



Agenda Papers 2017 Ordinary Congress

**Sarasota-Bradenton, USA
Monday, 2 October 2017
08:30 hrs**

AGENDA

2017 FISA ORDINARY CONGRESS

2 October 2017, 08:30 hrs
Sarasota-Bradenton, USA

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AGENDA ITEM 5

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

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PRESIDENT

2016 has been another very successful year for FISA and Rowing with many notable successes, outstanding achievements and extreme, emotional experiences. It has also been an important year in building the future of our Sport with significant progress made in the process leading to the Tokyo Extraordinary Congress in February 2017.

At the same time the year has not been without its challenges. The world of sport has again been rocked by further scandals that inevitably, by association, affect FISA as well.

Rio 2016 – a veritable showcase for our sport

The Rio 2016 Olympic and Paralympic Games rowing regattas were undoubtedly the highlights of the rowing year enabling us to showcase our sport on the world stage in a stunning setting near the heart of the city, with excellent racing, close competition and broad international representation.

I would like to express a warm thank you to the athletes and the teams for their outstanding performances and equally for the incredible stories that contributed to the great success of the event.

The fantastic success of the event will not mean we forget the many tough challenges we had to face. The very difficult context in Brazil – social and political, economic and financial, as well as the health crisis (Zika, water quality) - presented particular challenges for the people of Brazil and the organisers especially during the preparation stages of the Games. The consequences of WADA's McLaren report

on institutionalised doping in Russia that was released just two weeks before the Opening Ceremony led us to three appeal hearings in front of the Court of Arbitration for Sport (CAS). I will come to the Russian crisis later on in the report.

The Olympic Regatta week was one of mixed weather conditions with some unprecedented wind which resulted in two competition sessions being postponed. The Fairness Committee and Executive Committee were put under great pressure to make the best decisions with sometimes rapidly changing weather conditions. Taking the right decision is never easy as there are often multiple consequences and precedents set with implications on the future of the sport. If health and safety of the athletes are the number one priorities, the evaluation of fairness or unfairness is always a very difficult and sensitive one, and certainly will not satisfy all affected. I would like to insist again here on our commitment to deliver the best possible decision for the athletes.

Once again, I thank the organisers and all contributors who participated to ensure the overall and exceptional success of these two regattas. In particular, I would like to thank the Organising Committee and the FISA teams for their tireless dedication and commitment. Their meticulous planning and preparations to mitigate the risks and overcome the difficult challenges ensured an outstanding and impressive outcome for the 2016 Olympic and Paralympic Games regattas.

Finally, it was great to welcome many VIPs at the Lagoa. They enjoyed fantastic racing in an exceptional environment and I am sure they

will remember this as a great experience. It has certainly contributed positively to the promotion of our sport and I thank those who were involved in the organisation of our hospitality programme.

This first Olympic and Paralympic Games as President of FISA certainly presented me with a multitude of challenges, but it has been a great and enriching learning experience and one that I will continue to use and reflect on in my work to serve the Sport of Rowing.

Record number of qualifying nations

The Olympic Qualification System (OQS) resulted in a record number of 69 National Olympic Committees (NOCs) participating in the Olympic Regatta, with 116 having participated in the qualification process. The OQS was successful in increasing NOC participation which is a key aspect for the International Olympic Committee (IOC) and for our sport, however there were difficulties with the new rules and some unwanted outcomes resulting in difficult situations to face for a small number of member federations. As we are in a continuous improvement spirit, the 2020 OQS is now the focus of one of the 2017 Review Projects, with the objective of further improving the system to ensure such situations are avoided.

2016 – a season of successful regattas

The 2016 season was a great success beyond the Olympic and Paralympic Games as well. For the first time ever, the World Rowing Senior, Under 23 and Junior international events were combined into one massive event in Rotterdam, the Netherlands. Despite some inclement weather, the Organising Committee and everyone involved made a tremendous effort to make sure that the 432 races went off without a problem, congratulations to all

of them. The success of the experiment has led us to propose the same format for 2020.

The early stages of the season saw three successful World Rowing Cups, the Final Olympic Qualification Regatta and the European Rowing Championships. My sincere thanks and congratulations to the Organising Committees from Varese (ITA), Lucerne (SUI), Poznan (POL) and Brandenburg (GER).

The 2016 World Rowing Masters Regatta once again saw unprecedented entries and inspired many. Congratulations to the Organising Committee in Copenhagen (DEN).

Wrapping up the season was the World Rowing Coastal Regatta in Monaco. Coastal rowing continues to develop around the world leading to a record number of entries and the first-ever qualification round at the championships. We had the great pleasure for the final day to welcome HSH Prince Albert, a rower himself, grandson of Olympic Champion John Kelly Sr and nephew of Bronze medallist John Kelly Jr., and his wife Princess Charlene. Congratulations to the Organising Committee in Monaco.

Finally, I would like to mention the successful organisation of the continental qualification regattas which helped achieve the incredible number of NOCs participating in the qualification process for the Olympic Games – an excellent job done by the Organising Committees and officials in Valparaiso (CHI), Tunis (TUN) and Chungju (KOR).

