



Agenda Papers 2015 Ordinary Congress

**Chambéry, France
Monday, 7 September 2015
09:00 hrs**

AGENDA

2015 FISA ORDINARY CONGRESS

7 September 2015, 09:00 hrs
Chambéry, France

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AGENDA ITEM 5

President's Report and Reports of the Executive Committee Members

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PRESIDENT

Sport is our first and foremost reason for being.

I would like therefore to start this annual report by expressing my sincere congratulations to all the athletes and their teams for the great 2014 season they have delivered. This was another great year for our sport with fantastic and exciting competitions on the water. The rowers presented a fantastic spectacle, which is the best showcase for our sport and the best way to continue to convey its values. If the World Cups and the World Championships are at the top of the list, I want also to mention the numerous competitions all over world that contribute and help to promote the sport of rowing.

My deeply felt thanks go to all our fantastic Organising Committees that year after year, and despite the tough challenges and the always difficult context notably with the economic crisis, continue to improve the standard of our events and provide an attractive product to all the stakeholders: the athletes and the teams, the partners, the public, fans, families and the broadcasters. Thank you to the organisers in Sydney, Hazewinkel, Belgrade, Aiguebelette, Lucerne, Varese, Hamburg and Ballarat. In this respect, I would like to particularly congratulate the organisers of the 2014 World Rowing Championship regatta in Amsterdam; it was remarkable. The fan zone along the course created a fantastic atmosphere just to give an example.

FISA was, is and will always remain athletes centred.

We had to face some challenging weather conditions this year notably at the World Rowing

Junior Championships in Hamburg and at the World Rowing Championships in Amsterdam as well. We, the rowers, have in our DNA the conviction that the result must be based on the athlete's performance, and not, like some other sports, on the decisions of the judges, because of the cost of the material or, even, sometimes because of bad luck or thanks to good luck... Therefore, unfair conditions on the water create extreme frustration when it affects the crews. I always feel deeply for the affected athletes.

As an outdoor sport, we do have to live with the weather and cannot guarantee that, when the wind blows, it is always in the right direction and that it will have the same effect on all the lanes. That is why, after difficult experiences in the past, FISA has developed specific rules to reduce, as much as humanly possible, the risks. A fairness committee at each World Cup and Championships is fully dedicated to understand the context, and to analyse the weather conditions with more and more available data, to enable a proactive process that will lead to the best possible decisions for the athletes.

We can always improve, but we must be fully cognisant that there is a limit beyond which we cannot go. I appreciated the very transparent and collaborative approach with the Team Managers in Amsterdam which made the decisions taken accepted by the very large majority. The rowing community must be proud that in FISA the interests of the athletes are always at the top of the priorities list.

2014, a year of change in the World of Sport.

Rowing is part of the world of sport and not alone in the landscape obviously. To a certain extent, we are competing with the other sports. The global offer with new fun and extreme sports is growing quickly, and it is certainly more and more challenging to attract and connect more people to our sport and consequently more partners, organisers...

The privilege to be an Olympic Sport does not protect us for the future.

2014 was the year of the IOC so-called Agenda 2020. The Olympic Movement has entered a new era with newly-elected IOC President Thomas Bach. Presented and initiated at the IOC Session in Sochi in February, the one-year long process led to 40 recommendations, all approved by the IOC extraordinary session in early December. The Council met immediately, the following weekend, to analyse the impacts on FISA and Rowing.

Basically, the recommendations aim at reducing the costs from the bidding phase to the delivery of the Games, introducing more flexibility in the Olympic Programme, encouraging gender equality in sport, and putting sustainable development at the core of the project, just to name the principle issues that have an impact on FISA and our sport.

The implementation of these recommendations will certainly vary, and if it is still unclear on how some of the adopted principles will ultimately be enforced, others have already been enacted. The discussions with Tokyo 2020 are a relevant illustration of the reductions in costs instilled by Agenda2020. I would like to highlight here the very constructive collaboration with IOC and the Japanese

authorities to finally confirm the project of the Sea Forest regatta venue, where the 2020 Olympic Regatta will be held.

It is definitely of utmost importance that FISA takes the necessary measures to adapt to the fast-moving environment in order to lead in making the necessary changes. It is essential that FISA and the sport of rowing decide what is ultimately in the best interest of our sport.

We enter into a period of time that promises to be crucial for the future of rowing with many challenges on the route ahead of us. I would like to express my optimism, as, in addition to our strengths and our great values, we are lucky to have a fantastic community with many enthusiastic people dedicated to the best for rowing and motivated to contribute constructively to developing the necessary changes.

Universality and gender balance.

The in-depth study of the IOC Olympic Programme Commission reports made by the Executive Director and his team late 2013, revealed in a tangible manner what we already supposed were our main weaknesses related to the evaluation criteria from IOC: universality and gender balance.

This is not new and certainly could be explained due to our history and our specificities. Without blaming the past at all, it forces us, however, to pursue the effort and somehow to even change gears. As you will remember the Council reacted immediately by proposing an amended Olympic qualification system to the IOC and, also, by reviewing FISA's strategic plans to address these two dimensions as a priority in all of FISA's projects.

The collaborative approach taken by the National Federations and the continental confederations to address together these issues

is remarkable. I refer here to the Development Seminar organised in London early March 2014. I would like to sincerely thank the NFs that are contributing actively to help for the benefit of our sport globally. The report of the Development team will give you a more detailed review.

Connection with the National Federation members.

The Congress of our National Federations is the supreme authority of FISA, but gathering only once a year is clearly not enough, and certainly not adapted for open discussions. I believe that it is extremely important that the National Federations do take a greater part in the process of building the future for our sport and, therefore, these plans were presented and shared with the delegates or NF representatives on different occasions.

I just referred above to the Development Seminar held in London, we also experimented a workshop during the World Championships in Amsterdam to allow time for reflections and inputs on important themes (like how to improve women rowing, how to address the lack of bids for Under23 and Junior Championships). It seems that the concept was much appreciated by the federations and the delegates. Therefore we will continue the process in the future.

I remain more than happy to take any opportunities to meet and talk with NF representatives. I attended most of FISA's world events, and also Continental or Regional competitions like the Caribbean and Central American Games in Veracruz, the African Rowing Championships, the Asian Games to name a few. It was also a pleasure for me to attend the

general assemblies of the European National Rowing Federations, the Asian Rowing Federation (ARF) and the Fédération Africaine des Sociétés d'Aviron (FASA) .

Connection with the World of Sport.

If the connections within our community are essential, I believe that, as importantly, my role is to connect and build the necessary relationships and networks with the sport organisations outside of FISA. In that respect, I attended the IOC sessions in Sochi and then in Monaco, the Sportaccord General Assembly (umbrella of the sport organisations and international sport federations) in Belek, Turkey, and the annual General Assembly of the Association of the National Olympic Committees (ANOC) in Bangkok. It was a pleasure to see and meet several rowers involved in their respective NOCs as President or Secretary General. It is extremely important that the voice of rowing be present and heard in the different organisations.

The visit of IOC President Thomas Bach to the YOG regatta in Nanjing was a great opportunity to present our sport to him and the accompanying IOC members. The very friendly atmosphere and the contact with the rowers were much appreciated. Later on, in January 2015, I had the privilege to have a personal meeting with President Bach at the IOC headquarters. Even if the main subject for discussion was the implementation of Agenda 2020 and how FISA was preparing and anticipating the future, I noted the great knowledge and interest of the President for our sport. We openly discussed the challenges we face and both recognised the very good and constructive collaboration that exists between the IOC and FISA.

Finance and Marketing

FISA is a not-for-profit organisation, nevertheless to respect its objects and to achieve its goals to promote, to govern, to develop the sport of rowing, the financial dimension is crucial. As you will hear from the Treasurer, 2014 has been in line with the budget initially presented in the four-year financial plan for 2013-2016.

Like every sport organisations in the current tough context, it is extremely difficult to attract new partners. FISA continues to invest in that dimension to guarantee the necessary resources for the strategic plans.

On a very positive note, I would like to mention the extension of the partnership with WWF and to thank all of those who have taken part. As a clean water sport, FISA is proud to play a part in the "Clean water movement".

FISA organisation and staff

I would like to express my great gratitude to all the contributors who have dedicated, with passion, a (sometimes significant) part of their leisure time to our sport, notably in the different Commissions and in the Council. It is greatly appreciated to benefit from a large range of experiences, expertise and skills.

I am delighted that for any vacant position or at the occasion of a new term, we have many candidates with high profiles. It demonstrates the interest to contribute to FISA activities and the development of rowing. I would like to thank again very much all those who have

left their position at the end of the year and to express a warm welcome to the newcomers.

Our activities in FISA have dramatically increased over the years. I would like to express my sincere gratitude to the staff of FISA, under the leadership of the very professional and devoted Executive Director, Matt Smith. They have collectively delivered a remarkable job. It is simply a wonderful thing to be able to rely on a very professional and committed team.

Honorary President

The handover of the Presidency of FISA took place in Lucerne on 12 July during the Nations dinner at the World Rowing Cup. In the presence of Jacques Rogge, Honorary President of IOC, Sir Phil Craven, President of IPC and many personalities from the World of Sport, the ceremony was dedicated to honour Denis Oswald for his outstanding career and to pay tribute to his immense and tireless dedication to rowing.

On behalf of the entire rowing community, I would like to express again our gratitude to Denis Oswald for his exceptional life-long dedication to the sport of rowing. As per the decision of the 2013 Ordinary Congress, Denis Oswald was awarded the title of Honorary President for Life. FISA will for sure continue to benefit from his immense background, knowledge, expertise and, as importantly, extensive understanding and network of international relationships. I wish all the best to our Honorary President.

Jean-Christophe Rolland

VICE PRESIDENT

It has been an exciting year to be a member of the executive of FISA. New leadership in our organisation as well as within the Olympic movement has provided opportunities to rethink and restructure for the future of rowing and for the future of international sport. FISA also continues to be a leader in many aspects of these changes.

Personally, I have enjoyed working with our new president Jean-Christophe Rolland. As with our previous president, he seems to be tireless in his dedication to our sport. Jean-Christophe brings many new ideas and outlooks to the position as well as a positive and open minded approach.

This year I attended the Olympic Winter games in Sochi. I attended as Vice President of my national Olympic Committee but, naturally, always wear the hat of Vice President of FISA. Aside from experiencing a different set of Games and learning from observing the different methods of presentation of a different set of sports, attending the Games provides an obvious opportunity to meet with others in the international sport community and to promote knowledge of, and relations with our sport and International Federation.

I also attended the Commonwealth Games in Glasgow in July as President of the Ad Hoc Court of Arbitration for Sport for the International Council of Arbitration for Sport. Again, although rowing is not currently included in the Games, I had an opportunity while in Glasgow, to meet with a number of the Games leadership and discuss opportunities for rowing in future games.

FISA Executive and Council meetings and events attended include, but were not limited to, the Joint Commissions Meeting in London, the World Cup in Lucerne, the World Junior Championships in Hamburg, joint meeting of the Development and Women's Commissions and staff, the World Championships in Amsterdam, the Coaches Conference and FISA Awards Dinner in Rio and the Extraordinary Council Meeting in London in December (following the IOC extraordinary Session on Agenda 2020). A number of these meetings included invaluable coordinated meetings with the National Federations to provide an opportunity to share information and obtain feedback on how FISA should proceed in the future.

Thank you to the organizers of our events in 2014. As always, I am inspired by the excellent work done by all of you. Thank you also to those who participated in the National Federation sessions. We have so many talented and knowledgeable individuals in our sport. These sessions are hopefully the start to our sport being able to better benefit from and utilize those skills and talents.

I have continued to take on a number of tasks as assigned by the President, or as a member of the Executive Committee, including presiding on a number of Doping Hearing panels, drafting terms of reference for various FISA positions and I am currently a member of the Governance Working Group. We are working on a review of our Statutes with a draft of any proposed changes ready for presentation to the membership for review and feedback before a final proposal is presented for approval at the Extraordinary Congress in 2017.

As Vice President I have taken over the role of Chair of the Development Commission. The Commission's Report is contained in the materials. As always I must thank Sheila Stephens-Desbans, Thor Nilsen and Daniela Gomes de Costa for their remarkable work for FISA in this area. My previous position as Chair of the Women's Commission is now being ably filled by Jacomine Van Ravensbergen. We are continuing to work closely on complimentary strategies as the work of our two Commissions is naturally linked. Much progress has been made in regards to Women's rowing as you will read in that Commission's report.

We continue to face a number of challenges for the future. Increasing the practice of our sport by women and men around the world is one; increasing the viability and attractiveness of our events is another; and underlying all of our activities is the challenge of branding and successfully marketing our sport so that our continued growth is sustainable. It is a competitive world and we will have to be creative and bold in order to further secure a prominent place in the future of international sport.

I truly look forward to working on these challenges with our leadership team and with our membership.

Respectfully submitted,

Tricia Smith

TREASURER'S REPORT

Meetings and Events Attended

FISA budget review meeting, Lausanne, February

Joint Commissions Meeting and Executive Committee, London, March

World Rowing Cup 1, Sydney, March

Latin American YOG qualifying regatta, Montevideo, April

World Rowing Cup 2, Aiguebelette, June

World Rowing Cup 3 and Council, Lucerne, July

World Rowing Under 23 Championships, Varese, July

World Rowing Junior Championships, Hamburg, August

World Rowing Championships, Council and Congress, Amsterdam, August

FISU University Rowing Championships, Gravelines, September

Coaches Conference and Executive Committee, Rio de Janeiro, November

Council Meeting, London, December

I also attended events in Ghent (BEL), and Henley (GBR) as an International Umpire.

Activities

The Treasurer's principal responsibilities are financial planning and monitoring progress against our budget. The 2014 accounts and a commentary on the financial performance are set out later in the agenda papers, and therefore I comment only briefly on FISA's finances as well as my activities in this report.

During 2014, my main activity as Treasurer has been to track progress against the four year financial plan for 2013-2016 which was presented to the 2012 Ordinary Congress. In 2014 our investments performed well with a return of around 8% on average balances, but our expenditure was increased so that the presentation of our events was in line with the strategic plan. The net result was close to break even. The details of this are in the accounts. Our rights income in the current period is less than hoped for while our expenditure will continue to run at the current levels. We continue to search for greater income from marketing and television rights and to refine FISA's approach to the marketplace. The Executive Committee decided that we should carry a significant proportion of our income from London 2012 forward into the period 2017-20, but some of the funds set aside previously will now be spent before the end of 2016. Fortunately we believe that income from Rio 2016 will be similar to that from London 2012 so the need for the reserve has diminished somewhat.

In April I attended the Latin American Youth Olympic Games Qualification Regatta in Montevideo, Uruguay, as FISA representative. The regatta was well organised by the Uruguayan Federation in the Northern suburbs of Montevideo on a 1'000 metre regatta course.

During 2014 I attended all World Rowing Cups and the World Rowing Championships as a representative of the Executive Committee. I arrived the day of the first team managers meeting and was present throughout each event in case there were questions needing Executive Committee input. I have continued to work at these events checking the

correct use of the progression system and the programme for subsequent days, as well as my role to act as a communications hub in the event of any changes to the published programme, particularly at televised regattas. I have again worked with colleagues on a number of minor changes to the Progression System which will appear in the 2015 update to the rule book.

Accomplishments

- Full attendance at FISA events
- Satisfactory financial result for 2014
- Contribution to work on Rules and Progression System

Challenges for the future

- Continue to seek revenue from FISA's rights
- Explore new revenue streams to protect reserves
- Continue to oversee investment policy

Finally I would again like to thank Emilio Pastorello for his excellent work on FISA's finances and Jean-Maurice Mordasini for continuing to manage our investments profitably within the parameters we set for him.

Mike Williams

EXECUTIVE DIRECTOR

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

1. HEADQUARTERS OPERATION

The FISA headquarters' staff continues to focus its work on the areas identified in our Strategic Re-assessment Exercise. Development remains our primary goal and the Development Department is led by our Development Director Thor Nilsen along with Development Manager Sheila Stephens-Desbans and Daniela Gomes, Development Assistant.

The Communications and Marketing areas have re-joined to ensure that their work is well-coordinated. Andy Couper, our Marketing Director, is assisted by Penny Dain, our PR advisor. Melissa Bray is the Content Manager while Jillian O'Mara is Electronic Media Coordinator. The 2014 team also included Debora Feutren. The Marketing Director was ably assisted by our Marketing and Communications Assistant Emmanuelle Gabus in the areas of sponsor servicing, television and events.

