sports Press Association in 1998. This experience as an elite athlete has given me a broad understanding of our sport and of the athlete's perspective.

EDUCATION

I qualified originally as a physical education teacher in Hong Kong before going on to take a Bachelor's Degree in Recreation and Sports Management, and a diploma in Sociology of Sport. I also attended the International Olympic Academy for Youth Participants in 1997.

CAREER AND PROFESSIONAL PROFILE

After finishing my career as an elite athlete, I took up the post of Executive Director of Hong Kong Sports Association for Mentally Handicapped – the overall sports body for athletes with intellectual disability. At the same time, I served as National Director of Special Olympics from 1996 to 2010, and was closely involved in the Special Olympic movement

worldwide and in INAS – the International Sports Association for Athletes with Intellectual Impairments.

After 2010, I moved to the Hong Kong Schools Sports Federation (HKSSF) – initially as Deputy Secretary General and, until November 2017 as Secretary General. The HKSSF is responsible for inter-school and international school sports activities for 1,040 primary and secondary schools in Hong Kong – overseeing 27 sports and 21,000 matches/competitions every year.

Since the end of 2017, I retired from my professional position with HKSSF to focus on my FISA role and to take up the post of Vice Chairperson for the 2019 World Rowing Coastal Championships to be held in Hong Kong.

OTHER RELEVANT ROLES AND ACTIVITIES

In addition to the above I serve, or have served, on a broad range of Hong Kong Government, Hong Kong NOC, and Community panels, commissions and committees. These include the Hong Kong Elite Sports Committee, Hong Kong NOC Women and Sport and Athletes Committees, the Commission on Youth, the Registration of Persons Tribunal, the Task Force on Continuing Education and Employment, and the Hong Kong Baptist University Physical Education Advisory Committee.



Nomination Form for Elections at the 2018 FISA Ordinary Congress

17 September 2018, Plovdiv, Bulgaria

Our member national federation, (name of federation): Great Britain,
would like to make a nomination for:

- | | |
|--|---|
| <input type="checkbox"/> Chair of Competitive Commission | <input type="checkbox"/> Chair of Masters Rowing Commission |
| <input type="checkbox"/> Chair of Events Commission | <input checked="" type="checkbox"/> Chair of Para Rowing Commission |
| <input type="checkbox"/> Chair of Event Promotion Commission | <input type="checkbox"/> Chair of Umpiring Commission |
| <input type="checkbox"/> Treasurer | |

Information on the candidate:

First and Last name: Louise Kingsley

Gender: Male Female Birth year: 1966 Nationality: British

Languages: English

Education History:

- Bachelor of Education (Honours) Degree in Human Movement Studies and Geography. Bedford College of Physical Education
- British Rowing Silver level coach and UK Anti-Doping Clean Sport Advisor
- Graduate of UK Sport Future Performance Leaders Programme

Professional History:

- A secondary school teacher and school rowing coach, I have been employed by British Rowing since 1997
- Junior World Championships Oslo 1993 coached GBs first JW medal
- World Rowing Championships gold medal coach Zagreb 2000
- Olympic Women's coach for GB in Sydney 2000
- Established the GB Talent Identification Programme START in 2002
- Created the GB Paralympic Programme in 2006 and Team Leader at Paralympic Games in '08, '12, '16
- Currently work as the Olympic Development Pathway and Paralympic Programme Manager
- Non-Executive Director for British Shooting

Sport History:

- Regional 800m runner
- Started rowing as a 17 year old at school
- Compete as a senior lightweight at the Commonwealth Games in 1986

I, the above-mentioned candidate, confirm that the information provided in this form is complete and accurate and that, if elected, I will carry out the related duties to the best of my ability.