Fight against doping

Turning to a significantly less positive matter, I was extremely shocked on July 18 when hearing the revelations from Richard McLaren, a Canadian lawyer retained by WADA to investigate the allegations published in the

media earlier in May. What was supposed to be related only to the 2014 Sochi Winter Olympic Games actually resulted in a much larger case and an institutionalised system to protect doped athletes in almost all sports, including rowing. I will not describe the whole system in this report but with just days to go before the Opening Ceremony, this put the Olympic Movement in a very serious crisis.

In accordance with the IOC Executive Board's ("EB") decision that conferred the eligibility of the Russians' athletes to a decision by the International Federations, the FISA Executive Committee had to define and decree as to which Russian rowers should participate in the Olympic Regatta. In absolute accordance with our Rules and with both the best interests of the sport and the need to protect clean athletes at the forefront of considerations, the Executive Committee developed an appropriate and relevant approach to deal with the complicated situation.

The decisions resulted in three CAS appeal hearings that took place just before the Games. The details and the related documents can be found on the FISA website. I will not go into further detail in this report but I will just note that FISA's position was commended among the Olympic Movement as very professional, courageous and balanced.

I would like to thank very much our "anti-doping team", namely the Executive Director Matt Smith, our expert and then Chair of the Sports Medicine Commission Dr Alain Lacoste and our AD coordinator Natalie Schmutz for the huge work they had to deliver in a very tight timeframe to feed the EC discussions. On 9 December the second part of the report was released with additional names of athletes and the Executive Committee continued to deal with the Russian's situation very carefully and with extreme attention.

In addition to this episode, the re-opening of samples from the Beijing 2008 and London 2012 Olympic games presented sport with another tough situation with many positive cases announced (102) and Olympic medals (36) removed, up to nine years after the competition. The "Meldonium" event (a substance newly added on the prohibited list on 1 January 2016) constituted another crisis which presented the International Federations with another complex and uneasy situation to manage.

As a consequence of these scandals the credibility of Sport organisations has been again severely damaged although it could be seen as necessary steps in the war against doping and the cheaters. What makes me very annoyed and frustrated is how the Sport organisations handled the crisis related to the McLaren report. In one word: divided. The media largely reported the extreme tensions between WADA, the IOC and the IPC, resulting from their different approaches to dealing with the situation.

The fight against doping has always been a top priority for FISA and will remain so. In this adverse environment, I would like to highlight the always professional and strict approach FISA is taking, demonstrating strong leadership. This is widely recognised by all those who are involved in the fight against doping.

'Driving Rowing's Future' – preparations for the 2017 Extraordinary Congress and beyond

The consultative process launched in late 2014 to anticipate and prepare the Extraordinary Congress by providing many opportunities for open discussion with our member national federations, continued in 2016 with increasing participation and contributions. The objective

of this process was clear: to ensure a sustainable future for our sport and, in particular, the future of rowing within the Olympic Movement.

At the National Federations' (NFs) Conference in March 2016, the focus was on improving governance and discussing proposals for the Statutes and the Rules of Racing while incorporating the principles of the Olympic Agenda 2020. Olympic programme options were presented and this marked the beginning of discussions which would ultimately lead to the decision on the programme to be proposed to the IOC for the 2020 Tokyo Olympic Games.

The consultative process continued throughout the year with NF meetings at FISA or Continental events, as well as individual discussions. Inevitably, the Olympic rowing programme options were the main subject of debate. As a very sensitive matter, it was essential to keep communication channels open. In parallel with the consultative process with our members, FISA also held regular meetings with the IOC and its Sport Department to understand the direction with regards to the Tokyo 2020 Olympic Games event programme and to exchange issues and concerns. This open dialogue and collaboration with the IOC has been highly appreciated by both parties.

Gender equality – a great leap forward

The 2017 Extraordinary Congress held in February in Tokyo, Japan, marked the culmination of this two and a half year consultation period.

I would like to take the opportunity to express my gratitude to the Governance and Rules of Racing working groups for the huge work completed, to the Council for the final in depth

review, to all stakeholders, especially the member federations for their participation and last but not least to our Honorary President Denis Oswald for his invaluable contribution and great support as a respected expert in sports law.

The considerable investment in the preparations led to a highly efficient Congress. All proposals but one were eventually adopted. The vote to increase women's participation at Congress (Article 22 – Delegates at Congress) whilst gaining a majority, marginally missed the two-thirds majority required to pass. However, it was very encouraging to see the significant shift in support of gender equality and recognition of this key priority. We will build on this by continuing to support gender equality initiatives, implementing educational programmes and policies to ensure we continue to move towards greater gender equality across every aspect of our sport.

With the new Rule 37 related to the Olympic Programme and now in line with the Olympic Charter, the Congress then discussed the proposal for the 2020 Olympic rowing events. After a 24-year long period of stability, time for change had inevitably come. One of the principle reasons for change was in order to achieve gender equality and, on this point, remarkably, there was no debate at all. But change is never easy and this one was no exception. The FISA Council proposal eventually passed which placed us in a much stronger position in the discussion with the IOC. In anticipation of the IOC EB decision expected in June, the Congress deferred the authority to amend Rule 36, related to the World Rowing Championships boat classes, to the next Ordinary Congress in Sarasota-Bradenton.