The Events Department is led by Events Director Svetla Otzetova along with Events Manager Nathalie Phillips, Events Coordinators Daniela Oronova and Tine Jacobsen, and Events Logistics Coordinator Prateek Gumbar. I would also like to recognise

the untiring work of our ST Sportservice manager Ralf Hoffmann and his team.

The Governance area is administered by the Controller Emilio Pastorello, Anti-Doping Coordinator Natalie Schmutz and since January 2015 Governance Coordinator Lucy Trochet.

Our team of advisors includes Television 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. 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 2006 and continues to benefit from the close contact with the International Federations of Archery, Boxing, Canoe-Kayak, Fencing, Triathlon, FISU and several other organisations. This has allowed our staff to exchange ideas and share experiences with other IF staff.

2. THE STRATEGIC RE-ASSESSMENT EXERCISE

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

There were many important phases after that time which included consultation with different key stakeholder groups as well as surveys and questionnaires. The new World Rowing brand was introduced in May 2011 when a new website went live. In 2014, the well-known sports media company Delta Tre was engaged to further enhance the website which was launched in May 2014.

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

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

After extensive consultation, the Executive Committee defined 31 key projects within these seven areas. During 2014 the following progress was made:

- Television** - In the "Television" area, major projects progressed throughout the year. World Rowing Productions continued their "hands on" assistance to the host broadcasters at each event, plus a separate team dedicated to creating custom made news-clips and interviews of key rowers for our television rights holders. They are also creating athlete interviews for the FISA digital media platforms. The same team also manages our television rights sales and relationships with the non-European TV channels. The FISA – European Broadcast Union agreement was extended for 2013 to 2016 in a much more pragmatic agreement. We have taken great strides forward with our television broadcasting in 2013 and 2014.

- Digital Media** - In the digital media area, the new website, with the new brand identity continued to present the sport much more visually. FISA's Social Networking Media work continued on the nine Facebook pages for the different communities of rowers that were identified in our strategic re-assessment. In 2014, the total number of page views in FISA's digital media reached 39 million. The Facebook pages contributed over 12 million to this number. The video streaming platforms also generated over 1 million streams. The content has been improved as well as the presentation.

- Revenue Generation** – The traditional financial models of exclusive, geographical television rights and sponsorships which relied mostly on brand-exposure have dramatically changed and new models were needed. New projects and dedicated personnel were necessary in the area of Revenue Generation.

As a result of this approach, television rights contracts have now been extended to New Zealand, Australia, Brazil, Canada and more recently China. Thanks to the launch of our new World Rowing brand and a switch of emphasis towards our sport's "core values", several new sponsorship agreements have been concluded. As well, the strategic alliance with WWF for Clean Water has created significant interest from companies looking for a credible, environmental sport.

The Licensing and Merchandising programme has been re-worked with properly branded "World Rowing" Official Merchandise stands at all events. Many other new ideas were launched in 2014,

some successful and others not. In an attempt to make the events self-financing as far as possible, bid fees and hosting fees as well as the packaging and sale of commercial rights to organising committees (OCs) of our major World Rowing events were continued. Finally, several new official suppliers were identified and agreements reached.

- d. **Promotion and Improved Events** - With a greater emphasis on promotion in the event bidding questionnaire, we are better able to assist our OCs in their understanding of our objectives – especially in how to improve the local promotion of our events. As well, the Event Promotions Commission has been adapted to ensure transfer of knowledge among OCs as well as to document all ideas from past events.

Finally, in 2014, FISA continued its engagement with the world-leading sports presentation firm Great Big Events to improve the spectator experience at all World Rowing Events. We hope you have felt the difference.

- e. **New Events** - In the area of “New Events”, the City Sprints concept was launched in 2012. This is the attempt to bring the sport and some of the world’s best rowers to the people, in an entertaining way and on a global media platform. In September 2012, a City Sprints event took place in Zurich, Switzerland and we used this occasion to test some other new concepts for an exciting event. We are hopeful to be able to continue with a City Sprints in 2016.
- f. **New Audiences / Communities** - Finally, a major new strategy has been to address the many different “communities”

in the world of rowing. In 2014, we continued individual community webpages as well as nine different Facebook pages. We communicate with these specific communities and address their specific interests and requirements. In 2013, we incorporated University Rowing into the world rowing family. To reinforce the university community, the Parmigiani Spirit Award was launched in 2013. The award recognises an outstanding university rower who, besides studying and rowing, truly gives back to society through his actions. This creates a tangible benefit to the university club of the award winner (a new Filippi eight). The winner in 2014 was Franz Gravenhorst of the Zurich Technological Institute.

We are particularly proud of our Strategic Alliance with WWF (World Wide Fund for Nature), which was created in 2011. This alliance has proven to be very popular and was extended for a further five years in Amsterdam at the time of the World Championships. The Council, Commission and Staff members have been working diligently to activate the alliance’s Strategic Plan.

3. DEVELOPMENT

Development Director Thor Nilsen, Development Manager Sheila Stephens and their team are continuing to make strong progress in this area. They are assisted by a group of coaches led by Oswaldo Borchi; Michel Doutre continues with Faycal Soula for Africa, and Chris Perry for Asia. They are complemented by active and influential Continental Representatives who are also key contributors. For the first time, continental qualification regattas were staged for the Youth Olympic Games. These regattas were preceded by specially designed training camps

and, with the support of Olympic Solidarity, we were able to ensure that every member federation in the relevant continents had funding to send a few rowers and a coach to participate. You can read about all their plans and goals in the Development Programme report section of these Agenda Papers.

4. FUTURE

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

5. CONCLUSION

I would like to thank 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 Council and Commission members as well as the national federations and their staff for their excellent cooperation. This is greatly appreciated by the staff and me. I would especially like to thank the staff and consultants for their dedication and commitment to rowing and to FISA.

Matt Smith

AGENDA ITEM 6

Reports of the Chairs of the Specialist Commissions

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6.	Masters Rowing Commission – Tone Pahle	29
7.	Para-Rowing Commission – Fay Ho	31
8.	Rowing for All Commission – Guin Batten	33
9.	Sports Medicine Commission – Alain Lacoste	36
10.	Umpiring Commission – Patrick Rombaut	38
11.	Women’s Rowing Commission – Jacomine Ravensbergen	40
12.	Youth Rowing Commission – Algirdas Raslanas	45

ATHLETES COMMISSION

Membership of the Commission

Lenka Wech (GER), Chair, Women

Amber Halliday (AUS) Lightweight Women

Frida Svensson (SWE) Women

Perle Bourge (FRA) Para-Rowing

Iain Brambell (CAN) Lightweight Men

James Lindsay-Fynn (GBR) Lightweight Men

Sjoerd Hamburger (NED) Men

Santiago Fernandez (ARG) Men

Igor Boraska (CRO) Men

Meetings of the Commission

Fall Commission meeting, February, Frankfurt

Joint Commissions Meeting, March, London

Summer meeting, July, Lucerne

Report on Activities

- Athletes Commission Questionnaire electronic version at the World Rowing Championships, Amsterdam

The commission continued the practice of receiving the comments of the athletes on various topics through the use of a questionnaire due to the difficulty in gathering athletes for a meeting at the World Championships.

- Athletes Commission Representatives at major FISA events

The commission continued with its practice of involving one member at the main events to help FISA communicate with the athletes and to assist athletes with questions and comments.

- Fairness committee consultant

In order to help the commission better understand the system used by FISA for fairness, the Executive Committee agreed to invite commission members to participate in the operations of the fairness committee during events.

- Work on Athletes Commission website creation

The commission continues to work on enhancing the athletes' section of the World Rowing website in order for athletes to more easily access relevant information and notices.

Accomplishments

- Improved report template for Athletes Commission Representatives

Athletes Commission representatives that attend events are asked to complete a post-event report about each event. The points to be mentioned were standardised this year so that we are sure that all aspects are covered at the events.

- Initiated the FISA participation in the IOC Athletes Career programme

FISA is one of the first International Federations to actively engage in the IOC Athletes' Career programme. This programme will have a presence from time to time at FISA events so that athletes have the information and advice gathered by the IOC Athletes Commission.

Challenges for the Future

- Improve participation in the AC questionnaire
- Finally launch the AC website
- Establish Athletes network through national athletes representatives
- Continue in an advisory function of an athlete's rep in the fairness committee
- Run education program with the IOC to help with athletes transition
- Olympic program improvement

Conclusion

We see it as our major challenge this year to run the electronic questionnaire with a significantly higher participation. To achieve this we have to overcome technical challenges and prepare a slimmed down version of the questionnaire.

We held a successful seminar with IOC Athletes Commission Chair Claudia Bokel at our winter meeting. We want to take this knowledge out to our community to help our athletes with their careers and encourage them to access all support possibilities from the Athlete Career Programme.

Our goal is to run a seminar in the development camp this autumn.

The launch of the athletes' noticeboard will take place soon. To aid the launch of the website we will continue to aid FISA staff with all that is necessary.

Lenka Dienstbach-Wech

COMPETITIVE ROWING COMMISSION

Membership of the Commission

John Boulton (AUS), Chair
Hartmut Buschbacher (GER)
Morten Espersen (DEN)
Rosie Mayglothling (GBR)
Premysl Panuska (CZE)
Gianni Postiglione (GRE)
Faycal Soula (TUN)
Henk-Jan Zwolle (NED)
Thor Nilsen (NOR), Honorary Chair

Meetings of the Commission

Joint Commissions Meeting, 6-8 March, London
Commission Meeting at World Cup, 12 July, Lucerne
Commission Meeting at World Championships, 25 August, Amsterdam
Commission Meeting at Coaches' Conference, 6-9 November, Rio de Janeiro

Report on Activities in 2014

- Seeding
The Commission conducted seeding according to the FISA Seeding Protocol at the European championships, World Cups and World Rowing Championships.
- Fairness Committees
Fairness Committees were active at the European Championships, the World Cups the World Rowing Junior Championships, the World Rowing Under 23 Championships and the

World Rowing Championships. At all the events the organising committees had good weather data available combined with the necessary support for the committee to operate effectively. While conditions at most events were good, the World Rowing Junior Championships in Hamburg, Germany and the World Rowing Championships at Amsterdam, Netherlands both required interventions from the Fairness Committees. The modelling of the Amsterdam course enabled a more proactive rather than re-active approach to be taken.

- Coaches Conference
The Commission held a joint Coaches' Conference with the Youth Commission in Rio de Janeiro in November. A programme had been jointly agreed by the two Commissions with input from the Women's and Para-Rowing Commissions. An extremely successful conference was hosted by the Brazilian Rowing Federation which included a site visit to the Olympic Park and the Lagoa Rowing venue. Although particular subjects had been requested by the various commissions, all the speakers were excellent and the coaches present gained from all the presentations. Gary Hay from New Zealand was the "Coach in the Spotlight" following on from his 2014 World Rowing Championships double gold medal wins with Emma Twigg and the women's lightweight double and a silver for the Women's pair. "Coaching Women's Rowing" was a panel discussion which unearthed a variety of interesting insights into

coaching women. Roberto Nahon and Guiherme Soares from Brazil spoke eloquently about Para Rowing and Brigette Bielig from Germany gave a very frank account of how to successfully develop junior rowers.

- **Sports Science and Medicine Conference**

An inaugural Sports Science and Medicine Conference was organised by the Competitive and Sports Medicine Commissions with British Rowing and UK Sport. SAS software hosted the conference at their UK headquarters in Marlow with local hotels being used to accommodate the delegates. A call for papers ensured current research was included in the presentations. A number of outstanding Keynote speakers were very generous with their knowledge and willingness to share information. An on-line publication with all the abstracts will be available soon as will a "YouTube" site with videos of all the presentations.

- **Weather Modelling**

The two year monitoring of the weather on the Amsterdam course provided a much better model to determine likely scenarios for the 2014 World Rowing Championships. This learning can now be generally applied to produce a more reliable predictor of water and wind conditions in various weather patterns on the regatta courses being used for FISA events. Discussions about how this is best achieved are on-going.

- **Women's Development**

The Commission has lent its commitment, support and advice to the Women's Development Strategy, in particular in relation to competitive rowing. The panel discussion at the

Coaches' Conference was in support of that strategy.

Accomplishments

- Another very successful FISA International Coaches' Conference with programme input from four commissions.
- Accurate seeding at major FISA events.
- Fairness Committee representation at major FISA events.
- Long term planning for better advice to deal with adverse weather conditions.
- An inaugural Sports Science and Medicine Conference jointly organised by the Competitive and Sports Medicine Commissions.
- Other input into the planning and implementation of FISA competitive rowing events.

Challenges for the Future

- Increase the number of events national crews are racing at by working closely with the Development Committee to help raise the rowing standards in all continents.
- Ensure FISA event programmes, format and financial conditions are attractive to competing nations and to organisers, especially the World Cup.
- Continued development of the means of providing relevant information to ensure fair conditions at FISA's major events.
- Having an Impact on coaching development other than at events and conferences by creating on-going methods of communicating with coaches.
- Further improvement in women's rowing, both in numbers of women rowers and coaches and their competitive standard across the world.

- The IOC's Agenda 2020 and the opportunities this presents for Rowing.
- Appropriate inclusion in more multi-sport games.

Conclusion

The Commission has been engaged in shaping the programmes for future rowing events including World Cups and Olympic Games. It aims to continue to provide valuable advice to the relevant decision makers within FISA on all matters related to competitive rowing.

Thanks to the members of the Commission for their continued time and effort for the sport, to the other commissions we have worked closely with over the last year and also to the Council and FISA Management for their good cooperation always.

John Boulton

EQUIPMENT AND TECHNOLOGY COMMISSION

Membership of the Commission

Paul Fuchs (USA), Chair

Mathias Binder (SUI)

Conny Draper (GER)

Thanassis Mitrousis (GRE)

Stefan Piesik (GER)

Meetings of the Commission

Joint Commissions Meeting, March, London

Teleconferences

Report on Activities in 2014

- Coastal Boat Designs

This year the first Coastal 1X, 2X and 4X+s of the FISA design were launched. Interest has been high to receive these designs in many parts of the world.

The hull forms are available at no cost from FISA to encourage the construction of this type of boat for competition throughout the world. It is our hope that boat builders will be more likely to begin producing these coastal boats if they do not have to research and develop the hull designs.

- Para-Rowing Boats and Equipment

We have continued our close relationship with the Para-Rowing Commission and work with them on issues relating to equipment, and strapping used in competition.

- Electronics in Boats

Over the year we have been working with the Events and Umpires to improve

the rule for the use of electronics in boats during racing. The intent here is to freeze the level of technology carried in boats during racing in order to level the playing field on costs. It has long been the principle in our sport that in competition, it should be the athletes who are competing, not the equipment. We intend to continue with this principle and we hope that the new regulations will make this easier to enforce.

- Innovation Reviews

As usual, we have had a number of innovative designs presented to us for review: seats, foot-stretchers and oars. These have all been considered by the ETC and recommendations made to the Executive Committee.

Accomplishments

- New Electronics During Racing Rule in effect
- FISA designs distributed to many companies for Coastal Rowing
- Few issues with boat regulations
- Coastal boats from FISA design being built in all boat types
- Work with the course depth study group

Challenges for the Future

- Staying on top of electronics and equipment innovations for use in boats and racing
- Assist in the continuing development of Coastal Rowing
- Create a true online presence for the ETC
- Study the design and safety of bow balls
- Assist with the \$1000 boat concept

Conclusion

This year our intent is to simplify the weigh-in procedure with respect to electronics and minimize the extent of extra equipment in the boat while racing. The sport is growing in new directions and in new parts of the world which we believe will help to expand and strengthen it. We will continue to explore ways to lower the cost of starting up programs for recreation, para and coastal to broaden the base and allow many more athletes to participate.

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

Paul Fuchs

EVENTS COMMISSION

Membership of the Commission

Mike Tanner (HKG), Chair

Matt Draper (AUS)

Joost De Geus (NED)

John Hedger (GBR)

Svetla Otzetova (BUL)

Fred Schoch (USA)

Bernd Schuhmacher (GER)

Eva Szanto (HUN)

Meetings of the Commission

Joint Commissions Meeting, March, London

Report on Activities in 2014

Members of the Events Commission were involved in all FISA events, including preparatory planning visits. The Commission continued to attend and advise on a number of continental events during this year.