Place, date: Caversham 10th June 2018 Signature of candidate: 

Name and Signature of Federation President or Secretary General:

Mr Andy Parkinson 

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Please submit this completed Nomination form to FISA before **17 June 2018**

FISA, the World Rowing Federation
Av. De Rhodanie 54, 1007 Lausanne, Switzerland
Fax +41-21-617 83 75 or Email: info@fisa.org

LOUISE KINGSLEY – GBR

PARA ROWING COMMISSION CHAIR NOMINATION

SKILLS

- A purposeful and agile leader with a proven track record in High Performance rowing
- An excellent communicator who has built a wide-reaching network of significant stakeholders
- A positive influence on any programme, well respected and committed to developing people and rowers
- A great team player willing to go the extra mile to achieve targets or support colleagues
- A committed and professional individual with a comprehensive understanding of rowing at all levels

PROFESSIONAL EXPERIENCE

Teacher and Rowing Coach | Kingston Grammar School

1990-1997

In charge of Junior Women's rowing programme, taught Geography and Physical Education. Coach at Junior World Rowing Championships from 1991 - 1996

High Performance Coach | British Rowing

1997-2000

Appointed to develop new senior rowers, ran U23 programme, coached crews at Senior World Rowing Championships including gold in Zagreb in 2000 and coached two women's crews at the Olympic Games in Sydney 2000

High Performance Projects Officer | British Rowing

2001-2012

Established the British Rowing Talent Identification Programme which has produced 19 Olympians, began work in 2002 to support FISA's ambition to be included as a Paralympic sport, instrumental in the bid to secure 2006 WRC's at Eton Dorney

Development Pathway and Paralympic

Programme Manager | British Rowing

2012-2018

Oversee all GB development programmes including club rowing and talent identification. Established and led the development of Para Rowing in GB. Team Leader at Paralympic Games in '08, '12' 16 and planning for '20. Assistant Team Manager at WRC's since 2006

PERSONAL STATEMENT

I am honoured to be standing as a candidate for the Chair of the Para Rowing Commission

Future proofing Para-Rowing by working together with NFs, the IPC and FISA to **increase the quantity, quality and universality** of competing crews is, I believe, a fundamental for rowing to secure and then strengthen its position as a Paralympic Sport

I am a dedicated, highly professional, performance leader with a track record of delivering.

My **open and collaborative** approach enables me to build lasting relationships, work effectively within a team and **develop a robust strategy that engages everyone.**

I would love the opportunity to **develop further the significant steps that have been achieved by the para commission** to date.



LOUISE KINGSLEY – GBR

PARA ROWING COMMISSION CHAIR NOMINATION

MY VISION

Committed to the development of Para Rowing across the world, I have been **involved** in rowing since 1982 and **Para Rowing since 2002**,

Enthusiastic about creating forums where **expertise and experiences can be shared**; for example, building on the FISA para workshop held in December 2017 where I led a discussion session with coaches.

Willing to tackle the challenging issues relating to para sport, including the **development of rules, safety and equipment to support inclusion** rather than create additional barriers for coaches and rowers to overcome.

I am employed by British Rowing, but I do not directly coach GB crews therefore if elected I have the space to be able to **represent the views of the Para Rowing community and commission**.

PERSONAL INFORMATION

- Born in 1966 to a Polish father and British mother
- A British Citizen
- Married with a husband and daughter
- Non-Executive Director for British Shooting

SPORT HISTORY

- Regional 800m runner
- Started rowing as a 17 year old at school
- Competed as a senior lightweight woman at the Commonwealth Games in 1986
- Regional recurve archer

EDUCATION

Bachelor of Education (honours) Human Movement Studies and Geography | 1988 | Bedford College of Physical Education

Additional Professional Development
British Rowing Silver level coach
UK Anti-Doping Clean Sport Advisor
Graduate of UK Sport Future Performance Leaders Programme

FISA VALUES AND MY PHILOSOPHY

- **Fairness:** my motivation is to ensure para rowing develops for everyone and I will represent views of all nations large or small
- **Teamwork:** my strong collaborative leadership style works well to enable individuals to effectively contribute and therefore ensure we make progress as a team
- **Inclusiveness:** in addition to my work with Para Rowing I was also the selector for the England Team for the 2018 Commonwealth Rowing Beach Sprints and played a key part in the competition delivery
- **Timeless:** as an individual who has benefitted so much from being a part of the FISA Family I would love the opportunity to give something back to our fantastic sport
- **Environmental awareness:** protecting our planet for future generations is as important to me and my family as protecting the future of our sport