Other significant outcomes included the Para Rowing race distance moving to 2000 metres instead of 1000 metres and either males or

females being able to serve as coxswains regardless of whether the boat is a women's crew or a men's crew.

I would like to thank the organisers of the Congress in Tokyo and JARA, the Japanese Rowing Federation, for the successful staging of this important event for FISA. Again, I thank the delegates for their positive contribution to the discussions and then to the vote for the evolution of our Statutes and Rules of Racing. It is essential that our Sport and its organisation can adapt to the fast changing environment.

If we are now ready for the current Olympic cycle, we must also immediately start working towards the next Extraordinary Congress.

Tokyo 2020 Olympic venue confirmed

Just following Rio2016, we experienced the second serious crisis with the proposal of the Tokyo Metropolitan Government (TMG) to transfer the rowing venue to the Myagy prefecture, 400 kilometres north of Tokyo. After strong and constructive collaboration between FISA, the Tokyo2020 Organising Committee and the IOC, we eventually reached agreement with the TMG to maintain the Sea Forest Waterway Project in Tokyo Bay as the optimal solution for both financial and long-term legacy reasons.

Challenging financial environment

I will not go into detail here on the finances of FISA as these are well covered in the Treasurer's report in the Agenda Papers. I would, however, mention that the financial context continues to be a challenge and we, along with other international sport federations, are suffering from a lack of commercial partners. There has been a significant amount

of work undertaken in reviewing each individual cost line and all major contracts, and we now seek more creative ways of forging commercial partnerships. That said, the overall financial situation is as expected and stable, thanks to a sound and strict management.

Strong ethical principles

From a governance perspective we can be proud that we have a respectable, transparent and democratic governance model but there is always work to be done, and we need to ensure we are continuously improving and demonstrating our ethical principles in all we do. The FISA Code of Ethics seeks to enforce our ethical principles and explains the accepted codes of conduct and the process for managing complaints relating to the code. In 2016, this process was updated to incorporate a FISA Ethics Group and a process for establishing an Ethics Panel (comprising two independent members and one Executive Committee member). A first complaint was received and a panel was convened to consider whether it had merit to open a case. The complaint was considered by the panel to fall outside the bounds of the FISA Code of Ethics and therefore the matter was closed.

External connections with the world of sport

In my 2015 report I recounted the situation with SportAccord and the Executive Committee decision to suspend FISA membership. With the evolution of the organisation, now once again named GAISF (Global Association of International Sports Federations) and the clarification of the relation with the Olympic Movement, the Council took the decision for FISA to re-join the organisation earlier this year.

With regards to WADA, I am very pleased to have been appointed to the WADA Foundation Board, representing ASOIF (the Association of the Summer Olympic International Federation) and effective 1 January 2017.

FISA's strength: our people

Reflecting upon the 2016 year, it was challenging to say the least. The context is tough and continues to evolve, but FISA is a strong organisation with solid foundations, great values and is rich in one resource in particular – its people.

I would like to take this opportunity to congratulate two individuals who have made incredible contributions not only to the organisation, but to the world of sport:

- Our Vice President Tricia Smith was elected President of the Canadian National Olympic Committee and became an IOC member. Tricia has dedicated so much to the sport of rowing and we could not be more proud of these outstanding achievements.
- This year also marks the retirement of one of the sport's greatest contributors Thor Nilsen. Forever young, Thor served as Development Director until the age of 84. Having coached countless gold medals at the World and Olympic level, Thor has provided wisdom, an unwavering sense of integrity and great humour to the sport.

I would also like to express my sincere gratitude to the FISA staff. Under the unrivalled experience and tireless dedication of the Executive Director, the team has performed exceptionally well again, facing the large amount of work and the challenges with an always positive spirit.

Finally, I sincerely thank the members of the Executive Committee and the Council for their dedication to the governance of FISA. It is a real privilege to work with passionate, skilled and motivated people. I associate to these thanks the Commission Members who also made their time available to serve our sport.

2017 marks FISA's 125th anniversary

If we haven't planned a big show, we will take any opportunities throughout the year to celebrate our history. As the very first Olympic International Federation, it is important from time to time to reflect on where we have come from. I would like to pay tribute to all our predecessors who have helped to build a solid foundation on which we stand as we look forward. Despite the challenges that lie ahead, we strive to continue this positive collaboration and close communication with our member federations in order to make rowing an ever stronger player in the world of sport. It is by forging solid relationships and working together that we will steer rowing skilfully forward.

Thank you.

Jean-Christophe Rolland

VICE PRESIDENT

Report on Activities

It has been a challenging year in the world of sport and within FISA. The Council, Executive Committee and Management have not only continued the extra attention needed on the changes in our Statutes and Rules for the 2017 Extraordinary Congress, the programme and other changes based on the directions set out in the IOC's Olympic Agenda 2020, but we have also played a lead role in addressing the challenges identified just prior to the Olympic Games by the McLaren report. Although extremely difficult for all involved we can be proud of the steps FISA has taken and continues to take for clean sport and to protect our clean athletes.