Accomplishments

- Review and refining of documentation to capture ongoing knowledge transfer.
- Continental Events Manual draft completed.
- Greater level of input at a continental and regional level – but still on an ad-hoc basis this year.
- Successful implementation of FISA identification badges at events.
- Preparation of and attendance at all FISA regattas, YOG regatta and a range of continental events.

Challenges for the Future

- Issue final version of 2015 FISA Events Manual.
- Convene a working group to examine the optimization of communications at events through technology.
- Finalise and publish FISA Continental Events Manual.
- Develop an Event Operations Manual for continental and national level events.
- Coordinate the development of a Standard Rescue guideline in conjunction with Sports Medicine and Para-Rowing Commissions.
- Support the establishment of guidelines for official use of drones at FISA events.

Conclusion

The Events Commission will continue to be involved in a wide range of FISA's work with clear focus on the quality of event preparation in close consultation with the excellent Events Team at FISA office. It will continue its work to support and extend good practice at continental and regional levels.

Mike Tanner

EVENT PROMOTION COMMISSION

Membership of the Commission

Pat Lambert (BEL), Chair

Paul Blackketter (USA)

Irene Eijs (NED)

Lyudmil Karavasilev (BUL)

Ken Lee (KOR)

Hosobuchi Masakuni (JAP)

Perrine Pelen (FRA)

Meetings of the Commission

Joint Commission meeting, March, London

Commission meeting, November, Sarasota

Several Skype meetings

Report on Activities in 2014

- Event Support

Commission members attended all World Rowing main events during 2014, completing the Commission's standardised post event reports and taking pictures of specific themes to feed into FISA's post-event reports. The events attended included:

- World Rowing Cup 1, March, Sydney: Paul Blackketter
- European Rowing Championships, May/June, Belgrade: Lyudmil Karavasilev
- World Rowing Cup 2, June, Aiguebelette: Pat Lambert
- World Rowing Cup 3, July, Lucerne: Pat Lambert

- World Rowing Under 23 Championships, July, Varese: Lyudmil Karavasilev
- World Rowing Junior Championships, August, Hamburg: Ken Lee
- World Rowing Championships, August, Amsterdam: Pat Lambert – Perrine Pelen
- Coastal Rowing Championships, October, Thessaloniki: Pat Lambert

Accomplishments

- Further aligned the commission's role with the needs of FISA, and improved reporting by using a commonly defined standardised post event report.
- Clearly defined the commission's projects to reflect FISA's objectives and overall goals.
- Held skype meetings to report on events in a timely manner; this has created more opportunities to exchange and re-assess the commission's working practices.
- Issued, for the first time, a publication providing a selection of best practices in terms of Event Promotion, including a collection of pictures. This will become an annual publication.
- Developed a first draft of a best practice database to allow forthcoming OC's to find promotion ideas.
- Fruitful information exchanges to ease the learning curve of OC's.
- Preparation of the 2015 season.

Challenges for the Future

- Work with a standardised post-event report, feeding into FISA's reports.

- Continue regular debriefing after attending events (skype meetings).
- Prepare the Yearbook 2015 - a publication on how to showcase the sport, for Council.
- Progress and launch on-line database of promotion practices with FISA.
- Share best practice with forthcoming OC's or bidding parties.

Conclusion

Building on the experience gained over previous seasons, the Event Promotion Commission has been able to develop the necessary tools and working methods within the commission, as well as with FISA, to effectively contribute to FISA's goals and objectives. We see season 2015 as a new milestone in our development planning. The Commission wants to express its sincere thanks to FISA staff for a constructive and positive collaboration.

Pat Lambert

MASTERS ROWING COMMISSION

Membership of the Commission

Tone Pahle (NOR), Chair

Gary Bain (GBR)

Ron Chen (USA)

Sebastian Franke (GER)

Zdena Norkova (CZE)

Daniel Rutenberg (ISR)

Meetings of the Commission

Pre-regatta meeting, February, Ballarat
– 5 members

Joint Commissions meeting, March, London

Draw for 2014 WRMR, August, Prague
– 2 members

2014 WRMR, September, Ballarat – 5 members

2015 pre-regatta meeting, November,
Hazewinkel

Extra meeting, November, Lausanne

Several Skype meetings

Report on activities in 2014

- 2014 World Rowing Masters Regatta, Ballarat

The 41st World Rowing Masters Regatta was held at the 1956 Olympic venue – Lake Wendouree. The number of entries for the regatta was less than hoped for and expected. The OC, with much appreciated support from Rowing Australia and the City of Ballarat, did an excellent job. There were warnings of possible windy conditions, but we only had to

postpone the regatta for one hour on one of the days.

For Masters rowing, running a regatta on a natural lake where the rowers can watch their friends racing while they are preparing for their own rowing is important.

The “Row – over” to commemorate the 1956 Olympics was an emotional occasion for rowers, their families and the spectators. Two eights (8+) rowed over the course; most of these rowers had taken part in the Olympics. The crews were of mixed nationalities.

Several of the participants rowed in their racing clothes and afterwards wore their blazers from the regatta 58 years ago. One of the original eights (8+) was later put on land for everyone in the finish area to enjoy.

The OC organised special ceremonies where the rest of us could meet these sports people and we felt honoured to see their good state of health, their friendships and openness.

Our Octogenarians (80+) group continues to grow and to host a ceremony for them and to be allowed to hand out medals and pins is an honour for the Masters Commission.

For the promotion of rowing as a life-long sport and Master rowing as a highly competitive sport, the regatta in Ballarat was ideal. There were daily reports in the local and National press.

Accomplishments

- Followed up working on our new Master Database at the Euro Masters in Munich.
- Finished working on the revision of the new Regatta Manual.
- Continued to upgrade the ceremonies during WRMR.
- Progressed planning, with IMGA, to standardise rowing in future WMGs.

Challenges for the Future

- Follow up stories about Master rowers to keep website interesting.
- Search for new information to share in the Master rowers group through social media.
- Get involved in Master rowing outside Europe, Australia, USA and Japan (universality).

Conclusion

The focus of The Masters Commission will for the coming years be to work together with the federations to get Master rowing accepted in the clubs and thereby reach out to all the new and former rowers who want to train and to compete, but who need the support from other Master rowers for their daily training.

Tone Pahle

PARA-ROWING COMMISSION

Membership of the Commission:

Fay Ho (HKG), Chair

Mary Ellen Conaboy (USA)

Simon Goodey (GBR)

Paola Grizzetti (ITA)

Judy Morrison (USA)

Roberto Nahon (BRA)

Shirley Stokes (AUS)

Meetings of the Commission

Joint Commissions Meeting, March, London

World Rowing Cup II, June, Aiguebelette

World Rowing Championships, August,
Amsterdam

Report on Activities in 2014

- FISA International Para-Rowing Regatta, Gavirate, ITA

Our commission attended and assisted the organising committee last May. A total of 18 countries participated in a two-day programme (AUS, BRA, BUL, CAN, FRA, GBR, GER, HKG, HUN, ISR, ITA, MAC, NED, POL, POR, RSA, RUS, SUI)

- 2014 World Rowing Cup II, Aiguebelette, FRA 20-22 June

Our commission also facilitated this event. A total of 15 countries participated (BLR, EST, FRA, GBR, GER, HUN, IRL, ISR, NED, NOR, POL, RUS, SUI, UKR and USA) comprising 39 boats competed in para rowing events. The entries for each event were: LTAMix4+ (5); LTAMix2x (3); TAMix2X (8); ASM1X (12); ASW1X (11)

- 2014 World Rowing Championships, Amsterdam, NED, August

The commission was present in full. Para crews from 17 countries (AUS, BRA, BLR, ESP, EST, FRA, GBR, GER, ISR, ITA, NED, NOR, POL, RSA, RUS, UKR and USA) participated in Para- Rowing events at Amsterdam during August. There were 43 crews as follows: ASM1X (12); ASW1X (10); TAMix2X (9); LTA4+ (6); LATMix2x (6)

- FISA Advanced Classification Workshop:

A Para-Rowing Advanced Classification Workshop was organised by FISA in Aiguebelette, France. There were five participants from three countries. The workshop was delivered by Judy Morrison and Simon Goodey, FISA Para-Rowing Commission members. It was a successful workshop with three of the participants becoming certified as FISA International Classifiers at the end of the workshop.

Accomplishments

- Successfully hosted advanced classification workshops. Three FISA International Classifiers were trained.
- Improved rules regarding AS strapping.
- Para-Rowing maintained its position at the Asian Para Games (for the 5th consecutive year).
- Successfully applied for the IPC Agitos Foundation Grant
- For the third consecutive year Para-Rowing events were raced from the 1'000 m mark to the finish line in front of the spectators.

- Para Rowing, as a subject, was presented at the FISA Coaches Conference in Rio de Janeiro

Challenges for the future

- **Universality:** Increase participation in Paralympic Games. In 2012, 27 NFs participated at the games. Our goal is to reach 32 countries participating in the 2016 Paralympic Games. Our focus for 2020 will be to have additional NFs from South America, Africa, Northern Europe and South Asia.
- **Equality:** Encourage new NFs to have an equal number of male and female athletes.
- **Sustainability:** Introduce mentoring system to support developing countries. Explore equipment options to improve accessibility and remove barriers to participation.

Conclusion

I would like to thank all the Commission members, especially Shirley Stokes and Mary Ellen Conaboy for their significant and ongoing contribution to the development of adaptive rowing, since it was first introduced back in 2002. The enormous support from Matt Smith and his staff during the year is very much appreciated. Thanks to colleagues in all those commissions with which we work closely in ensuring Para-Rowing is integrated within FISA regattas.

Fay Ho

ROWING FOR ALL COMMISSION

Membership of the Commission

Guin Batten (GBR), Chair

Jens Chr. Kolberg (NOR) (retired 2014)

Warwick Marler (AUS)

Mats Leo (SWE)

Pasquale Triggiani (ITA)

Meetings of the Commission

Joint Commissions Meeting, March, London

Coastal Sub Committee, August, Thessaloniki

Recreational and Tour Rowing Sub Committee, July, Germany

Report on Activities in 2014

- 2014 World Rowing Tour, Bavaria, Germany

The FISA World Rowing Tour 2014 was held on the Danube River from 20 to 28 September in Bavaria, Germany from Vohburg (near Ingolstadt) to Passau. There were 71 participants from 15 countries. The tour was well run by a dedicated organising committee and was conducted without incident. The tour was a wonderful success with all participants enjoying a great rowing experience combined with beautiful scenery and culture and fraternity.

- Future FISA Tours

The proposed 2015 tour in Turkey was, regrettably, cancelled due to security worries. The tour was to be held on Ataturk Dam, 40 km from the Syrian border which remains affected by the civil war. Italy has, magnificently, stepped into the breach, bringing forward the tour that

was to be held in 2017. The 2015 FISA World Rowing Tour will now be held on Lake Maggiore from 12 to 20 September. We have 116 applicants despite having originally planned for just 60 seats. Filippi, one of the sponsors of the event will now provide two extra boats for a total of 70 participants from 17 countries & seven continents – a record. For the first time, India and South Africa will have representatives on the tour.

Provisional bids have been received from Austria to host the Tour in 2016 and Norway in 2017.

- Recreational Rowing Tour Guide

The Tour Rowing Directory, which was established last year, and which can be accessed via www.worldrowing.com, has been updated and is proving to be a valuable resource.

- World Rowing Development Tour

The Rowing for All (R4A) Commission is keen to explore ways that the wider body of club and recreational rowers can support the 'universality' of our sport. Sport tourism is a growing sector and the R4A Commission is keen to support tourism partnerships in locations where FISA is developing rowing. During 2014, the R4A Commission undertook a feasibility study into running a viable commercial tour with the Rowing Association Maldives and a professional tour operator. MOU's have been developed, with a strong emphasis on the benefits to the local rowing community. The FISA Development Tour is planned for February 2015 and has been oversubscribed.

- 2014 World Rowing Coastal Championship, Thessaloniki GRE, 16 to 18 August.

This was the first time the WRCC has been held in Greece and was an urban event with both “on water” starts and finishes. The excitement came with the wind on the finals day; the ricochet of the waves off the sea walls presented the rowers with excellent racing and challenged the sea skills of the rowers.

The Organising Committee from the Greek Rowing Federation (GRE), the City of Thessaloniki and the Friends of the Sea Rowing Club put on an outstanding regatta and provided a warm welcome to all.

MEDAL WINNERS 2014	WOMEN	MEN
Solo C1x	FRA 04 31.30	SWE 01 30:50
	FRA 01 31:35	ITA 01 33.19
	FRA 02 31:48	ESP 03 33.26
Double Scull C2x	FRA 01 32:22	ITA 01 24.17
	ESP 02 32:40	ITA 02 24.20
	FRA 02 33:06	GRE 01 24.43
Coxed Quadruple Scull C4x+	FRA 01 30:48	ITA 01 22:12
	GRE 02 31:02	HUN 01 22.59
	SUI 01 31:07	ITA 02 23.07
World Rowing Coastal Championships Team Trophy	FRA 63 points ITA 49 points ESP 47 points	

The total number of rowers increased to 384 in 2014 as the regatta came back to the Mediterranean Sea for the first time since 2011. The French won the first World Rowing Coastal Championships Team Trophy, thanks to the outstanding performances of their women’s crews who won 6 of the 9 possible medals.

YEAR	LOCATION	CW4X+	CW2X	CW1X	CM4X+	CM2X	CM1X	CREWS	ROWERS	NF	NF MEDALS
2007	Cannes, FRA	22	13	13	29	43	38	158	418		6
2008	San Remo, ITA	16	16	16	37	39	27	151	418		7
2009	Plymouth, GBR	22	13	13	30	52	40	170	443		8
2010	Istanbul, TUR	17	13	20	27	50	45	172	411		9
2011	Bari, ITA	14	18	16	39	54	32	173	457		5
2012	Not held										
2013	H'borg, SWE	9	16	18	21	31	32	128	299	20	8
2014	Thessaloniki GER	10	23	19	33	38	28	151	384	23	7

The 2015 World Rowing Coastal Championships have been awarded to the Peruvian Rowing Federation and the City of Lima, and will take place in November.

The 2016 World Rowing Championships is likely to be awarded to Monaco but at the time of writing the report formalities are being finalised.

Future bidding cities/ countries: bid evaluations are still in process for 2017, Sarasota Bradenton have expressed an interest in hosting the event in 2018 and for 2019, Hong Kong.

Accomplishments

- Successful staging of the 2014 World Rowing Coastal Championships in Thessaloniki (GRE).
- Successful staging of the 2014 FISA Tour in Germany.
- Moving the 2015 FISA Tour to Italy.
- The feasibility planning for the World Rowing Development Tour Maldives 2015.
- Indoor rowing will be an exhibition sport in the 2017 World Games.
- Beach Sprint Rowing included in the Mediterranean Beach Games 2015

Challenges for the Future

- To continue to develop the brand and format of the coastal rowing (as the mountain biking of rowing) and to attract new types of rowers and sponsors to the sport.
- To continue to spread the development of coastal rowing into new countries.
- To encourage coastal rowing to be a selected sport within the World Beach Games and other continental/regional Beach Games.
- To encourage the growth of indoor rowing.
- To work with National Federations to increase the number of people taking part in recreational rowing.

- To continue to develop the World Rowing website and social media to be an active portal for all rowers from indoor rowing to ocean rowing.

Conclusion

The remit of the Rowing for All Commission is wide and the potential to engage with the larger rowing community is limitless; but access to 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'.

Guin Batten

SPORTS MEDICINE COMMISSION

Membership of the Commission

Dr Alain Lacoste (FRA), Chair

Dr Jo Hannafin (USA)

Dr Mikio Hiura (JPN)

Dr Henning Nielsen (DEN)

Dr Piero Poli (ITA)

Dr Tomislav Smoljanovic (CRO)

Dr Juergen Steinacker (GER)

Dr Michael Wilkinson (CAN)

Meetings of the Commission

Joint Commissions Meeting, March, London

Individual Commission Meeting, November,
Rio de Janeiro

Report on Activities in 2014

- Service as FISA Doctor at the main events

Our commission members continued their service for regattas as the FISA Doctor. The events in 2014 included:

- The three World Rowing Cup stages (Sydney, Aiguebelette, Lucerne)
- World Rowing Junior Championships in Hamburg
- World Rowing Championships in Amsterdam
- World Rowing Under 23 Championships in Varese
- European Rowing Championships in Belgrade
- Youth Olympic Games in Nanjing
- Asian Games in Chungju

- Team Doctors Meetings

The annual Team Doctors' meeting was held during the 2014 World Rowing Championships in Amsterdam and had the attendance of Dr Antonio Pellicia, a renowned expert on cardiology and sport.