Thank you for taking time to read my nomination, if you have any questions please come and find me in the boat park and I hope to have your support at the election in Plovdiv, September 2018



Nomination Form for Elections at the 2018 FISA Ordinary Congress

17 September 2018, Plovdiv, Bulgaria

Our member national federation, (name of federation): Royal Belgian Rowing Federation, would like to make a nomination for:

- | | |
|--|--|
| <input type="checkbox"/> Chair of Competitive Commission | <input type="checkbox"/> Chair of Masters Rowing Commission |
| <input type="checkbox"/> Chair of Events Commission | <input type="checkbox"/> Chair of Para Rowing Commission |
| <input type="checkbox"/> Chair of Event Promotion Commission | <input checked="" type="checkbox"/> Chair of Umpiring Commission |
| <input type="checkbox"/> Treasurer | |

Information on the candidate:

First and Last name: **Patrick ROMBAUT**

Gender: Male Female Birth year: **1956** Nationality: **Belgian**

Languages: **Dutch – French – English – German (Spanish – Italian)**

Education History:

*University Gent (1980) : Master in Botany.
University Gent (1981) : Aggregated teacher*

Professional History:

1982-1984: Scientific project leader City of Gent / 1984 – 1988: Purchaser B.Braun Melsungen (medical company) / 1988 – 2005: Head purchasing department Labo Flandria (pharmaceutical wholesaler) / 2006 – 2007: Innovation manager Bomedys (pharmaceutical company) / 2009 – 2011: Project Manager European Union 50+ Labor market project / 2011 – now: Purchaser FARYS|TMVW (water distribution public company).

Sport History:

Athlete: 1971-1982

*25 titles national champion
1974: JM4- Ratzeburg (FISA Junior Championships)
1976: M4- Macon (Match des Seniors)*

Coach: 1980-1995

*30+ titles national champion
1980: JW4x+ Hazewinkel (FISA Junior Championships) – 7th
1984: JW2- Jonköpping (FISA Junior Championships) – 5th
1995: JW4- Poznan (World Rowing Junior Championships) – 8th*

Administrator: 1975-now

*K.R.Sport Gent (club): Board Member (since 1975) – President (since 1998)
Flemish Rowing League: Board Member (1981 – 2003) – President (1990-1998)
Royal Belgian Rowing Federation: Board Member (1983 – 2003) – President (1989-1993 & 1997-2001)
Coupe de la Jeunesse: President (1989-2001)
ERMB: Board Member (2007-now)
FISA: Congress delegate: 1985 – 2001 (exc. 1988) – FISA Commission member (1991-2001) – Council Member (2001-now) – Executive Committee Member (2014-now)*

Umpire: 1984-now

*National umpire: 1984-now
FISA umpire: 1988-now – member of the 1991 World Rowing Junior Championships (Banolas) jury.*

Regatta organizer: 1979-now

*Ghent International May Regatta: Coordinator (1982-2001) – President (2001-now)
Coupe de la Jeunesse: (Co-)Chair OC (1984/1990/1994/2000/2010/2017)
European Rowing Junior Championships: (Co-)Chair OC (2014)
Match des Seniors/Nations Cup: Member OC (1978) – (Co-)Chair OC (1988/1996)
FISA Junior/World Rowing Junior Championships: Member OC (1980) - (Co-)Chair OC (2006)
World Rowing U23 Championships: (Co-)Chair OC (2006)
World Masters Regatta: Logistics manager (1984) - (Co-)Chair OC (2000/2015)*

I, the above-mentioned candidate, confirm that the information provided in this form is complete and accurate and that, if elected, I will carry out the related duties to the best of my ability.