I attended the FISA Executive and Council meetings and several events including, but not limited to, the Joint Commissions Meeting in London, the Women in Sport leadership seminar (co-coordinated by FISA) in Lausanne and International Women's Day dinner hosted by President Thomas Bach, World Cup II in Lucerne, the Rio Olympic Games and the World Rowing Senior, Under 23 and Junior Championships in Rotterdam. As with the previous year, a number of these meetings included coordinated meetings with the National Federations to provide an opportunity to share information and obtain feedback on how FISA will proceed in the future.

I also attended a number of other international sport events and meetings as President of the Canadian Olympic Committee and as a Member of the International Council of Arbitration for Sport, where I am Deputy President of the Ordinary Division and Chair the Membership Committee. Events

included the Youth Olympic Winter Games in Lillehammer, the Sportaccord Convention, the ANOC meeting in Qatar which included a tour of the WADA lab there, meetings in Lausanne and Sydney, Australia and various World Cup sport events in Canada. I was fortunate to have been nominated by President Bach to become an IOC member and, following the recommendation of the Commission and Executive Board, was elected to the IOC at the Rio IOC Session in August 2016.

As Vice President of FISA I continue my work with the Development Programme. The Development Report is again contained in the Agenda Papers. This past year we saw Thor Nilson officially retire. We all miss him and thank him again for the solid foundation of work he has left the Development Programme and the rowing world. I liaise regularly with Sheila Stephens Desbans and we continue to collaborate with the Chair of the Women's Commission, Jacomine Van Ravensbergen, including planning for and presenting at the March Women in Leadership seminar in Lausanne. Thank you to Sheila and her team who continue their excellent work.

I continue to find the work I do as President of the Canadian Olympic Committee to be complementary to the work of FISA, including work in marketing, clean sport, women in sport, and closer relations with various international entities, and personalities, including many International Federations and PASO where we are actively involved in opportunities for further development in the region.

As last year, I want to thank and congratulate our President Jean-Christophe Rolland, our Secretary General Matt Smith and our

hard working and talented FISA team for all they have achieved this past year. It was an extraordinary year on many fronts and we are extremely fortunate to have their leadership. Thank you also to the Federations for your support and input this past year. In particular, the leadership the membership of FISA has shown in driving towards equal numbers of men's and women's events is felt worldwide as a tremendous step forward for our sport and for sport in general. 2016 was a unique time for FISA, with serious and thoughtful debate. As always, I am extremely proud of how FISA handled the challenges and as always, worked together and in good faith. I am excited for the future.

Tricia Smith

TREASURER

Meetings and Events Attended

FISA Council and Executive Committee, London (GBR), January

Joint Commissions Meeting, National Federations' Conference and Executive Committee, London (GBR), March

World Rowing Cup 1, Varese (ITA), April

Final Olympic Qualification Regatta, World Rowing Cup 2, FISA Council, Lucerne (SUI), May

World Rowing Cup 3, Poznan (POL), June

Olympic Games regatta, Executive Committee, Council, Rio de Janeiro (BRA), August

World Rowing U23, Juniors & Seniors Championships, Executive Committee, Council, Congress, Rotterdam (NED), August

FISU Championships, Poznan (POL), September

FISA Finance sub-committee, Lausanne (SUI), October and December

FISA Executive Committee and Council, Lausanne (SUI), November

Report on Activities

The Treasurer's main responsibilities are financial planning for the four year Olympic cycle, budgeting on an annual basis and monitoring progress against budget during the year. The 2016 accounts and a commentary on the financial performance are set out later in the agenda papers and therefore I will comment only briefly on the results here. For the first time, we have completed a four year Olympic cycle with a significant reserve for future

expenditure. This was made possible because receipts from the London 2012 Olympic Games were substantially higher than originally anticipated. As there was no certainty that this level would be achieved again in Rio, in 2013 we decided to create a reserve which would be available for the 2017-20 period if things fell short. Final amounts from Rio have now been received which show a small diminution when measured in dollars, the currency of payment, but a modest increase in Swiss francs, our currency of account, due to a more favorable exchange rate currently.

During the latter part of the year, much effort was put into developing our four-year financial plan for 2017 to 2020. A complete review of all expense areas was undertaken, and all major supplier contracts were re-tendered. The end result was a revised four year plan which largely maintains our standard of living and makes a small contribution to increasing our reserves at the end of the period. Our finances remain under some pressure, and if our income was higher, there is little doubt that we would find good uses for the money in events, development and other areas of activity. However, the market for raising significant rights income remains extremely difficult, and while efforts continue to identify major sponsors, we have only included income already contracted in the financial plan.

2016 was another good year for our investments with a portfolio gain of around 8% driven mainly by a strengthening dollar and good performance from our bond portfolio. Our money continues to be managed by Jean-Maurice Mordasini on a discretionary basis within risk constraints which we establish.