Accomplishments

- Prevention

The Pre Competition Health Screening (annual screening examination and regular ECG) was adopted into the rules in 2013. This screening, by identifying potential risk indicators of some cardiovascular diseases early on, before high intensity sport activities, has reduced the incidences of sudden cardiovascular death in sport.

- Implemented in 2014 (Juniors)
- Frequency and full implementation agreed upon for 2015
- Annual history and examination
- ECG every three years up to age 23
- Age 23+ ECG every five years

- Education

Cardiology was the focus of the Team Doctors Meeting at the 2014 World Championships with guest speaker Professor Antonio Pellicia of Italy.

The Commission also participated at the FISA/British Rowing Sports Science and Medicine Conference "Improving Performance Naturally" in January 2015.

- Management of Biological Passport - Along with the management of the Anti-Doping programme in competition, the commission also manages the Biological Passport programme which relies on a large number of blood tests during the year.

Therapeutic Use Exemptions – the commission also evaluates the TUE applications submitted by athletes who seek the legal use of medicines on the prohibited list for valid medical reasons.

Challenges for the Future

- Dissemination of WADA 2015 code – summary for athletes to be placed on website.
- Promotion of the Pre-Competition Health Screening process
- Possible team doctors' meeting at the 2015 World Junior Championships in Rio
- Remote ECG interpretation for Development Camp.
- Work with IOC, FIMS and ASOIF on International team physician registration process and registration database.
- Athlete health
 - Support FISA clean water initiative
 - Support smoke free venue strategy
 - Offering of cardiac screening for athletes at development camps
 - Safety guidelines and "best practice" rescue procedure video library
 - Hygiene and infection prevention at venues.
 - Water and air quality – monitoring and awareness of water and air quality.
 - Review of OC best practices and recommendations.

- Ensuring that the commission continues to work towards FISA's Strategic Objectives

Conclusion

I would like to thank all my colleagues and the Anti-Doping Coordinator Natalie Schmutz for their excellent support.

Dr Alain Lacoste

UMPIRING COMMISSION

Membership of the Commission

Fabio Bolcic (ITA)

Kristopher Grudt (USA)

Ines Hammami (TUN)

Gabrielle Isenschmid Weber (SUI)

Stanislaw Komornicki (POL)

Jérôme Mouly (FRA)

Stefanie Palfner (GER)

Jacomine Ravensbergen (NED) (till March 2014)

Takao Senda (JPN) (from April 2014)

Patrick Rombaut (BEL), Chair

Meetings of the Commission

FISA Joint Commissions Meeting, March, London

At nearly all major FISA events.

Report on activities in 2014

- World Rowing Events

Representatives of the Umpiring Commission assisted or supervised umpiring at the following events:

- World Rowing Cup Regattas, Sydney, Aiguebelette, Lucerne
- European Junior Rowing Championships, Hazewinkel
- European Rowing Championships, Belgrade
- FISU Championships, Gravelines
- World Under 23 Rowing Championships, Varese
- World Junior Rowing Championships, Hamburg

- World Senior Rowing Championships, Amsterdam
- World Masters Regatta, Ballarat
- World Coastal Rowing Championships, Thessaloniki
- Latin American Youth Olympic Qualification Regatta, Montevideo
- Youth Olympic Games, Nanjing

The members of the commission also attended the following International Regattas:

- Asia Rowing Cup, Toda
- Asian Games, Chung-ju
- Memorial Paolo d'Aloja, Piediluco
- Rund um den Wannensee, Berlin
- Rowing Champions League finals, Berlin
- International Ghent May-regatta, Gent
- Central American & Caribbean Games regatta, Veracruz
- Koninklijke Hollandbeker, Amsterdam
- African Championships, Tunis
- African Youth Games regatta, Gaborone

The Commission also carried out Examinations in the following locations:

- Chung-ju
- Dublin
- Gaborone
- Madrid
- Montevideo
- Singapore
- Veracruz
- Zurich

As well, the commission carried out Seminars or Clinics in the following locations:

- Amsterdam S/C
- Ballarat S
- Belgrade S
- Chung-ju S/C
- Douala S
- Gaborone S/C
- Krakow S/C
- Madrid S
- Montevideo S/C
- Nanjing S
- Penrith S
- Singapore S/C
- Varese S
- Veracruz S/C

Accomplishments

- Added 21 new FISA umpires (8 exam sessions).
- 241 umpires attended a seminar (13 seminars held in total).
- 232 FISA umpires were selected for the different 2014 World Rowing regatta juries.
- A number of clinics took place, sometimes using 'Skype' and similar tools (Kris Grudt in particular, with American trainees).
- We have 471 FISA umpires from 66 national federations. 14 international umpires retired at the end of 2014 because they reached the age limit or did not renew their licence; 2 still active umpires unfortunately passed away (Alain Marey and Sabino Aguirrogomezcorta).
- 49 National Federations have a total of 117 female FISA umpires (24,8%).

Challenges for the future

- Continue to expand the number of federations with FISA qualified umpires.
- Further increase the number of female umpires.
- Research and create new resources for umpiring development – online, YouTube, summary sheets.
- Collaborate on new FISA projects, for example, the "Island/Coastal Rowing" project.
- Detailed protocol and better implementation of zonal umpiring.
- Initiate regional umpiring networks.

Thanks

- To Stanislaw Komornicki, retiring at the end of 2014 as FISA umpire and as FISA Umpiring Commission member, for his outstanding contribution to our commission's work during the past 13 years.
- To Jacomine Ravensbergen, being elected new chair of the Women's Rowing Commission, for her much appreciated work as a FISA Umpiring Commission member.
- To Michel Doutre and Nicholas Ee for their support during some of our examination /seminar/clinic sessions.

Conclusion

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

Patrick Rombaut

WOMEN'S CROSS COMMISSION

Membership of the Commission

Jacomine Ravensbergen - Interim Chair from April 2014, elected September 2014

Tricia Smith – Vice President

Guin Batten – Rowing for All

Mary Ellen Conaboy – Para-Rowing

Irene Eijs – Event Promotion

Sevara Ganiyeva – Events

Barbara Fenner – Youth

Daniela Gomes – Development Coordinator

Barbara Grudt – Youth

Paola Grizzetti – Para-Rowing

Amber Halliday – Athletes

Jo Hannafin – Sports Medicine

Kim Fai Ho – Para-Rowing

Gabrielle Isenschmid Weber – Umpiring

Pat Lambert – Event Promotion

Rosie Mayglothling – Competitive

Judy Morrison – Para-Rowing

Zdenka Norkova – Masters

Svetla Otzetova – Events

Tone Pahle – Masters

Stefanie Palfner – Umpiring

Perrine Pelen – Event Promotion

Sheila Stephens – Development Manager

Connie Draper – Equipment & Technology

Shirley Stokes – Para-Rowing

Eva Szanto - Events/European Board

Lenka Dienstbach-Wech – Athletes/Executive Committee

Meetings

Joint Commissions Meeting, March, London

With FISA Headquarters and staff: preparation of strategic plan

With Competitive Commission: preparation of coaches conference Nov 2014; survey and interviews of coaches and a panel discussion on what makes a successful coach for women

Report on 2014 Activities

- The Women's Initiative Project, proposed and confirmed by the Extraordinary Congress in February 2013, has been executed.
- Support staff for Development and Women's Development jointly worked on policy and implementation.
- The report with benchmark data for women in our sport and other international Olympic sports was presented to NFs, coaches and also at the Joint Commissions Meeting.
- The Council increased places for women by 4% (up to 40%) for the next Olympic Rowing Regatta in Rio de Janeiro.
- At the London Olympic Games, 64% of the rowers were male and 36% were female. FISA had already recognised that steps needed to be taken to ensure that the percentage of female rowers at the Olympic Games increases. The Council has decided that the qualification system for Rio 2016 will increase the number of females participating to 40%. To achieve the figure of 40% female participants, the number of boats for women has been increased in four of the six classes

(W1x, W2-, W2x, LW2x). To accommodate these increases, the number of boats for men has been reduced in three of the eight classes (M1x, M4x, M8+).

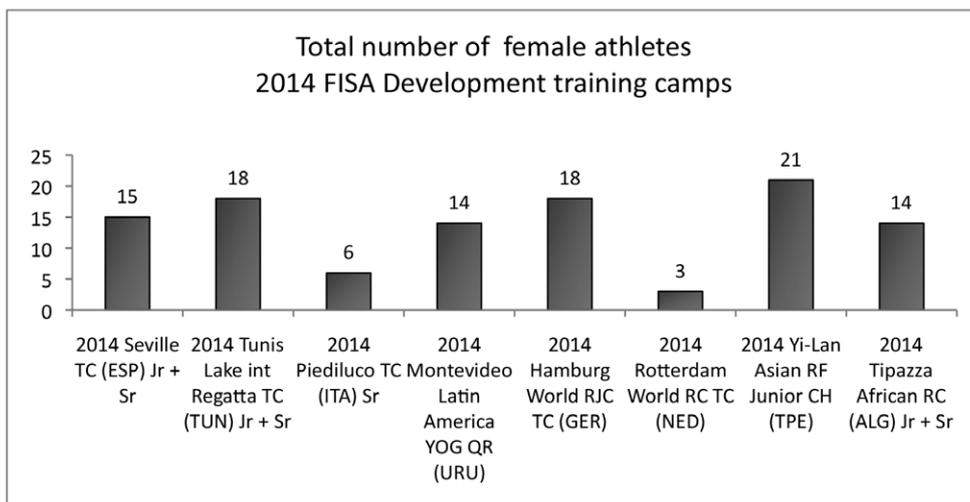
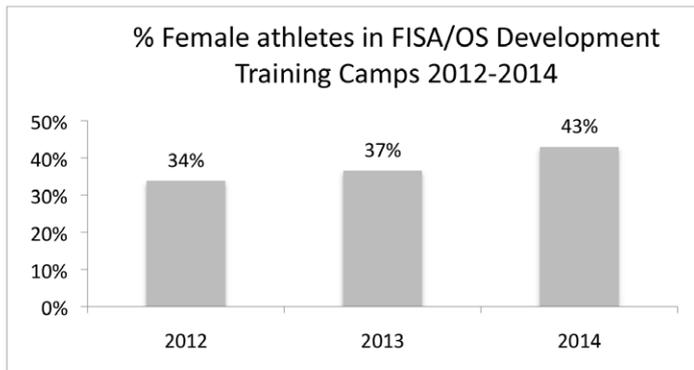
- The Interim Chair of the Women's Commission, Jacomine Ravensbergen, was appointed by the Executive Committee in April 2014 since the former Chair Tricia Smith had been elected as Vice President, and therefore also became Chair of the Development Cross-Commission. Jacomine was elected to be the Chair of the Women's Rowing Commission for a full term at the FISA Ordinary Congress in September 2014.
- A full day planning session to develop the strategic plan took place in May at FISA headquarters with the FISA President, Vice President, Executive Director, interim Chair Women's Commission and staff.
- Women's' Sweep programme: NFs were actively invited by the Vice President and Women's Commission Chair to participate in the W4- event at the World Championships.
- Guidelines were developed to increase female participation in FISA Training Camps along with instructions for NFs for their National Championships event programme (to be a reflection of the FISA championships programme).
- Proactively provided information to NFs on the IOC scholarship programme for (men and women) athletes.
- Headlines of the Strategic Plan on Women's Development were presented and discussed during Council meetings in July and August.
- Headlines of the Strategic Plan on Women's Development were presented to and discussed with the NFs at a meeting during the World Championships in Amsterdam.

- At the Ordinary Congress in September, headlines of the Strategic Plan on Women's Development were presented.
- A research project (AUAS) on 'What makes a successful coach of female athletes' began in October.
- A plenary session was held at the 2014 World Rowing Coaches Conference, in Rio, with a panel discussion on 'What makes a successful coach of female athletes'. In addition, 21 coaches were interviewed on this subject.
- A follow up planning session to further develop the Strategic Plan took place in November in Amsterdam with Daniela Gomes.
- In December, the Council discussed strategic plans in relation to the Olympic Agenda 2020, as well as the strategic roadmap for the future of the Olympic Movement. Gender equity is one of the key issues on this agenda.

Accomplishments

- The survey (an in-depth research and benchmarking of FISA's own structure and operations, of its NFs and other Summer Olympic IFs) had a very good response rate:
 - within rowing: responses from 80% of NFs, including all active rowing nations;
 - other International Federations: response from all leading IFs, providing very useful baseline data.
- A decision to guarantee that in the qualification system for Rio 2016 the number of females participating would increase from 36% to 40%.
- A draft Strategic Plan was created for Women's Development with the activation of a list of projects on equality intertwined with FISA's overall strategy.

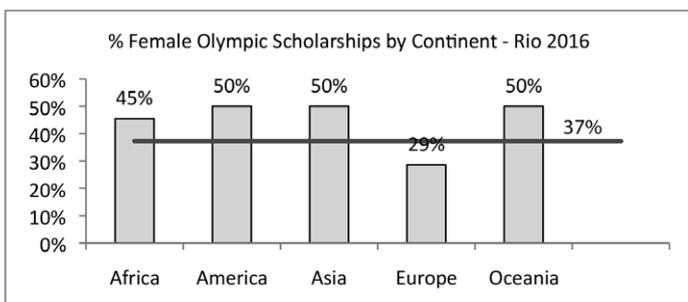
Increase in Women's participation at Training Camps:



Increase in the number and % of Olympic Scholarships for female rowers:



Identification of gender breakdown by continent on the road to Rio 2016:



- Women's Sweep programme: thanks to the NFs, the reintroduction of the W4- at the World Championships was successful with 10 entries and strong competition.
- The NFs identified some very useful ideas and provided feedback on other suggestions relevant to the Women's Development projects:
 - Suggestions to work to 50/50 through FISA rules: Junior World Championships, Under 23 championships, World Rowing Championships, Olympic Games
 - Improve coaching of women's crews
 - Develop pathways: grassroots/ schools/ university/ talent/ high performance
 - Reframe promotion of rowing for women
 - Encourage second careers: coaching, official, board member
 - Exchange good practices
- The first phase of the research project on 'What makes a successful coach of female crews' funded by AUAS executed (literature review, focus group with elite level coaches, semi structured interviews with 21 international coaches during the FISA coach conference in Rio) provided an overview of coaching in the context of women's rowing and identified key themes related to successful women's coaching.
- Identification of 26 (possible new and continuous) projects and first prioritization for 2015 within the budget.
- First preparations on:
 1. Toolkit for new and developing NFs on learning to row and to set up and organise clubs, events, etc with specific visibility/chapter on girls/women
 2. Visibility project website and other FISA communications
- 3. Photo Initiative: announcement of the winning pictures at international Women's Day March 8 2015
- 4. Women's sweep initiative for 2015
- 5. Women's participation at training camps; specific Women's training camp in Europe (Bled) (new ERMB)
- 6. Second phase research project on what makes a successful coach for women (focus on athletes)
- 7. IOC Athlete career programme: Athletes Commission participation
- 8. Further enhancing FISA/Olympic Solidarity scholarship programme for women
- 9. Candidates for possible leadership programmes (IOC, Anita White foundation, TIAS)
 - Candidates for possible coaching programmes (ICECP, ISR Academy).
 - "What's next to rowing" seminar preparation (WRC Aiguebelette).

Challenges for the Future

The focus of our strategic plan is on achieving gender equality and the promotion of women's rowing, which is also in line with the Olympic Agenda 2020. Key issues are to achieve 50% female participation in the Olympic Games in the future and to stimulate women's participation and involvement in sports on all levels.

- Follow up on the Strategic Plan
- Discuss the road to 50/50 at FISA Championships and Olympics, moving to equal medals and participation
- Further work out and implement a comprehensive set of activities for grassroots and elite rowing and coaching, together with the help of NFs and all FISA commissions and with a focus on:
 1. obligation of women's rowing within new NFs

2. increasing women's rowing within existing NFs
3. improving coaching of female crews
4. improving athlete careers
5. foster women in coaching, umpiring, governance
6. equal visibility for women's rowing

Conclusion

I want to thank all those wonderful people within the FISA Family who have been so helpful and supportive with good ideas and initiatives to make our sport stronger through more equality. The result will be beneficial to us all, men and women, boys and girls.