Place, date: **Gent, June 14th, 2018** Signature of candidate:

Name and Signature of Federation President or Secretary General:

Gwenda STEVENS
President



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Please submit this completed Nomination form to FISA before **17 June 2018**

FISA, the World Rowing Federation
Av. De Rhodanie 54, 1007 Lausanne, Switzerland
Fax +41-21-617 83 75 or Email: info@fisa.org

Patrick ROMBAUT
Ter Rivieren 4
B-9031 GENT
Belgium



Dear FISA President,
Dear FISA Council Colleagues,
Dear Representatives of the National Rowing federations,
Dear Rowing friends,

At the 2018 FISA Ordinary Congress in Plovdiv (Bulgaria) I will stand for re-election as Chair of the Umpiring Commission.

Being member of "FISA's family" since 1991, first as FISA-commission member, since 2001 as FISA Council member and since 2014 as FISA Executive Committee member, I think I can contribute further to the activities of FISA in particular based on a number of criteria:

Experience

- Club level

Member since 1964 of my club "K. R. Sport Gent 1883" (54 years in 2018...), I have a close attachment to the basis of our sport: the rowing club.

Being member of the Board since 1975, I have the privilege to act as president since 1998.

- National level

In 1983 I joined the Board of the Royal Belgian Rowing Federation, first as treasurer. Between 1985 and 2003 I served 10 years as vice-president and 8 years as president. Since 2003 I am still involved in major national rowing topics as honorary president.

- Regatta organization level

Since 1979 I was involved in the organization of one of Western Europe's biggest club regattas, the Ghent International May-regatta, first as coordinator, since 2001 as regatta president.

On 'international level' I contributed in different capacities to the 1984, 1990, 1994, 2000, 2010 and 2017 Coupe de la Jeunesse, the 1976 and 1986 Match de Seniors, the 1996 Nations Cup, the 2014 European Rowing Junior Championships, the 1980 FISA Junior Championships, the 1997 World Rowing Junior Championships, the 2006 World Rowing U23 Championships, the 1984, 2000 and 2015 World Rowing Masters Regatta and the 1993 FISA recreational rowing tour.

- International level

In the 80's/90's of previous century I served as assessor and controller of the Match de Seniors/Nation's Cup Board.

From 1989 till 2001 I served as President of the Executive Committee of the Coupe de la Jeunesse. Since 2002 I visit regularly the annual event as honorary president.

- FISA level

I was successful at 1988 FISA umpiring exam and was member of the jury at the 1991 World Rowing Junior Championships regatta in Banolas.

First as a FISA-Congress delegate of the Belgian Rowing Federation, later as a FISA responsible, I attended all FISA Congresses since 1985 (excepted the 1988 Seoul Congress).

Since my nomination by FISA as member of the FISA Umpiring Commission at the 1991 World Championships in Vienna, I attended all Junior, U23 and Senior World Championships (excepted Plovdiv 1999), nearly all World Rowing Cup regattas and regularly the World Rowing Coastal Championships for Clubs.

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Since the new "European Rowing Championships"-era I am one of FISA's representatives in the European Rowing Management Board, having attended all but one Championships.

Beside that, I had the opportunity to visit a lot of Continental and Regional rowing events, no to forget the numerous FISA umpiring exams, seminars and clinics I (co-) conducted all over the world. More than 55 FISA members were visited during those activities and I had numerous opportunities to meet the local and national rowing authorities, giving me the occasion to understand better their problems, needs, challenges, aspirations and goals.

Language skills

Speaking regularly Dutch, French, English and German and having a quite good understanding of Spanish and Italian, I think having a better opportunity to conduct conversations with the local counterparts.

Commitment

At all FISA events I have tried at the most to contribute to whatever duty, which was allocated to me, being at the rowing course whenever obliged or needed.

Since my election at the 2001 Porto FISA Extra-ordinary Congress, I did not miss any FISA Council meeting. The same is valid since 2014 concerning the FISA Executive Committee meetings (including the regular conference calls).