He has had an excellent year and I am grateful to him for his efforts on our behalf.

Throughout 2016, I have been a member of the Rules Working Group which was responsible for the preparation of the detailed drafting for the proposed changes to the Rules, Regulations and Bye-laws which were considered at the Extraordinary Congress in Tokyo in February this year. Under the leadership of Mike Tanner much of the work was done by the Working Group allowing FISA's professional staff to focus on other matters. As part of this exercise, we have changed the Progression system for entries of more than 40, which will now start with a time trial, as the previous system could not guarantee balanced draws in the quarter final and semi final rounds.

During the year, the first FISA Ethics Panel was convened and I was asked by the Executive Committee to join it. While the detail of the case is confidential, I can report that the procedures and rules we have established functioned well and should continue to do so, should any more cases arise.

On a personal note, 2016 was my final year as an international umpire. In this capacity, I once again attended the World University Rowing Championships, an event I have attended on each occasion it has been held since 1998. It is pleasing to see the growth of this university event over time and the intention to increase the number of events offered for the next edition.

Accomplishments

- Full attendance at FISA events and meetings
- Satisfactory financial result for the year
- Creation and preservation of a financial reserve

- Contribution to Rules Working Group
- Changes to the progression system for entries over 40

Challenges

- Continue to look for new revenue streams
- Oversee investment policy and strategy
- Tight control of expenses

Finally I would like to thank my colleagues in the office, particularly Matt Smith and Emilio Pastorello, for their hard work and excellent co-operation over the past year.

Mike Williams

EXECUTIVE DIRECTOR

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

Headquarters Operation

The FISA headquarters' staff continues to orient its work on the areas identified in our Strategic Plan. Development continues to be one of our primary goals with creation and delivery of the related initiatives. We celebrated the retirement of our Development Director Thor Nilsen in 2016 after 16 years in this position. His incredible contribution to rowing technique and training since 1986 has changed the sport forever. He was celebrated in Lucerne at the Nation's Dinner. Sheila Stephens-Desbans has been promoted to the position of Development Director and we welcome the addition of Gianni Postiglione as Coaching Director. They are ably assisted by Development Coordinator Yihuan Chang. We also wished Daniela Gomes all the best as she returned home to Portugal for family reasons.

The Events Department has undergone some changes as Tine Jacobsen returned to her home Hamburg and awaited the birth of her first child. We welcomed Colleen Orsmond in the new position of Sport Director which includes oversight of Events, coordination with Development and leadership of the new Sustainability Department.

Svetla Otzetova is now Events Technical Director and Nathalie Phillips is now Senior

Events Manager, Daniela Oronova is Events Manager - Teams and Prateek Gumbar is Events Logistics Manager. We welcomed Cameron Allen of Australia to Lausanne as our new Events Manager. I would also like to recognise the untiring work of our Swiss Timing Sportservice Manager Ralf Hoffmann and his team.

The Communications and Marketing areas work carefully to make sure their efforts are well-coordinated. Andy Couper continues as Marketing Director along with Melissa Bray, Communications Manager – Content and Jillian O'Mara Communications Manager - Digital. The 2016 team also included Debora Feutren.

The Governance and Administration area includes Governance Manager Lucy Trochet, Controller Emilio Pastorello and Natalie Schmutz, Anti-Doping Coordinator.

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 October 2006 and continues to benefit from the close contact with the International Federations of Archery, Boxing, Canoe-Kayak, Fencing, Triathlon, University Sport, WADA and several other organisations including, notably, ASOIF

and the World Master's Games Association, FISU and the World Games Association. This has allowed our staff to exchange ideas and share experiences with other IF staff.

Development

The Development team continued to make strong progress in many areas. They are assisted by a group of coaches led by Oswaldo Borchi for the Americas; Michel Doutre and Faycal Soula for Africa, and Chris Perry for Asia. They are complemented by active and influential Continental Representatives who are also key contributors. As in the two previous quadrennia, the continental Olympic qualification regattas were preceded by specially designed training camps. With the support of Olympic Solidarity, we can ensure that every member federation interested in participating at the relevant continental qualification could access funding to send two rowers and a coach to participate. This was critical in reaching 116 member federations that sent crews to participate in qualification for Rio2016 Olympic Games and the 69 member federations that did qualify crews for Rio 2016. Please see more detail in the Development Programme report which follows this report.

Events

The Olympic year is the peak in each four-year cycle, with all eyes on the Olympic and Paralympic Games as well as the performance of the teams in the events leading up to the Games. Even though the Olympic and Paralympic Games regattas are not "our" events, a tremendous amount of work from FISA Council, Commissions and staff go into the preparation and execution of the events. We can be very proud of these fantastic regattas on the spectacular Lagoa Rodrigo de

Freitas venue. Despite challenging weather during the Olympic regatta week, we managed to end on a very high note with fantastic racing. The Paralympic regatta was as well a very high point for the sport in great conditions. The organising team at the venue was fantastic, despite all the various challenges they faced along the way to deliver. Thanks to all concerned.