In particular I want to thank Tricia Smith, who really has made a difference for women's rowing over the past years and has provided me with a 'flying start'. In addition, I very much look forward to working with Daniela Gomes, who is the power behind all the projects. She initiates, coordinates, fosters and monitors all activities and is, together with Sheila Stephens, the 'crew that does the job'.

Jacomine Ravensbergen

YOUTH ROWING COMMISSION

Membership of the Commission

Algirdas Raslanas (LTU), Chair

Barbara Fenner (AUS)

Sevara Ganiyeva (UZB)

Barbara Grudt (USA)

Axel Müller (GER)

Meetings of the Commission

Joint Commissions Meeting, March, London

World Rowing Under 23 Championships, July, Varese

World Rowing Junior Championships, August, Hamburg

Youth Coaches Conference, November, Rio de Janeiro

Report on activities in 2014

- Event support

The Commission fulfilled its functions at the Junior Championships in Hamburg, the U23 Championships in Varese, and the Youth Olympic Games in Nanjing. Coaches meetings were organized and statistics analysed to provide future recommendations to the Executive Committee and other commissions. Constructive feedback was also provided to the Executive Committee and Organising Committees. Support was given to the Development Program at training camps and coaches conferences (Singapore, Doha and Taiwan).

- Masters Fund for Youth Rowing

Thanks to the One Euro per Seat provided by the Masters rowers competing at the World Rowing Masters Regatta, many coaches have now passed through the coaching scholarship programme to become fulltime professional coaches in their own national federations.

- Chokri Ben-Miled (TUN, 2002)
- Raihan Omar (SIN, 2004)
- Juvenalis Gitau Kariega (KEN, 2004)
- Ruben Scarpatti (URU, 2006)
- Kerrie Mackie (ZIM, 2008)
- Rocio Rivarola Trappe (PAR, 2011)
- Le Van Quang (VIE, 2013)
- Carlos Merino Lemus (ESA, 2014)

Le Van Quang from the Vietnamese Canoeing, Rowing & Sailing Federation is in the 2nd year of his project. Carlos Merino Lemus began his 2-year project at the 2014 Coaches Conference in Rio de Janeiro.

- 19th Youth Coaches Conference

We conducted a successful conference in Rio de Janeiro – in conjunction with the FISA World Rowing Coaches Conference - with participation from 42 Youth coaches from 17 countries. Thank you in particular to the Instituto Olimpico Brasileiro from the Brazilian Olympic Committee for their efficient organization of the event.

Challenges for the future

World Rowing U23 Championships:

- 2015 Plovdiv
- 2016 Rotterdam

World Junior Championships:

- 2015 Rio de Janeiro
- 2016 Rotterdam

Youth Coach Conference:

- 2015 Beijing

Conclusion

The Youth Commission members are actively involved in rowing and youth sport activities in all continents, demonstrating their broad experience and competence in carrying out their tasks for the Commission. I would like to thank all the Commission members as well as the national federations, for their excellent cooperation, proposals and suggestions; their contributions are greatly appreciated.

Algirdas Raslanas

AGENDA ITEM 7

Reports of the Continental Representatives

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AFRICAN CONTINENTAL REPRESENTATIVE

Meetings Attended

FISA Joint Commissions Meeting, March, London

FISA Council Meeting, July, Lucerne

FISA Council Meeting, December, London

FISA Congress, August, Amsterdam

Activities

2nd Youth African Games from 21-29 May 2014 in Botswana

13 national federations participated in the 2nd Youth African Games in Botswana (ALG, BOT, CIV, EGY, KEN, NGR, SEN, SUD, TOG, TUN, UGA, RSA, and ZIM) in 3 events: JM1X, JW1X, JMix1X. The results:

JM1X: TUN - RSA - EGY

JW1X: RSA - TUN - EGY

JMix1X: TUN - RSA - EGY

2nd Youth Olympic Games 17-20 August 2014 in Nanjing

6 national federations participated in the 2nd Youth Olympic Games in Nanjing (ALG, EGY, TOG, TUN, UGA, and ZIM) in 4 events: JM1X, JM2-, JW1X, and JW2-.

10th African Rowing Championships 16-18 October 2014 in Tipaza (ALG)

19 national federations participated in the 10th African Rowing Championships (ALG, BEN, CIV, EGY, GHA, KEN, MAD, MLI, MRI, MAR, NAM, NGR, SEN, SUD, TOG, TUN, UGA, ZAM, and ZIM).

Achievements

In cooperation with FISA and Olympic solidarity, several development camps were held for coaches and athletes:

In Mauritius from 18-21 May 2014 (14 participants).

In Tunisia from 18-28 April 2014, 7 national federations took part in a training camp (7 male athletes, 7 female athletes and 7 coaches), followed by participation at the 8th Tunis International Regatta.

In Algeria from 8-18 October 2014, 19 national federations participated in a training camp before the African Rowing championships (24 male athletes, 15 female athletes and 15 coaches).

We have been trying to increase the African participation at the different international rowing events despite the shortage of financial resources:

U23 World championships 24-27 July 2014 in Varese, 4 national federations participated (RSA, TUN, UGA and ZAM).

World Junior Championships 6-11 August 2014 in Hamburg, 7 national federations participated (EGY, NGR, RSA, TOG, TUN, UGA and ZIM).

World Championships 23-31 August 2014 in Amsterdam, 6 national federations participated (ALG, ANG, EGY, RSA, TUN and ZIM).

Khaled Zein El Din

CONTINENTAL REPRESENTATIVE FOR ASIA

Meetings Attended

Joint Commissions Meeting, March, London

World Rowing Championships and FISA Congress, August, Amsterdam

Report on Continental Activities in 2014

In July, Ken Lee of the Asian Rowing Federation, and I met with Mr. Wei Jizhong, Honorary Chairman of the Sports Committee and Olympic Council of Asia, in Beijing. We talked about the Rowing Development Plan for the Asian Games and discussed how to add coastal and indoor rowing into the Asian Beach Games and Asian Indoor & Martial Arts Games in the future.

Later in the month, I attended the ARF Executive Committee meeting in Shanghai, China. We had a discussion about the ARF Congress agenda and potential changes to the ARF statutes.

In October, I participated in the 17th Asian Games rowing regatta which was held in Chungju, Korea, followed by the ARF Congress, with Jean-Christophe Rolland, FISA President and Matt Smith, FISA Executive Director. At the ARF Congress, a new Executive Committee was voted in, including a new President, Vice President and Secretary General. Wang Shi of China was elected as the new President of the ARF.

During November, I visited Shanghai with Matt Smith, Andy Couper, FISA Marketing Director, and Nathalie Phillips, Events Manager. We had a meeting with the Director of Shanghai Sports Bureau in order to progress preparations for the FISA Shanghai City

Sprints regatta and met with WWF Shanghai office, CCTV and other media.

Accomplishments

Participation at:

- Asian Rowing Cup I, May, Toda (JPN)
- Asian Rowing Junior Championships, September, Yi-Lan (TPE)
- Incheon Asian Games rowing regatta, September Chungju (KOR)
- Para Rowing Regatta of Incheon Para Asian Games, October, (KOR)
- Asian Rowing Indoor Championships, March, Doha (QAT)
- ARF Coaches' Conference, March, Doha (QAT)
- Youth Olympic Games Regatta, August, Nanjing (CHN)

Challenges for the Future

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

- Recruit /develop /support new members and inactive members to increase participation at ARF/FISA events
- Improve the organization and governance of ARF and the effectiveness of the ARF committees
- Host FISA Training Camps and Coaches' Seminars in Asia and improve the performance of Asian teams
- Promote and develop all forms of rowing including Coastal Rowing, Para Rowing, Indoor Rowing, Universities' Rowing and Community (enterprise) Rowing
- Promote a clean water environment

Conclusion

We have a great opportunity to develop the sport of rowing in Asia with Tokyo being attributed the 2020 Olympic Games and with the development and implementation of both the IOC's 2020 Agenda and FISA's new strategic plan. Through new leadership and hard work, we have already been able to make great improvements across the rowing community in 2014, effectively and successfully. Mr. Wang Shi, the new ARF President, and his team and I will work together to lead the Asian rowing family to continue to promote the development of Asian rowing in line with the overall FISA and IOC objectives.

LIU Aijie

CONTINENTAL REPRESENTATIVE FOR EUROPE

Membership of the ERMB

Ryszard Stadniuk (POL), Chair

Dag Danzglock (GER)

Nebojsa Jevremovic (SRB)

Algirdas Raslanas (LTU)

Patrick Rombaut (BEL)

Eva Szanto (HUN)

Roland Weill (FRA)

Meetings of the ERMB

FISA Joint Commission Meeting, March, London

European Rowing Junior Championships, May, Hazewinkel

European Rowing Championships and European Rowing Federations' General Assembly, May, Belgrade

European Rowing Federations' Extraordinary Meeting, August, Amsterdam

Report on Activities in 2014

The focus of European Rowing activities in 2014 was on the continental rowing events:

- **2014 European Rowing Championships**

The event was a breakthrough success with all the big teams taking part, continued growth in participation (36 nations, 649 athletes, 241 boats) and the best television viewers' ratings since the European Rowing Championships were reinstated back in 2007. The participation of female crews was extremely encouraging – 9 W8+ boats

were competing at the ERCH 2014, to mention just one. Moving the date of the ERCH to May proved to be a good decision. The excellent organisation also contributed to the success.

- **2014 European Rowing Junior Championships**

The 2014 ERJCH was an excellent event thanks to the good work of the experienced organising committee and the record number of participants - 31 nations, 449 athletes and 151 boats competed in the 13 events over two days. The standard of the competition was very high with many of the athletes who participated in the ERJCH going on to win medals or being finalists at the World Rowing Junior Championships later in 2014.

- **2014 European Indoor Rowing Championships**

The European Indoor Rowing Championships were held jointly with the Concept2 Euro-Open following the previous year's combined event. Despite its good organisation, participation figures were still below the expected level and the challenge remains to attract athletes through innovative promotional activities. The 2015 edition of the European Indoor Rowing Championships was awarded to Szczecin (POL) with a new concept for staging the event. Dag Danzglock is responsible for the European Indoor Rowing project and is supervising and assisting in the organisation of this event.

- **2014 European Rowing Federations' General Assembly**

Decisions were taken about future European Rowing events: the hosting rights for the 2015 European Indoor Rowing Championships were attributed to Szczecin (POL), the 2016 ERCH to Brandenburg (GER) and the 2016 ERJCH to Trakai (LTU).

The delegates at the General Assembly discussed several interesting issues in the European sports' scene, among them the EOC European Games and the possibility of including rowing in the 2018 European Sports Championships. The National Rowing Federations proposed several new ideas including the introduction of a European Rowing Under 23 Championships and the attribution of the ERCH 3 or 4 years in advance so that the OCs have more time to prepare for the event. As the majority of the delegates indicated a clear wish to start a European Rowing U23 Championships, a survey was carried out about the possible format and date of this event. At an extraordinary meeting of the European National Rowing Federations in Amsterdam the topic was further discussed based on the survey results. It was followed by an email voting procedure, the result of which was a decision to start the European Rowing U23 Championships in September 2017, with the same boat classes as in the WRU23 Championships event. The format and standard of the event will be the same as for the ERJCH.

In line with the FISA strategic plan, great attention was paid to the development of rowing in Europe. This includes increasing the number of FISA

member national rowing federations in Europe and also motivating the currently less active members. The involvement of some federations (FRA, GER, SRB, ITA) to help this process is greatly appreciated.

As an innovation, there was an informal Presidents' Meeting on the Friday of the ERCH in Belgrade which was a good opportunity for the NF representatives to exchange ideas.

The ERMB endorsed some new initiatives such as the Rowing Champions League and some projects (ITA and LTU) aiming to attract EU funding into rowing through the Erasmus+ programme. Unfortunately no rowing project was granted funding from the programme in 2014.

Accomplishments

- The European Rowing Championships was a highly successful event with growing participation and high TV viewer ratings.
- The European Rowing Junior Championships had a record number of participating nations, crews and athletes, plus increased popularity among the junior teams.
- The European Indoor Rowing project was continued with the 2nd European Indoor Championships staged together with the Concept2 Euro-Open in Copenhagen (DEN).
- The dialogue between the European NFs continues to develop in a structured way.
- Progress was made towards the inclusion of rowing in the 2018 European Sports Championships project.

- One new nation – Luxembourg - officially indicated interest to become a FISA member.

Challenges for the Future

- It is important for the ERCH to keep its position in the FISA International Regatta Calendar and continue to improve the event.
- The new European event, the Under 23 Championships, should be promoted among organisers and teams alike.
- European continental activities have to be constantly overviewed and adjusted, finding ways for improving events, developing European Rowing and supporting FISA's strategic plan.
- We should aim to increase the number of FISA's European members and activate all who have been less active by attracting them to the European and World Rowing events, with a special focus on initiating rowing activities in their countries and Olympic Qualification.
- European Rowing should become a key factor on the European sports scene. We should continue to strengthen our position in the European Sports Championships project.
- The 1st EOC (European Olympic Committees) European Games in Baku in 2015 are organised without rowing on the programme. The ERMB should continue discussions with the relevant parties about possible ways of including rowing in this European multisport event in 2019, whilst avoiding conflicts with existing commitments.
- FISA ERMB should continue to establish good governance practices including continuous review of regulations, clear decision making processes and exchange of information.

- The new European Union sports funding programme, Erasmus+, opens up new possibilities. Successful projects should be put together in the field of development, education, cooperative partnerships and not-for-profit events and be submitted to the European Commission for funding within the period 2014-2020.

Conclusion

The activities of the ERMB continue to support delivery of FISA's strategy, aiming to strengthen involvement in rowing and events at both a continental and a regional level and increase the number of active members. Thanks to the changes of the FISA Regatta Calendar and support of FISA Council, Commission and staff members, the significance of the European Rowing Championships continues to grow. With the new challenges rowing is facing at a world level, European Rowing should be a great contributor to the process of leading change.

Ryszard Stadniuk

NORTH AND CENTRAL AMERICAN CONTINENTAL REPRESENTATIVE

Meetings Attended

ODESUR Games, March, Santiago (CHI)

PASO Executive Meetings, Mexico City (MEX), Miami (USA)

FISA Congress, August, Amsterdam

ACNO General Assembly, November, Bangkok (THA)

Central American & Caribbean Games, November, Veracruz (MEX)

FISA Council Meeting, December, London

Report on Continental Activities in 2014

- **Youth Development Camp**

A Youth Development Camp was held in Lake Ilopango (ESA), conducted by Osvaldo Borchi, Ruben Scarpati and Hernan Leguizamon. The camp focused on the development of both youth rowers and coaches.

- **Youth Olympic Games, Nanjing (CHN).**

Several rowers from Latin America who qualified in Uruguay participated in the Nanjing games.

- **Pan American Sports Festival**

For the first time a two week camp followed by a qualification regatta was held in Pista Virgilio Uribe, Xochimilco (MEX). All countries affiliated to PASO intending to qualify for the 2015 Pan American Games in Toronto were present, with the exception of the USA and Canada.

- **Central American and Caribbean Games.**

The oldest regional games after the Olympic Games took place in Veracruz (MEX) from 15 to 30 November.

Participating countries included:

- Mexico
- Guatemala
- Nicaragua
- Cuba
- Venezuela
- Puerto Rico
- Dominican Republic

- **Bolivarian Games, Huanchaco (PER)**

Coastal Rowing was included as an event for the first time. Peru, Colombia, Chile, Venezuela, Dominican Republic, Paraguay, Panama and Bolivia participated.

- **ACNO and PASO General Assemblies.**

Represented El Salvador but also participated in discussions and meetings relating to events and development programmes.

Achievements

We consider the following to be achievements in our region:

- Youth Development Camp
- Youth Olympic Games

Challenges

- For the third consecutive year, FISA has successfully organized 10/day camps for coaches and rowers. The critical factor for the future is to ensure the continuity of all those activities in each country.
- FISA Championships – increase assistance programs in order to ensure full participation.
- The creation of a permanent rowing centre in Central America has been one of our objectives since 2009. We have not yet been able to achieve this objective.
- Para-Rowing has not yet started in our area.
- A development programme for Coastal Rowing must be executed.
- Creation of a youth championships.