Having a quite 'flexible' professional calendar, I have spent and have the intention to spend the next 4 years in favor of our beloved sport, from the basis to the top, as I have done for the last 27 years.

Future challenges for FISA

The actual 'changing process' having started in 2013, the next four years will be an important but only intermediate stage of the permanent development challenges for our sport and this at all levels (Olympic, Paralympic, Coastal, Indoor and so many more, including the consequences on our international, continental and national rowing programs). The next years will need people with experience, available time and commitment within FISA's Council and Rowing family.

Experience, but open for innovation, this mixed approach is the pathway our beloved sport in all aspects has to follow in respect for tradition, but ready to build together with all stakeholders (athletes, coaches, organizing committees, media, etc.) towards new and attractive projects.

The universal 'umpiring community' has a privileged position in this movement and as Chair of the Umpiring Commission, together with our very active Commission Members – representing all continents – I want to continue our support to this fantastic World Rowing family and their actors.

In consequence - as I did since 2001- once again I am ready to make a further contribution to this very important development process within our sport as FISA Executive Committee Member and FISA Council Member in general and as Chair of FISA's Umpiring Commission in particular.

Thanks for giving me the opportunity to put those ideas and words on paper.

Thank you for your support in the past and hopefully in the next 4 years.

With my sincere regards,



Patrick ROMBAUT
e-mail: patrick_rombaut@telenet.be
mob.: + 32 477 55 4208



Nomination Form for Elections at the 2018 FISA Ordinary Congress

17 September 2018, Plovdiv, Bulgaria

Our member national federation, (name of federation): KNRB, Royal Dutch Rowing Federation
would like to make a nomination for:

- | | |
|--|---|
| <input type="checkbox"/> Chair of Competitive Commission | <input type="checkbox"/> Chair of Masters Rowing Commission |
| <input type="checkbox"/> Chair of Events Commission | <input type="checkbox"/> Chair of Para Rowing Commission |
| <input type="checkbox"/> Chair of Event Promotion Commission | <input type="checkbox"/> Chair of Umpiring Commission |
| <input checked="" type="checkbox"/> Treasurer | |

Information on the candidate:

First and Last name: Gerritjan Eggenkamp

Gender: Male Female **Birth year:** 1975 **Nationality:** Dutch

Languages: English/Dutch (fluent), French/German (basic)

Education History:

- Delft University of Technology, Masters Degree in Applied Computer Science
- Oxford University, Saïd Business School, Masters Degree in Management

Professional History:

- Started professional career at ING (Netherlands largest bank, '02-'04)
- Consultant at McKinsey&Company ('04-'13), focusing mainly on strategy and corporate finance projects
- Partner at Avedon Capital Partners ('13-today), a private equity firm that invests in mid sized companies in Benelux and Germany aiming to grow, holding several board positions at investment companies

Sport History:

Athlete

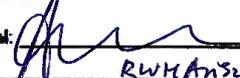
- Participant World Rowing Champ. 1997 (M4x), 1998 (M4x), 2001 (M2x), 2003 (M4x), 2007 (M8+)
- Participant Olympic Games 1996 (spare), 2000 (M8+), 2004 (M8+)

Relevant sport (governance) experience

- FISA Co-opted Council Member ('15-today). Attended FISA Congress 2015, 2016, 2017 Tokyo, 2017 Sarasota
- President Organizing Committee World Rowing Championships Amsterdam 2014
- Treasurer Dutch Delta Games ('08-13; '17-today), initiative to get Olympics to the Netherlands
- Treasurer Bas van der Goor Foundation ('14-today)

I, the above-mentioned candidate, confirm that the information provided in this form is complete and accurate and that, if elected, I will carry out the related duties to the best of my ability.