We can be proud of the standard and quality of our events in 2016, with three excellent World Rowing Cup events, four Continental Qualification Regattas and the Final Olympic Qualification Regatta, along with the World Rowing Under 23 Championships, the World Rowing Senior and Junior Championships, the Coastal Championships and the Masters Regatta. The three regattas of the 2016 World Rowing Cup series were very well organised and set high standards. Thanks go to the organisers from Varese, Lucerne and Poznan.

For the first time ever, the World Rowing Senior and Junior Championships was combined with the Under 23 Championships, resulting in the largest-ever World Rowing Championships with 1900 athletes and over 650 boats competing over the 8-day event. Our congratulations and sincere thanks go to the Rotterdam organising committee and the Dutch Rowing Federation. They were under massive pressure to deliver given the huge entry and high expectations.

FISA also assists in the preparation and staging of the European Rowing Championships. The 2016 event in Brandenburg was the 10th since the re-start of this event in 2007 in Poznan. The 2016 regatta was well organised but took place in very windy conditions. Thanks go to Brandenburg's reliable and efficient organising committee.

The 2016 World Rowing Masters Regatta in Copenhagen had a very high level of participation and this event continues to grow in complexity and expectations. Serious attention needs to be given to the size of this event relative to the time and availability of volunteer organising committees. Thanks go to the hard-working and efficient Copenhagen organising committee. The 2016 World Rowing Coastal Championships took place in Monaco and were excellently organised by the Monaco Rowing Federation.

The FISA events team is working very hard to advise and support the organising committees while doing its best to treat them consistently. As the size and number of our events grows, we enter a zone of higher risk as the load on the organisers and the events team starts to push the limits. In 2016, during the 17 events overseen by FISA volunteers and professionals, a total of 15'156 rowers raced in 7'785 boats with 607 teams (NFs or, in the case of Masters and Coastal, clubs). In terms of personnel, FISA assisted the OCs by sending 825 equivalent volunteers or professionals to these events. In particular, the size of the World Championships and the World Masters Regatta have surpassed a sustainable level for the organising committees and serious thought needs to be given to find a way to set a limit on size and complexity.

A new approach to event attribution is being evaluated and will be discussed at the time of the Ordinary Congress. The proposal is to slightly modify our approach to event attribution by recognising that governments are investing in our venues and many ask for a long term strategy to justify these investments to the public using public finances. We will seek feedback from the member federations and regatta organisers before we finalise the concept.

Communications

In communications, the focus of 2016 was the narrative around the Olympic Games. The Olympic Games are the best opportunity for World Rowing to reach as many viewers as possible and bring them into the rowing family. The story began at the 2015 World Championships with Olympic Qualification, continued through the Continental Qualification Regattas, off-season training, national selections and finally to the 2016 World Rowing season with three World Cups, the European Championships and the Final Olympic Qualification Regatta. We used the build-up to the Games as an opportunity to test new communications channels such as Facebook Live at our Final Olympic Qualification Regatta. The coverage was very well-received by our followers.

With the help of the member federations, we built an excellent network of communications channels in each country. We also created a database of national federation and athlete social media handles in order to engage as wide an audience as possible. During the Games, we provided quotes and tailored information to news outlets and national federations and created posts in multiple languages. This resulted in our biggest-ever "digital media impact" in the month of August. Of our more than 60 million digital impressions in 2016, 18 million impressions were achieved through our channels in this month alone.

August also saw the successful World Rowing Senior, Under 23 and Junior Championships in Rotterdam (NED). This event allowed us to connect with the under 23 and junior communities via our digital channels. It also gave a great boost to our YouTube channel as the majority of the event was live streamed via this platform.

2016 also saw new initiatives put into place, such as the first-ever World Rowing Indoor Sprints. A joint-effort between communications and development, FISA is the first international federation to host a completely virtual competition. Nearly 4,000 people participated by submitting their 1000m erg score to the Concept2 logbook. The competition is a great way to bring the indoor rowing community into the World Rowing family.

The year, however, was not without challenges. We faced problems with our service providers at the first three live events of the season. It created bugs in our online video streaming, website results, audio commentary and live race tracker. While this may have influenced our total numbers for the year, we were able to address the problems and by the Olympic Games and Rotterdam, everything ran smoothly.

Despite these challenges, 2016 still marks our biggest total digital impact to date, achieving more than 60 million digital impressions across all our channels.

Marketing

In terms of marketing, the world of sport is still suffering from the problems of corruption within high profile federations plus the doping scandals which generated relentless controversy as we approached the Olympic regatta in Rio (a time when we would normally have benefited from positive news). This "brand damage" has certainly caused a significant drop in levels of trust and confidence in sport which has been compounded by the struggling global economy and severely constrained corporate budgets.

For an international sports organisation that depends on cash sponsorship from

international companies in a rather limited range of product categories, 2016 has been just as difficult as 2015. However, our many initiatives of this year to exploit the new Digital and Social Media trends, as well as increase the quality and quantity of our television coverage have certainly created better promotion of our sport and increased value for possible new partners. So our focus is now on adapting our sponsorship product to better fit the trend toward tailor-made sponsorship properties that will deliver global reach but can be activated locally in many different ways for specific audiences.