Eduardo Palomo

CONTINENTAL REPRESENTATIVE FOR OCEANIA

International Regattas / Meetings Attended

John Coates

World Rowing Cup 1, March, Sydney

World Rowing Cup 3. FISA Council, July, Lucerne

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

Lee Spear

FISA Council, December, London

Report on Activities in 2014 (by country)

Australia (Rowing Australia "RA")

2014 was a busy and productive period for Rowing Australia. One of the main areas of progress has been a 'whole of sport' approach to achieving governance enhancements. They have also completed a consumer engagement project which analysed responses from more than 17,000 individuals to identify opportunities for rowing to develop participation products that are aligned to the desires of consumers. The next stage in this project will be the development of a range of rowing participation programs that are delivered nationally and which have the potential to establish Australian rowing within the sports participation landscape, and to build an even more vibrant rowing community. They hope to build on the successes of the Adopt a School pilot program which has introduced 1'499 individuals to rowing since its inception.

One of the major highlights was the staging of the second edition of the Sydney International

Rowing Regatta (SIRR) – a week-long festival of rowing that incorporated the Australian Open Rowing Championships, Australian Schools Rowing Championships, King's and Queen's Cups Interstate Regatta and the first stage of the Samsung World Rowing Cup. The success of the SIRR, attracting over 2000 athletes from 21 countries, 33,537 attendees to the regatta venue and over 170,000 viewers to the broadcast, has resulted in RA securing an agreement to host the event for the next three years. Throughout the year RA also hosted the World Rowing Masters Regatta which featured 1'113 competitors from 29 nations and was highlighted by a reunion of 1956 Olympians on Lake Wendouree in Ballarat, the venue of the 1956 Olympic regatta.

New Zealand (Rowing New Zealand "RNZ")

In 2014, Rowing New Zealand achieved its most successful international results in 128 years of the RNZ Association. The "Best Rowing Nation" was achieved through the efforts of many people over many years, the support of the NZ government (High Performance Sport NZ), the centralising of resources at Karapiro and focusing on what could be achieved with what was available. The NZ U23 team also achieved top ranking on the medal tally which further provides confidence for the NZ programme heading towards Tokyo 2020.

RNZ held its first national coaches conference in six years (May 2014) and introduced a new coach scholarship programme to its regional members to allow local coaches to visit Karapiro and spend time with their elite coaches and support staff over three days.

This initiative will be continued in 2015 and 2016.

Their strategic priorities continue to be for a full 14 boat programme for Rio, School and University rowing, with an ongoing active investment in coaching.

Vanuatu (Vanuatu Rowing Association "VRA")

Rowing in Vanuatu has maintained its popularity and local support. The number of active rowers still exceeds 100 with approximately 70% being Ni-Vanuatu rowers. This has largely been achieved by having a full-time "Learn to Row/Development" coach from Australia who was generously funded by Australia through its foreign aid "Youth Ambassador" programme.

In May 2014, the first Masters in Paradise regatta was held in Vanuatu. It was well attended by 65 masters rowers from Australia and New Zealand, many of whom came with non-rowing partners and also children. The challenge for the organisers was to run a regatta with only 4 available boats in each class. A unique feature of the regatta was the inclusion of local Ni-Vanuatu rowers (not masters) in the masters' events which enabled the local rowers the opportunity to experience real competition outside their club mates. Another unique feature of the regatta was the involvement of three FISA umpires. However, it was not all about rowing. Each night there was "island entertainment" culminating in a spectacular concert including fire-dancing at the wind-up banquet held in balmy conditions right on the edge of the lagoon. The success of the event has convinced the organisers to run another Masters in Paradise regatta in June 2015.

Rowing Australia kindly assisted Vanuatu to attend World Rowing Cup 1 in Sydney in March 2014. Two male rowers and one female

rower attended and competed in a number of events in both the Australian National Rowing Championships and then the World Cup. The highlight was the achievement by Luigi Teilemb making the A final of the LM1x in the World Cup competition. This achievement was particularly impressive given that Luigi had competed in three events during the week in the Australian National Championships and two events in the World Cup – a grand total of 13 races over 8 days.

Subsequently, during 2014, Luigi Teilemb represented Vanuatu in the LM1x at the WRU23CH in Italy, the Commonwealth Rowing Championships in Scotland and the World Championships in Amsterdam. RNZ kindly assisted with the "loan" of one of its elite coaches to support and assist Luigi during the latter stages of his European tour. Much experience was gained and it has set Vanuatu's sights on qualifying a boat for the 2016 Rio Olympics notwithstanding that Luigi will have to compete (and qualify) as a heavyweight.

Vanuatu sent a development squad of four men and two women down to NZ in December 2014 where they were generously hosted again by RNZ for a week's coaching out of RNZ's High Performance Centre at Lake Karapiro. They then stayed on to compete in the major Christmas regatta at Lake Karapiro. This was a valuable "introduction" to competition which of course is always at least a three hour flight away from Vanuatu.

Vanuatu continues to face challenges as it endeavours to develop the sport in one of the more remote outposts of the rowing world. Vanuatu appreciates the assistance that it has received, particularly from FISA, RA and RNZ. However, local fundraising remains of critical importance to its future as a rowing nation and to its goal to have a crew or crews compete creditably at the 2016 Olympics at Rio.

Acknowledgements

I was appointed in November 2014 to replace John Coates from 1st January 2015 as FISA's Continental Representative for Oceania following John's retirement from the position in October 2014. I became only the third person to hold this position in the last 40 years after Sir Don Rowlands (1974 – 1992) and John Coates (1992 – 2014).

Sir Donald Rowlands. After experiencing indifferent health for some years, Don sadly passed away in March 2015 at the age of 88 years. Typically, he remained active in NZ rowing affairs right to the end particularly in relation to the regatta course facilities at Lake Karapiro.

The previous month, Don was accorded the rare distinction (for a New Zealander) of being honoured by Australia by way of admission as an honorary member of the Order of Australia. This honour was in recognition for his significant contribution to Australian rowing. Additionally, Don was also knighted a short time later for his long and distinguished service to both rowing and business in NZ.

Don is justifiably credited as being the principal architect of New Zealand's current and highly successful international rowing programme. Don's distinguished involvement with international rowing was recognised by FISA some years ago with his appointment as an honorary member of FISA Council. The contribution that the late Sir Donald Rowlands has made to the sport of rowing both in NZ and internationally will be formally acknowledged by FISA at the 2015 Congress.

John Coates. John is well known internationally for his many stellar achievements in sports administration. His retirement from FISA enables him to devote more time to his new role

as Vice President of the International Olympic Committee, President of the International Court of Arbitration for Sport, Chair of the IOC Coordination Commission for the Tokyo Olympic Games and President of the Australian Olympic Committee among others. FISA has been very well served by John as its representative "down under" and his experience and judgment will be missed.

Accomplishments and Challenges for the Future: The Islands' Project

The successful development of rowing in the small South Pacific nation of Vanuatu since 2009 has encouraged the formation of FISA's Islands' Project. The objective is to introduce and develop the sport of rowing in suitable small island nations both in Oceania and the Caribbean. The benefits of a sport such as rowing to a developing nation are easily recognisable particularly in relation to the personal growth of those who take up the sport.

The Oceania Rowing Confederation (ORCON – comprising, RA, RNZ and the VRA) has accepted the challenge to work with FISA on implementing FISA's Islands' Project in the South Pacific. This will be a major initiative over the next few years and one that will occupy considerable time by a dedicated team drawn from the ORCON members.

Lee Spear

SOUTH AMERICAN CONTINENTAL REPRESENTATIVE

Meetings Attended

FISA Council meeting, World Rowing Championships, August, Amsterdam

FISA Council meeting, December, London

Report on Continental Activities

2014 started with the South American Games from 7 to 9 March in Santiago, Chile. Rowing was again in the programme on the Curauma lagoon. Argentina won six of the seven events; the seventh event being won by Brazil. Six countries participated in the competition.

In April, Uruguay hosted the South American Junior and U23 Championships and the FISA Latin American Qualification Regatta for the Youth Olympic Games 2014 on Lake Calcagno, Montevideo.

FISA demonstrated their strong support by accepting the proposal to combine this event with a Development Camp. This partnership enabled us to have rowers from all over Latin America. International umpires and FISA officials participating in each of the activities, including the ODEPA Ordinary Congress and umpiring seminar as well as the umpiring examination. The Championship was won by the Chilean Rowing Federation.

In December, Lima, Peru, hosted the Second Bolivarian Beach Games, organized by the ODEBO (Bolivian Sport Organization) and the Peruvian Olympic Committee, and supervised by the South American Confederation. Coastal rowing took place for the first time in the mainland; the tests were conducted with official scoring and were an integral part of the Games. This has been a significant step in

the development of our activity with a sports organization composed of numerous Olympic Committees in the region. They accepted, in line with the Beach Games format, to stage the coastal rowing competition on the open sea.

Challenges

- We are constructing the regatta course for the 2019 Pan American Games that will take place in Lima, Peru. The Government has approved the budget and the project fundamentals.
- In 2015 we shall visit Cochabamba, Bolivia, regarding the 2018 South American Games. Rowing was included in the bid sport programme and we are working to ensure that it will be in the final programme. The venue will be decided at the next visit which is scheduled for June 2015. They have two small lakes to be used for this purpose.
- The new rowing course in the town of Encarnación, Paraguay, is close to completion; it is expected to be opened in April 2015 with the Junior and Under 23 South American Championships.

José Quiñones

AGENDA ITEMS 8, 9, 10, 11

Financial Reports

Item 8 - Accounts, Financial Report and Auditors Report

- 2014 Financial Report
- 2014 Financial Statements
- Auditor's Report on the 2014 Statements

Item 9 – Approval of 2014 Accounts

Item 10 – Determination of Entrance Fee and Annual Subscription

- No proposals for changes

Item 11 – Budget for the Following Year 2016

- 2013 to 2016 Four Year Financial Plan including 2015 base budget

2014 FISA FINANCIAL REPORT

A. EXECUTIVE SUMMARY

The 2014 result shows a small deficit of CHF 28'096 which is 0.4% of total expenditure CHF 7'410'044. Both income and expenditure were significantly above budget, although as usual most of this excess was caused by items paid for by FISA but re-invoiced to Organising Committees. Such amounts cancel each other out in the final accounts, are difficult to predict and are therefore not included in our budget process.

Delegates will recall from last year's report that FISA had established a Reserve of CHF 5,000,000 from the additional monies received from the IOC in respect of London2012. This was done partly for prudential reasons, but also because it was thought that income from Rio2016 would be less than the corresponding figures from London. In early 2015 we held a budget review meeting at which it became clear that not only was our income in 2015/6 likely to fall below our budgeted projections, but that also our expenses were running significantly above the budget level. While some costs have been reduced, much of the excess is in the area of media and event presentation, important for attracting future income. The Executive Committee therefore decided to maintain much of this

expenditure and meet the resulting deficit from the Reserve. Unless a major sponsor is found, this situation will continue into 2016 resulting in a further depletion of the Reserve. The good news is that the latest information on income from Rio2016 is that it is likely to be similar to last time, and in any event, FISA will for the first time finish the four year period with a substantial Reserve, albeit smaller than originally planned.

The Executive Committee has approved previously unbudgeted investments in 2014 which significantly increased the level of depreciation in 2014. FISA purchased two tri-catamarans used for TV coverage during our World Rowing events to replace the two that were purchased in 2000, and a new custom-built trailer for them. In addition, the new FISA website, supplied by the well-known sport media company Delta Tre, was launched on 15 May 2014. This new platform, specifically dedicated for sport federations, will allow FISA to manage its content with more flexibility and autonomy, and will greatly improve the communication among the rowing community, while reducing the cost of paper based publications.

A more detailed analysis of the 2014 accounts now follows.

B. ANALYSIS OF THE 2014 ACCOUNTS

1. Events

INCOME	2014 ACTUAL	2014 BUDGET	VARIANCE	2013 ACTUAL
World Rowing Events	2'105'563	1'617'553	488'010	3'732'851
European Championships	243'284	59'363	183'921	213'553
Other Events	0	0	0	9'528
Youth Olympics	150'557	0	150'557	0
Total Income	2'499'403	1'676'916	822'487	3'955'932
EXPENSES				
World Rowing Events	1'168'855	650'000	518'855	1'611'214
European Championships	257'436	20'000	237'436	237'024
Other Events	35'793	0	35'793	40'989
Olympics	0	0	0	0
Paralympics	0	0	0	0
Youth Olympics	143'705	0	143'705	1'246
Total Expenses	1'605'789	670'000	935'789	1'890'473
NET RESULT	893'614	1'006'916	-113'302	2'065'459

Budgeted sponsorship income was not achieved with a shortfall of CHF 375'000, which was partially offset by the recognition of the first payments of 2018 commercial rights and additional TV rights income from EBU.

The 1st World Rowing Cup of 2014 was held in Sydney (AUS) and, as in 2013, FISA subsidised travel costs for national federations, for a total of CHF 62'622.

The 2014 Youth Olympic Games were held in Nanjing (CHN). The figures show a small surplus of CHF 6'852, although this is offset by a bad debt taken elsewhere in the accounts.

The European Rowing Championships income figures include some unbudgeted income such as bidding/hosting fees for future events and the recognition of the 2015 and 2016 commercial rights fees.

For each rowing event, FISA re-invoices the organising committees for expenditures incurred on their behalf mainly due to contracts with service providers that provide multiple-year and multiple-event services. Both actual income and expenditure are inflated above the numbers originally budgeted, although these numbers offset each other in the final balance.

2. Development Programme

INCOME	2014 ACTUAL	2014 BUDGET	VARIANCE	2013 ACTUAL
Masters Fund	4'417	0	4'417	13'208
Development Programme	306'497	72'000	234'497	305'005
Total Income	310'913	72'000	238'913	318'213
EXPENSES				
Masters Fund	10'285	0	10'285	10'269
Development Programme	765'906	400'000	365'906	675'244
Total Expenses	776'190	400'000	376'190	685'513
NET RESULT	-465'277	-328'000	-137'277	-367'300

The Development Programme's net expenditure is CHF 137'277 over budget. The Development Programme budget is set evenly over the four-year period 2013 to 2016 but is spent unevenly, because of the need for expenditure to pick up in the period leading up to Olympic qualifying regattas. Therefore, expenditures may be higher in some years but this balances out at the end of the four year cycle, and is well managed by our development team.

Development training camps account for 59% (CHF 452'473) of total Development Programme expenditures. The contribution received from Olympic Solidarity (OS), the IOC's development arm, towards these camps and courses amounts to CHF 142'710.

The Masters Fund, money provided by the rowers at the Masters Regatta (EUR 1 per entry seat), was used to finance a scholarship programme for coaches to become fulltime professional coaches in their own national federation.

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

3. Anti-Doping Programme

EXPENSES	2014 ACTUAL	2014 BUDGET	VARIANCE	2013 ACTUAL
Anti-doping	112'287	150'000	-37'713	158'569

Thanks to a careful management of our expenditures, the additional allocation of CHF 50'000 approved by the Executive Committee towards 2014 Anti-doping activities (biological passport programme, out of competition tests, laboratory analyses, etc...) was not fully used. Despite modest resources, FISA's commitment to the fight against doping remains very strong.

4. Marketing & Communications

INCOME	2014 ACTUAL	2014 BUDGET	VARIANCE	2013 ACTUAL
Advertising	99'186	85'000	14'186	107'700
Merchandising	59'386	70'000	-10'614	88'199
Partnership	132'370	162'000	-29'630	202'410
Other Income	69'958	0	69'958	165'362
Total Income	360'901	317'000	43'901	563'671
EXPENSES				
Publications	73'639	122'100	-48'461	158'374
Website	250'957	120'000	130'957	129'314
Promotion/Media	1'076'999	891'217	185'782	1'213'790
Commercial	43'533	60'000	-16'467	89'883
Total Expenses	1'445'129	1'193'317	251'812	1'591'361
NET RESULT	-1'084'229	-876'317	-207'912	-1'027'690

The total income figures show a 13% improvement compared with budget despite the recognition of some 2014 partnership income in last year's figure.

Since 2014, FISA no longer produces the annual World Rowing Championships DVD as all races are available free on internet. This change was not anticipated in the budget and merchandise income has reduced as a result.

Other actual income figures include the re-invoicing of servicing, banners production and live feed costs.

Publication costs, including external media help and media guide production, are reduced by 40% compared with budget, enabled by more use of the website.