Place, date: Amstelveen, 10/6/2018 **Signature of candidate:** 

Name and Signature of Federation President or Secretary General: 

RWH Anisz President

TO BE PUBLISHED IN THE CONGRESS AGENDA PAPERS

Please submit this completed Nomination form to FISA before **17 June 2018**

FISA, the World Rowing Federation
Av. De Rhodanie 54, 1007 Lausanne, Switzerland
Fax +41-21-617 83 75 or Email: info@fisa.org

Amstelveen, 8 June 2018

Dear Delegates of FISA member federations,

I am writing to express my wish to become FISA Treasurer and to explain my professional and personal suitability for the role:

Rowing has played an instrumental part in shaping me as a person, and therefore I owe the sport of rowing a lot. During a leadership program a number of years ago I realised that because of this I want to give a significant contribution back to rowing, to enable many others to benefit from it like I did.

Based on my understanding of the role of FISA Treasurer and the challenges FISA faces, I am convinced I can make a positive and lasting impact for the following reasons:

- *Significant experience in a variety of 'roles' within rowing:*
 - o *Athlete:* having competed in (FISA) regattas over a period of more than 15 years, starting with the Coupe de La Jeunesse in 1992, participating in 3 Olympic Games and many other regattas in the world, including for example the Head of the Charles and the Oxford-Cambridge Boat Race, I believe I have developed a strong perspective on what are key elements of a rowing regatta, especially from an athlete's perspective.
 - o *Event organiser:* as President of the organising committee of the Amsterdam 2014 World Rowing Championships I have learnt the operational and financial challenges of organizing a premier event such as the World Rowing Championships, while interacting closely with many people from FISA.
 - o *Council member:* being elected as a co-opted Council member in 2015 focusing on both FISA finances and event budgets, I have obtained a good understanding of FISA's governance structure and decision-making.
- *Strong network in rowing, and in the wider sports movement:* through all of the above roles I have built a strong network with many different people in the rowing community which should allow me to work effectively in the role of Treasurer. Having been involved with the Dutch Olympic Committee in a variety of roles, and having been on the Board of the Olympic Plan 2028 and now Dutch Delta Games (initiatives to get the Olympic Games to the Netherlands) I also have an understanding of the broader sporting context and have built a relevant network.
- *Strong financial (reporting) skills:* Over the past 15 years I have built up strong financial and accounting skills in different professional roles at ING Bank (assessing loans), McKinsey (strategy and corporate finance consultant) and now as investor at Avedon Capital Partners (private equity). Furthermore, I have gained considerable financial-based experience as a shareholder / board member at the companies in which I have invested at Avedon as well as in my role as Treasurer of the Bas van der Goor Foundation (Foundation focused on improving quality life of people with diabetes through sports, set up by 1996 Volleyball Olympic gold medallist with diabetes) and the Dutch Delta Games.

- *Good understanding of FISA's financials and challenges:* As member of the Finance Sub-Committee I have built up a good understanding of FISA's financials and risks, having participated in the 4 year and annual budgeting process and reviews, and having performed several analyses resulting in recommendations, as well as being involved in decision-making on FISA's asset management. It has been a tremendous learning opportunity to work together with Mike Williams over the past years, and I am grateful for his efforts to transfer to me a lot of the knowledge and experience he has built up over the past 25 years.
- *Strategic thinker and team player:* naturally I am a strategist, a capability that I have further developed while at McKinsey & Company. I am convinced that I will be able to make a strong contribution in identifying solutions to FISA's challenges from my financial and strategic background. Next to that I think I will be able to contribute positively to overall team dynamics, a capability I developed during my rowing career and that I have been able to apply in many settings thereafter.

I would be honoured to become Treasurer and a dedicated member of the FISA Executive Committee.

Regards,



Gerritjan Eggenkamp
Email: gerritjan.eggenkamp@hetnet.nl

The Dutch Rowing Federation fully supports and approves
Gerritjan's candidacy.



11th June, '18
Rutger W.H. Ansz
President KNRB

AGENDA ITEM 19

Specific proposals to an existing agenda item from the member federations, the Council or the Executive Committee.

No proposals were received by the due date.

AGENDA ITEM 20

Other additional agenda items proposed by the member federations, the Council or the Executive Committee

No proposals were received by the due date.

AGENDA ITEM 21

Any other business