As I pointed out in my 2015 report, the clear path forward for FISA is to effectively differentiate our sponsorship product from that of other sports. For this, we have strengthened our efforts to maintain the high ground in terms of integrity and transparency as well as having maintained our focus on Corporate Social Responsibility (CSR) which fully utilises our "Clean Water" relationship with WWF International. Additionally, we are extending our sponsorship search into new markets where we see the potential to both develop and promote our sport as well as generate new revenues.

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

Television and Video Streaming

Progress continues on television and video streaming due to the new television strategy introduced in 2010. This strategy created a well-structured and dedicated professional resource that has delivered improved and more consistent host TV productions, has led

to a far greater amount of coverage and a wider distribution of rowing programming.

Our long-term strategy to increase the global coverage and promotion of rowing was very effectively maintained in 2016. In Europe, our key and long-term partner is the European Broadcasting Union ("EBU") which is the means to reach government operated national television broadcasters in Europe including: BTV – Bulgaria, TV2 – Denmark, FTV – France, BBC – Great Britain, MTVA – Hungary, NRK – Norway, TVP – Poland, RTVSLO – Slovenia, CT – Czech Republic, ERR – Estonia, ARD/ZDF – Germany, ERT – Greece, RAI – Italy, NOS – Netherlands, RTR – Russia and SRG – Switzerland. This relationship is critical to the success of FISA's work on television in Europe.

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

The Rio 2016 Olympic Games dominated television attention in 2016 as rowing had 198.8 broadcast hours from Rio and a viewer reach of 405 million which is a great success. The total broadcast time for the 2016 World Cup regattas was 146.2 hours which is up from 145.2 in 2015 and 126.8 in 2014, and 32 countries (excluding Eurosport) broadcast some or all of the World Cups. We also produced seven short, informative videos for use by the Olympic television rights holding broadcasters to help explain and promote rowing. These videos were also placed on FISA's Facebook page and FISA's YouTube channel, and generated 730'210 views.

The World Rowing News service continued at each FISA event and there were 842 news clips aired from all FISA events in 2016 (without, of course, the World Championships) which is up from 69 in 2012, the comparable Olympic year, so a huge success. Video streaming has continued to make progress with a total of 735'314 views of all FISA content in 2016 which compares to 584'438 in 2012, the equivalent Olympic year. Streams reached a high of 1'297'723 in 2015 with the World Championships. And our social media video clips also achieved record views on the World Rowing YouTube channel, having grown to 555'116 in 2016, up from 398'334 in 2015.

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

Governance

Governance and ethics remained high-profile in 2016 as a result of the ongoing allegations of corruption and doping in the world of sport. FISA maintained its focus on this area, with a dedicated resource in place to review governance related matters, make recommendations and support the Executive Committee and the Council in ensuring the preservation of FISA's strong ethical principles and reputation as a benchmark for good governance.

The principle governance activity in 2016 was the preparation of the 2017 Extraordinary Congress – both the logistical organisation and the production of the Agenda Papers detailing the proposed changes to the Statutes and Rules of Racing. This latter task was achieved through a series of consultations and communications with member federations starting in March at the National Federations' Conference. The governance

function supported the communication content and delivery and the development of the Council proposals into final recommendations.

Alongside this work, the organisation of the main annual governance events - the Joint Commissions' Meeting, National Federations' Conferences and the Ordinary Congress – went smoothly. In order to achieve cost and performance efficiencies, a new hotel contract was negotiated for the 2017 JCM.

On the subject of Ethics, at the beginning of the year FISA updated and republished its Code of Ethics which included the establishment of an Ethics Group, a group of individuals independent of FISA who can be called upon to participate on an Ethics Panel in the event that a complaint relating to an ethics violation is received. In 2016, an Ethics Panel was formed for the first time to evaluate whether a complaint received by FISA should proceed to hearings. It was determined that the complaint did not fall within the bounds of the FISA Code of Ethics since it did not relate directly to dealings with FISA but rather to other sports bodies on a national and regional level. Therefore the matter was closed. This process was managed by the governance function under the direction of the president of the Ethics Panel.

Anti-Doping

One of the most important jobs of the International federation is to operate a fully credible and efficient anti-doping programme to discourage doping and to prosecute those who do. The cleanliness of our sport in terms of doping is one of the most important values we share. 2016 was dominated by the two McLaren reports which focused on the institutionalised manipulation of anti-doping test results and other manipulations in Russia, and the decision by WADA to ban Meldonium. FISA

was required by the IOC Executive Board to review all Russian rowers who were entered for the Rio 2016 Olympic Games and make recommendations on eligibility, just two weeks before the Games. The result caused the Russian team to lose eligibility on 20 of the 26 rowers entered for the Games which led to the loss of four of their five qualified boats. Those quota places were then attributed to other member federations.