RowingOne, the Athletes and Results FISA database was transferred to our timing and result service provider Swiss Timing Sportservice. This decision will allow FISA to gain in efficiency and accuracy in data management.

Promotion/Media figures increased by 21 % compared with budget. Parts of these costs were re-invoiced to TV Companies (live feed costs) and to Organizing Committees (banners servicing costs). World Rowing supplies at our events account for CHF 48'426 and amortization of the inflatable structures for advertising banners (toblerones) for CHF 39'109.

Actual commercial expenditures primarily include payments of commissions from partnership agreements and sharing of merchandising sales commission with Organizing Committees.

5. Governance

EXPENSES	2014 ACTUAL	2014 BUDGET	VARIANCE	2013 ACTUAL
Executive Committee	147'663	83'000	64'663	108'786
Council/Commissions	539'434	465'000	74'434	473'185
Congress/ExtraCongress	15'254	10'000	5'254	62'484
Total Expenses	702'351	558'000	144'351	644'455

The Executive Committee's costs increased by 78% compared with budget. This is partly due to an increase in the travel activities of the FISA President and Executive Director during 2014. Some of the costs are re-invoiced.

The costs for staging the 2014 Joint Commissions Meeting (JCM) in London are in line with budget thanks to British Rowing's financial assistance of GBP 17'461.

The research on the impact of the depth of rowing courses commissioned to the Polytechnic Institute of Milan ended in 2014, with a final payment of EUR 22'000.

FISA commissioned Sport2B to carry out a study of the Gross Economic Impact of the 2014 FISA World Rowing Championships for a total cost to FISA of EUR 15'000.

In addition, costs for the World Rowing Island Project which promotes Coastal Rowing for island communities amounted to GBP 4'800.

6. Administration

EXPENSES	2014 ACTUAL	2014 BUDGET	VARIANCE	2013 ACTUAL
Salaries & Staff expenses	1'241'049	1'325'000	-83'951	1'097'561
Office expenses	382'812	288'363	94'449	309'862
Legal & Insurance	122'005	130'000	-7'995	76'441
Total Expenses	1'745'867	1'743'363	2'504	1'483'864

Salaries and Staff Expenses decreased by 6% compared with budget due to some changes and reductions in staff at the headquarters in Lausanne.

Actual office expenditures are higher than planned due to the amortization of unbudgeted investments such as the launch of the new FISA website, the purchase of two new trimarans and one trailer.

Overall administration costs are in line with budget.

7. Part-Time Administration

EXPENSES	2014 ACTUAL	2014 BUDGET	VARIANCE	2013 ACTUAL
Consulting fees and exp.	775'626	838'100	-62'474	899'308

FISA classifies all those who work for it on a part time basis as consultants. Total expenditures decreased by 7.5% compared with budget. This variance is mainly due to lower travel expenses (- CHF 43'095) than forecasted figures.

8. Finances

INCOME	2014 ACTUAL	2014 BUDGET	VARIANCE	2013 ACTUAL
Securities revenues	381'802	375'000	6'802	128'634
Capital gain (loss)	29'786	0	29'786	97'915
Release of provision un-realised loss on securities	376'062	0	376'062	717
Total Income	787'650	375'000	412'650	227'266

EXPENSES	2014 ACTUAL	2014 BUDGET	VARIANCE	2013 ACTUAL
Bank fees and charges	194'854	115'000	79'854	140'075
Provision unrealized loss on securities	0	0	0	376'062
Exchange rate loss	12'328	0	12'328	64'372
Total Expenses	207'182	115'000	92'182	580'509

NET RESULT	2014 ACTUAL	2014 BUDGET	VARIANCE	2013 ACTUAL
	580'468	260'000	320'468	-353'243

This was the best year for FISA's investments for some time with above plan performance from our investment manager. The positive impact on the net result in finance is due to the release in 2014 of the 2013 provision for unrealized loss on securities (income figures) and to the fact that no provision was made as of 31.12.2014. Our Auditors have agreed that the previous practice of writing down investments individually to the lower of cost or market value was unnecessary for this year. In future this will be done again at the individual level of investments. At the end of the year, our total portfolio value at market prices was higher than the booking values so no provision was needed for 2014.

Securities administration fees are underestimated compared with budget due to an increased number of purchase and sale transactions in 2014. Management and safe keeping fees are also higher than budget, partly because FISA's investments are larger (higher 2012 Olympic TV Rights) than anticipated at the time the budget was set.

The exchange rate loss is mainly due to the weakness of the Australian Dollar and Euro against the Swiss Franc. The loss was partly offset by gains on the US Dollar which increased from 0.93 (31.12.2013) to 0.99.

9. Others

INCOME	2014 ACTUAL	2014 BUDGET	VARIANCE	2013 ACTUAL
Subscriptions fees	106'124	90'000	16'124	90'595
Other invoicing	115'653	0	115'653	73'638
Other invoicing - site visits	14'242	0	14'242	64'852
Foreign VAT recovered	37'525	0	37'525	29'121
Total Income	273'544	90'000	183'544	258'206
EXPENSES				
Coaches Conference	32'477	15'000	17'477	16'210
Subscriptions	11'639	10'000	1'639	11'833
Unrecoverable Swiss VAT	1'735	0	1'735	700
Bad debtors expenses	6'097	0	6'097	11'008
Total Expenses	51'949	25'000	26'949	39'752
NET RESULT	221'595	65'000	156'595	218'454

FISA Membership Subscriptions in arrears from previous years received in 2014 amounted to CHF 6'016 which helped push this income item over budget.

Other invoicing income mainly concerns re-invoicing of expenditures charged to FISA (travel expenses, Joint Commissions Meeting, Ordinary Congress, Council meeting, etc...).

The Coaches Conference budget was estimated for a location in Europe. In the end, the conference took place in Rio de Janeiro (BRA) which was much more expensive for travel.

FISA recognised a loss of CHF 6'097 for an unpaid invoice (site visit expenses) addressed to NYOCOG 2014, the Organising Committee of the 2014 Youth Olympic Games in Nanjing (CHN).

C. CHANGES TO THE 2015 BUDGET

The 2015 budget was reviewed line by line in February 2015. Despite being a very difficult time in attracting new sponsors, the Executive Committee has decided to maintain the same level of costs in 2015 as in 2014 without any major cuts. This will result in an estimated loss of CHF1.4 million for 2015. This amount will be met from the Reserve. A revised budget is attached to this report.

D. 2016 BUDGET

The 2016 budget is presented with the accounts in the usual format in these Congress Papers. This is based on the four-year plan presented at the 2012 Ordinary Congress in Plovdiv. As described above, the level of expenditure is not considered to be sufficient to support all FISA's programmes. However, we have not revised the 2016 budget yet, as we await the financial result for 2015 and hope to attract more revenue during this year. The Executive Committee will consider amendments to the budget early in 2016. Any adjustments made will be presented at next year's Ordinary Congress.

E. OUTLOOK AND CONCLUSION

In order to attract potential partners, FISA decided to maintain the same high quality service for 2015. Our plan to create a large reserve has proved to be over-ambitious. Nevertheless we expect FISA will still have a significant reserve at the end of 2016, something which we have tried to do in the past, but always failed to achieve. Major strategic decisions will have to be taken for post 2016 if no significant partner is contracted by then.

Mike Williams

Treasurer

Emilio Pastorello

Controller

Financial Report for the 2015 FISA Ordinary Congress						
(amounts in Swiss Francs)						
Fédération Internationale des Sociétés d'Aviron						
International Rowing Federation						
Four year financial plan including 2015 revised budget						
	2013	2014	2015	2015	2016	
INCOME	Actual	Actual	Budget	Revised Budget	Budget	
Subscription fees	90'595	106'124	80'000	90'000	80'000	
Olympics, Paralympics, Youth Olympics			0		0	
Events and Rights	3'955'932	2'348'846	1'977'535	1'625'200	821'645	
Merchandising	88'199	59'386	70'000	50'000	70'000	
Advertising & Partnership	310'110	231'556	85'000	317'500	85'000	
Development Programme	318'213	310'913	72'000	82'000	72'000	
Capital gain		29'786	0	0	0	
Release Provison Unreal. Loss Mktbl. Secs		376'062	0	0	0	
Income from mktbl Securities	227'267	381'802	65'000	250'000	25'000	
Transfer from Reserves for Future Expenses	2'689'328	3'161'864	2'747'435	4'158'000	3'961'233	
Other income & Olympics	332'973	387'934	137'250	0	137'250	
TOTAL INCOME	8'012'617	7'394'274	5'234'220	6'572'700	5'252'128	
	2013	2014	2015	2015	2016	
EXPENDITURE	Actual	Actual	Budget	Revised Budget	Budget	
Olympics/Paralympics/Youth Olympics	1'246	143'705	25'000	0	150'000	
Senior World Championships	715'453	381'973	105'000	250'000	0	
Jr. World Championships	154'845	182'818	65'000	100'000	125'000	
U23 World Championships	91'000	88'863	40'000	100'000	40'000	
World Cup Series	623'014	456'034	215'000	333'500	215'000	
Other Rowing Events	304'915	352'397	145'000	378'750	145'000	
Anti-Doping Programme	158'569	112'287	100'000	100'000	100'000	
Development Programme	685'513	776'190	400'000	470'000	400'000	
Publications & Website	287'688	324'597	236'700	290'450	236'700	
Marketing & Promotions	815'448	714'275	492'000	705'000	372'000	
Television services	488'225	406'257	125'000	415'000	100'000	
Congress & Extraordinary Congress	62'484	15'254	10'000	10'000	10'000	
Coaches Conference	16'210	32'477	10'000	10'000	10'000	
Executive Committee	108'786	147'663	78'000	105'000	78'000	
Council & Commissions	473'185	539'434	435'000	575'000	390'000	
Personnel	1'097'561	1'166'956	1'300'000	1'250'000	1'350'000	
Travel and office expenses	386'304	578'911	475'000	535'000	460'000	
External consultants	899'308	775'626	582'520	805'000	596'120	
Subscriptions	11'833	11'639	10'000	10'000	10'000	
Bank fees & charges	140'075	202'686	85'000	130'000	75'000	
Other expenditures	11'708	0	0	0	0	
TOTAL EXPENDITURE	7'533'369	7'410'044	4'934'220	6'572'700	4'862'820	
Surplus (deficit)	479'248	-15'769	300'000	0	389'308	
Exchange rate gain (loss)	-64'372	-12'328	0	0	0	
Prov. for unreal. loss on mktbl sec.	-376'062	0	0	0	0	
CHANGE IN RESERVES	38'815	-28'096	300'000	0	389'308	
Reserves for future expenses	9'870'532	6'708'668	3'961'233	2'550'668	0	
Permanent reserves	5'000'000	5'000'000	5'000'000	5'000'000	3'589'435	
Result brought forward	38'815	10'719	310'719	10'719	400'027	
TOTAL RESERVES	14'909'347	11'719'387	9'271'952	7'561'387	3'989'462	



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

*Report of the auditor
to the Congress
on the financial statements 2014*



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 the Fédération Internationale des Sociétés d'Aviron (FISA), which comprise the balance sheet, statement of income and expenses, statement of changes in general surplus, statement of changes in the "reserves for future expenses" and "permanent reserves" and notes, for the year ended 31 December 2014.

Executive committee's responsibility

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

Auditor's responsibility

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

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

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Opinion

In our opinion, the financial statements for the year ended 31 December 2014 comply with Swiss law.

PricewaterhouseCoopers SA

A handwritten signature in black ink, appearing to read "D. Lustenberger", followed by a small circular stamp.

Dominique Lustenberger
Audit expert

A handwritten signature in black ink, appearing to read "A. Fuhrer", followed by a small circular stamp.

Alex Fuhrer

Lausanne, June 24, 2015

Enclosure:

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

BALANCE SHEET AS OF DECEMBER 31, 2014 AND 2013

	2014	2013
	CHF	CHF
ASSETS		
Cash and cash equivalents	1'222'758	4'844'627
Marketable securities	9'992'287	9'614'773
Debtors (net of provision)	676'941	925'131
Rent deposit	1'361	1'360
Prepaid expenses and accounts receivable	155'089	215'593
Current assets	12'048'436	15'601'484
Furniture and equipment	349'985	203'924
Fixed assets	349'985	203'924
TOTAL ASSETS	12'398'421	15'805'408
 LIABILITIES AND FUNDS		
Accrued expenses and provisions	679'034	519'999
Provision for unrealised loss on marketable securities	-	376'062
Liabilities	679'034	896'061
Permanent Reserves	5'000'000	5'000'000
Reserves for future expenses	6'708'668	9'870'532
Total surplus brought forward	10'719	38'815
General surplus brought forward	38'815	-
Result of the year	-28'096	38'815
Funds	11'719'387	14'909'347
TOTAL LIABILITIES AND FUNDS	12'398'421	15'805'408

STATEMENT OF INCOME AND EXPENSES FOR 2014 AND 2013

INCOME	2014 CHF	2013 CHF
Subscription fees	106'124	90'596
Olympics, Paralympics and Youth Olympics	150'557	-
Rowing Events	2'348'846	3'955'932
Merchandising	59'386	88'199
Advertising	99'186	107'700
Partnership	132'370	202'410
Development Programme	310'913	318'213
Income from marketable securities	381'802	128'634
Result on marketable securities sales	29'786	97'915
Release provision unrealised loss on marketable securities	376'062	717
Transfer from Reserves for future expenses	3'161'864	2'689'328
Other	237'378	332'973
Total Income	7'394'274	8'012'617
 EXPENDITURE		
Olympics, Paralympics and Youth Olympics	143'705	1'246
World Championships & Congress	668'908	1'023'781
Coaches Conference, Forum	32'477	16'210
World Cup Series	456'034	623'014
Other Rowing Events	352'397	304'915
Development Programme	776'190	685'513
Anti-Doping Programme	112'287	158'569
Marketing & Communications	1'445'129	1'591'361
Executive Committee	147'663	108'786
Council & Commissions	539'434	473'185
Administration	1'745'866	1'483'864
Salaries and related expenses	1'241'049	1'097'561
Rent and office expenses	382'812	309'862
Legal, insurance	122'005	76'441
Consultancy fees and related expenses	775'626	899'308
Subscriptions	11'639	11'833
Bank fees & charges	194'854	140'075
Exchange rate loss	12'328	64'372
Unrecoverable Swiss VAT	1'735	700
Exceptional expenses	6'098	11'008
Total Expenditure	7'422'370	7'597'740

STATEMENT OF INCOME AND EXPENSES FOR 2014 AND 2013 (con't)

	2014 CHF	2013 CHF
Excess of surplus / charges for the year before allocation to provisions	-28'096	414'877
Add / Less :		
Allocation to provision for unrealised loss on marketable securities	-	-376'062
Excess of income / loss for the year	-28'096	38'815

**STATEMENT OF CHANGES IN GENERAL SURPLUS FOR THE YEARS ENDED
DECEMBER 31, 2014 AND 2013**

	2014	2013
	CHF	CHF
General surplus at the beginning of the year	38'815	644'877
to add/less :		
Result for the year	-28'096	38'815
less :		
Capital allocated to "reserves for future expenses"	-	-644'877
General surplus at the end of the year	10'719	38'815

**STATEMENT OF CHANGES IN THE "RESERVES FOR FUTURE EXPENSES" AND
"PERMANENT RESERVES" FOR THE YEAR ENDED DECEMBER 31, 2014 AND 2013**

	2014	2013
	CHF	CHF
Total Reserves at the beginning of the year	14'870'532	15'583'837
to add :		
Capital allocated to General surplus	-	644'877
Income allocated to General surplus	-	1'331'146
less :		
Allocation against operating expenditure for the year 2014 / 2013	-3'161'864	-2'689'328
Total Reserves at the end of the year	11'708'668	14'870'532

NOTES TO THE FINANCIAL STATEMENT 2014

These financial statements have been prepared in accordance with the provisions of the Code of Obligations applicable prior to the changes introduced on 1 January 2013, in accordance with the transitional provisions of the new accounting law.

1. Summary of significant accounting policies

Basis of Accounting

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

Marketable Securities

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

Olympic Solidarity

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

Taxation

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

Salaries and Social Charges

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

IOC Contribution

FISA receives a contribution from the International Olympic Committee (IOC) following the Summer Olympic Games. These funds, which are only received every four years, represent core financing of FISA. They are therefore allocated against operating expenditure in instalments over the subsequent four year period with the balance being credited to reserve for future expenditures. The IOC contribution from the 2012 Olympic Games was received in 2012 and in 2013.

	2014	2013
	CHF	CHF
2. Fire insurance value of tangible assets	300'000	300'000

AGENDA ITEM 13

Place and Date of the 2016 Ordinary Congress

The FISA Council proposes that the 2016 Ordinary Congress be held on Monday 29 August 2016 in Rotterdam, the Netherlands.

AGENDA ITEM 14

Attribution of future FISA Events in accordance to Rule 6

1. 2019 WORLD ROWING CHAMPIONSHIPS

Candidates

- a. Austrian Rowing Federation
Linz / Ottensheim

The Bid Deadline is 31 May 2015. The Council, in accordance with Rule 6, review the final bid documents and meet the bidding committee on 22 June in Varese, Italy and then will make its judgement about its suitability as a candidate and present it to the Congress for final approval.

- b. German Rowing Federation
Hamburg

The Bid Deadline is 31 May 2015. The Council, in accordance with Rule 6, review the final bid documents and meet the bidding committee on 22 June in Varese, Italy and then will make its judgement about its suitability as a candidate and present it to the Congress for final approval.

AGENDA ITEM 15

Reports on Applications for Affiliation and Voting Consequent Thereon

Requests for Membership of FISA from:

- a. Djibouti Djibouti Rowing and Canoe Federation
- b. Haiti Haitian Rowing Federation
- c. Luxembourg Fédération Luxembourgeoise des Sociétés d’Aviron
- d. Malawi Malawi Rowing Federation
- e. Malta Għaqda Regatta Nazzjonali u Qdif Iehor

The Council is currently reviewing all applications and seeking any additional documentation. A final proposal will follow.

AGENDA ITEM 17

Council Elections in accordance with Article 39

1. CHAIR OF THE ATHLETES COMMISSION

Candidate Lenka Wech (GER)

2. CHAIR OF THE EQUIPMENT AND TECHNOLOGY COMMISSION

Candidate Paul Fuchs (USA)

3. CHAIR OF THE ROWING FOR ALL COMMISSION

Candidate Guin Batten (GBR)

4. CHAIR OF THE SPORTS MEDICINE COMMISSION

Candidate Dr. Alain Lacoste (FRA)

5. CHAIR OF THE YOUTH ROWING COMMISSION

Candidate Algirdas Raslanas (LTU)

Executive Committee Election in accordance with Article 48

A casual vacancy was created in the Executive Committee on 31 December 2014. In accordance with Article 52, the Executive Committee appointed Patrick Rombaut, Chair of the Umpiring Commission to fill the vacancy until the next congress.

In accordance with Article 48, the Council hereby proposes Patrick Rombaut to the Congress to complete this term which runs to 31 December 2017.

AGENDA ITEM 19

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

AGENDA ITEM 20

Report of the Development Department

1. Development Programme Report

FISA DEVELOPMENT PROGRAMME

Overview

In 2013 and 2014, FISA underwent a strategic review process which involved clarification of the goals and objectives of the organisation and then identified how those goals and objectives would be achieved through FISA's many activities. In that context, this report focuses on the Development Programme. At the same time, an analysis of women's rowing was made and strategies developed to achieve FISA goals in equity. Some of those strategies are included in this report as there is a natural relation to overall development.

The results of the strategic planning process underlined the fact that universality and equity are intertwined and a priority for FISA. This concept has been strongly reinforced by the principles set out in the IOC's Agenda 2020 strategic review.

Review of FISA Development Programme Objectives and Strategies

Objective 1: Universality: Increase the number of countries around the world with rowing

- 1.1 Identify the remaining nations not having rowing and direct attention to them
- 1.2 Create a detailed strategy for each country to include the NOC, Sports Ministry and Olympic Solidarity
- 1.3 Determine the style of rowing that best suits the natural conditions in the country
- 1.4 Provide the technical and administrative guidance for the people on the ground

- 1.5 Provide equipment support where possible and required, for these nations

Objective 2: Participation: Increase the participation of member national federations in leading events

- 2.1 Encourage all NFs to stage national championships for men and women (IOC 3.2), including indoor and coastal.
- 2.2 Encourage all NFs to participate in continental championships with men and women (IOC 3.5)
- 2.3 Encourage all NFs to participate in World Junior Championships with men and women (IOC 3.6)
- 2.4 Encourage all NFs to participate in World Championships with men and women (IOC 3.4)
- 2.5 Encourage all NFs to participate in qualification for the Olympic Games with men and women (IOC 3.3)

Objective 3: Quality: Improve the quality of rowing and coaching

- 3.1 Continue to increase the number of training camps offered for rowers from developing countries
- 3.2 Continue to increase the number of coaching courses offered for coaches from developing rowing countries
- 3.3 Continue to increase the number of scholarships for rowers through Olympic Solidarity

- 3.4 Continue to update the coaching and rowing development materials
- 3.5 Continue to grow the continental coaching development team to cover more countries
- 3.6 Via the Competitive Commission organize International Coaching Conferences and Coaching Seminars to develop and exchange information within the coaching community and maintain or improve standards
- 3.7 Via the Umpires Commission organize coordinated continental activities to be able to develop officials and deliver continental events

Objective 4: Clubs, Schools, Universities and Institutions: Develop local rowing opportunities in all countries

- 4.1 Create specific projects to assist NFs to develop rowing among these specific groups
- 4.2 Create materials specifically for coaches of these groups
- 4.3 Create materials specifically for leaders of these types of groups
- 4.4 Stage events specific to these groups of rowers

Objective 5: All Types of Rowing: Expand all types of rowing

- 5.1 Create specific strategies to develop Women's Rowing
- 5.2 Create specific strategies to develop Coastal Rowing

- 5.3 Create specific strategies to develop Indoor Rowing
- 5.4 Create specific strategies to develop City Sprints Rowing
- 5.5 Create specific strategies to develop Recreational Rowing

These are the current pillars around which we form our decisions and priorities for development.

In administering the Development Programme, FISA continues to strive to improve the coordination of activities with continental rowing confederations, Olympic committee associations and strong member national federations. This allows more regional and continental specific approaches to rowing development.

The overall goal is to strengthen rowing so that it becomes a more globally practiced, accessible sport practiced by girls, boys, women and men of all ages. This is key to ensuring the sport continues to be a relevant and engaging sport for future generations who can benefit from the special values and experience it offers.

IOC Programme Commission Report and the Development Strategic Plan

Last year, in this report we outlined some areas of focus for the FISA Development Programme Strategic Plan as listed below:

1. Increase the number of national federations affiliated to FISA. This will involve providing more opportunities through different types of rowing to best activate new federations (Coastal and Indoor Rowing to complement "Olympic" style).

2. Increase the activity level of existing national federations in FISA (all NFs should be staging annual national rowing championships for both women and men). This will be a key measure for all future development programme support.
3. Increase the number of national federations taking part in regional, continental and international regattas, measured for both women and men. Participation in regional and continental championships is very important for the growth of the sport of rowing worldwide. Participation in FISA World Rowing Championships and the qualification processes for the Youth Olympic Games and the Olympic Games will be linked to these events as logical measures of success for national rowing federations.
4. An increase in the continental distribution of medals for both women and men will be a logical outcome of the development efforts. The FISA Development Programme is in regular contact with the national rowing federations and National Olympic Committees with the result of potentially securing more Olympic Solidarity Scholarships for Rio 2016 than ever before for rowing athletes. The final outcome will be measurable in 2016.

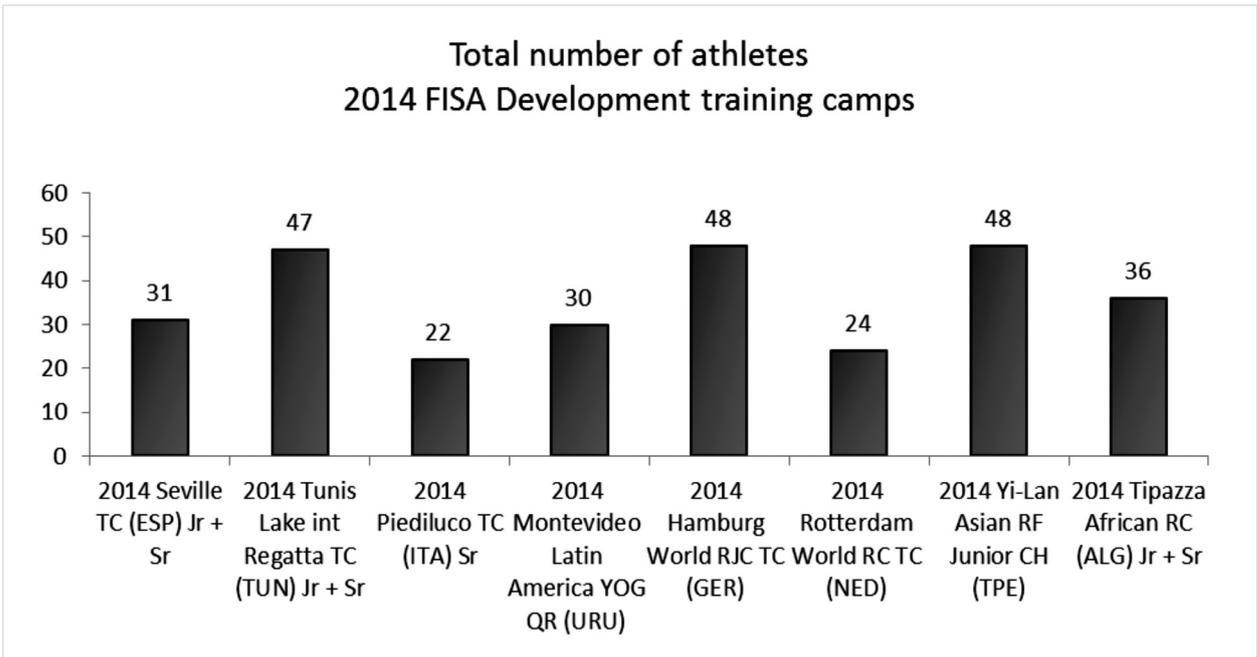
The FISA Development Programme must find new support outside of the Olympic movement to continue to support new nations and nations with the highest need. Steps are under way to source additional funding through charitable grants and individual donations.

Olympic Games Preparations

In 2013 and 2014, a greater emphasis was placed on preparing young rowers for possible participation in the Youth Olympic Games. Following the Youth Olympic Games, the Development Programme's focus then transitions to preparations for the Olympic Games, for example:

- In February, FISA and the Seville training centre staff organised the Seville training camp
- In April, the Italian Rowing Federation, the Memorial Paolo d'Aloja Organising Committee and FISA jointly organised the FISA Development Programme training camp preceding the Regattas
- In April, Uruguay hosted a FISA/Olympic Solidarity training Camp before the Youth Olympic Qualification Regatta for Latin America
- A training camp was offered to athletes in Hamburg prior to the 2014 World Rowing Juniors Championships
- A training camp was offered to athletes in Rotterdam before the 2014 World Rowing Championships in Amsterdam;
- In September, Chinese Taipei hosted a FISA/Olympic Solidarity Training Camp before the Asian Rowing Championships; and,
- In October, Algeria hosted an Olympic Solidarity Training Camp before the African Rowing Championships

All of the above were designed to assist athletes in their preparation for qualification. There will also be similar types of camps offered in 2015 for the Olympic qualification that will begin with the 2015 World Rowing Championships in Aiguebelette, France.



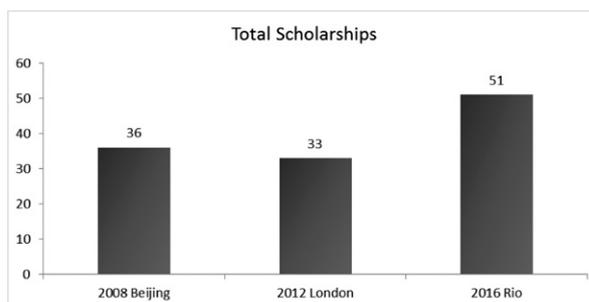
Athlete and Coach Reports

FISA coaches continue to provide regular status reports on both athletes and coaches who take part in FISA development activities. This allows the FISA Development coaching team to better measure the progress of individual athletes and teams. It also provides the NOCs and NFs with important feedback about their rowing teams.

The registration of profiles includes images, personal data, testing results and a physiological profile.

Olympic Solidarity Athlete Scholarships

In 2013 and 2014 the Development Programme started regular communications with an increased number of NOCs and NFs to identify and target athletes to be considered for Olympic Solidarity Scholarships for Rio 2016. In addition to the seven long term scholarships that were in place from 2013, there are now 50 rowers to date who have received Rio Scholarships. This is a significant increase from past Olympic cycles. There is also a more equitable distribution between men and women.



Coaching Education

Each year, FISA and the Development team work to increase the number of coaching education opportunities. In 2014 we collaborated with Olympic Solidarity on more than ten coaching education courses.

FISA continues to work with the larger national rowing federations to deliver coaching courses using their coaching experts and with access to their educational materials.

The United States Olympic Committee, through their International Coaching Education Certification Programme (ICECP) in cooperation with Olympic Solidarity, had two rowing graduates in 2014: Shahid Nazir of Pakistan and Yuri Caldron of El Salvador. Both have taken part in FISA Development activities since their graduation.

Development Programme Training Camps

- **2014 Seville Training Camp**
Crews from Algeria, Croatia, El Salvador, Libya, Mexico, Peru, Puerto Rico, Tunisia and Uruguay attended. They focused on training and physiological testing with their coaches. Thank you to the Seville "CAR" Training Centre and the staff.
- **2014 Piediluco Training Camp and Paola D'Aloja Memorial Regatta**
Crews from Algeria, Egypt, Israel, Libya, Moldova, Tunisia, Zambia and Zimbabwe took part. This regatta was a great success and the support from the Italian Rowing Federation and the Organising Committee was very much appreciated.

- **2014 FISA Olympic Training Camp and Continental Qualification Regatta for Latin America, Uruguay –**
with 30 athletes from 18 NFs in attendance. Crews from Argentina, Bahamas, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Nicaragua, Paraguay, Peru, Puerto Rico, Uruguay and Venezuela. Thank you to the Uruguayan Rowing Federation for the support.
- **2014 Hamburg World Rowing Junior Championships –**
A total of 16 NFs and 75 participants (48 athletes) benefited from the Hamburg Organising Committee and FISA's support. Crews from Armenia, Paraguay, Peru, Nigeria, Togo, Tunisia and Uganda were offered development support for a training camp and competition. Other 9 NFs (Cuba, Egypt, Israel, Georgia, Kazakhstan, Moldova, Venezuela, Vietnam, Zimbabwe) benefited from development support during the competition period. The support of the 2014 World Junior Championships OC was crucial.
- **2014 Amsterdam World Rowing Championships**
A total of 14 NFs and 24 athletes benefited from Organising Committee and FISA's support. Crews from Algeria, Armenia, Cuba, Egypt, Kazakhstan, Peru, Puerto Rico, Uruguay, Vanuatu and Zimbabwe were offered development support for a training camp and competition. Other 4 NFs (Israel, Kazakhstan, Lebanon and Paraguay) benefited from development support during the competition period. The support of

the Amsterdam OC was very much appreciated.

- **2014 Commonwealth Regatta Support**

FISA thanks the organising committee which offered free accommodation to teams from the following nations: Namibia, Nigeria, Vanuatu and Zambia.

As always, this support would not be possible without the generosity of the host organising committees and the equipment manufacturers Wintech, Filippi, Stampfli, Martinoli, Concept II and Croker that supported the Development Programme. Thank you to all of the organising committees of the 2014 World Championships for providing excellent support to the development teams.

Equipment Donation

This year, the Development Programme assisted in the distribution of ergometers to Benin, Djibouti, Madagascar, Mali, and Mauritius.

In addition, development nations that were able to raise funds for equipment purchase received a subsidy towards their purchase. The budgets at the moment are limited for larger equipment donations from FISA.

Thank you to all who have supported the FISA Development Programme in the past and who continue to do so. A great deal has been achieved with very limited resources. Working together we can continue our progress in development; development which is critical to a strong and healthy sport, a strong sport in the Olympic Movement, and a sport which can provide so much to those who wish to and who are provided the opportunity to practice it.

Tricia Smith

Vice President

Thor Nilsen

Development Director

Sheila Stephens

Development Manager

AGENDA ITEM 21

1. Any other business