On 9 December 2016, the second McLaren Report was released which, based on emails and lists found on computer hard drives, listed 1'000 athletes that allegedly benefitted from the decision made by the Deputy Minister of Sport to reverse a positive anti-doping test finding to become a negative. For rowing, there were nine rowers originally implicated and FISA is working with WADA and the IOC to get to the bottom of this issue, but a clear way forward is still being developed by these two organisations. FISA is in regular contact with both the IOC and WADA on this.

The other issue that created additional work was the impact that the banning of Meldonium by WADA had on many athletes. The difficulty was that it took longer for Meldonium to leave the human body after stopping use than previously acknowledged. The situation was raised to general public attention when tennis player Maria Sharapova tested positive and was banned by the ITF. WADA, subsequently, issued modified guidelines which reversed bans on many athletes because they recognised a longer period for the substance to leave the human body, thus reversing positive cases to become negative. Fortunately, rowing only had one case following this decision of WADA.

Finance & Administration

FISA operates a system of financial controls with appropriate segregation of duties and authorities. Our finances are stable and perform generally in line with our budgets. In the light of current headlines, solid financial management is of even greater importance. A more formal approach has been given to the finance sub-committee which is the small group that reviews the budgets and discusses general finance policy. This was formalised in the Statutes at the 2017 Extraordinary Congress. PriceWaterhouseCoopers continues as FISA's external financial auditors and, along with the financial audit, reviews accounting policies and internal controls, and makes recommendations as appropriate. FISA retains an advisory agency that reviews our insurance policies and assists with new recommendations related to insurance. FISA's investments are managed by an external asset manager under conservative risk parameters established by the finance committee, with regular discussion and market review by the Treasurer with the manager. The Finance reports are included in a dedicated section of the Agenda Papers.

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 most other International Federations. Due to a very thorough budget review across the entire operation, we have been able to keep our current standard more or less in place, but this cannot be guaranteed for the future.

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 member federations and their staff for their excellent cooperation. This is greatly appreciated by the staff and me. Finally, I would especially like to thank the FISA staff and consultants for their dedication and commitment to rowing and to FISA.

Matt Smith

FISA Development Programme

Overview

In 2016, the sport of rowing achieved an all-time record for participation in the Olympic qualification system of 116 member federations of which a record 69 member federations qualified for the Rio 2016 Olympic Games. This is due to the excellent collaboration of the member federations, continental confederations, FISA commission members and most importantly the organising committees of the qualification regattas.

The statistics for the Paralympics are also a record, with 35 member federations having taken part in the Rio 2016 Paralympic qualification process and 25 member federations having qualified for the Rio 2016 Paralympic Games. These are results that we can be very proud of after very hard work by all mentioned.

The FISA Development Programme, in coordination with the other departments and FISA commissions, Olympic Solidarity, the IOC, partner member federations and organising committees, continues to focus on its objectives of increasing universality; ensuring equality; increasing participation; improving the quality of rowing and coaching; developing local rowing through schools and universities; and integrating/expanding all types of rowing. Solid results have been achieved on all of these objectives and the road to Tokyo 2020 and beyond presents many exciting opportunities to continue to increase the number of member federations that take part in rowing at the regional, continental and international level, and, at the same time, continue to improve the level of rowing world-wide.

The FISA Development department completed a comprehensive review at the end of 2016 which highlighted the following areas as priorities:

1. Training Camps and Coaching Education, including Para and other forms of Rowing (Equality is embedded in all projects).
2. Equipment Subsidies and Donations with a focus on sustainability
3. Coastal and Indoor Projects
4. Grassroots Development and linking to a specific project through the Olympic Values Education Programme to help more national federations develop rowing World-wide.

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

- Total FISA Members 151 out of 205 possible NOCs; and
- FISA has 122 active rowing federations out of the 151 and will aim to increase this number towards Tokyo.

Objective 2: Equality – Ensure equality is integrated in all development activities

- In cooperation with ARF a Women's Coach Education Camp was hosted in Thailand – a best practices document is on the worldrowing.com website;
- Female athletes are continuing to be given equal opportunities to attend training camp and targeted opportunities where lower participation exists;

- FISA Women's Development Strategy is shared World-Wide and seen as reference within Olympic Movement; and
- Targeted leadership training through IOC, Olympic Solidarity and Anita White Foundation is being offered on an annual basis to women identified within the rowing movement.

Objective 3: Participation: Increase the participation of member national federations in leading events

- 116 NFs in Olympic Qualification Process for Rio, 69 NOCs at the Olympics;
- 35 NFs in Paralympic Qualification Process for Rio, 25 NPCs at the Paralympics; and
- 101 NFs in YOG Qualification Process for Nanjing, 48 NOCs at Nanjing YOG.

Objective 4: Quality: Improve the quality of rowing and coaching

- Review of the FISA Coach Education Programme started in 2016;
- Coach Mentorship projects based on the 2016 review are being launched in 2017;
- Work force training to harmonize system to take place in 2017; and
- Between 2013 and 2016, the Development Programme, through the Olympic Solidarity Coaches Section, offered 47 Technical Courses, Development of National Sports Structure or Coach Scholarships. This a significant increase from the 25 offered in the prior quadrennium (2009-2012).

Objective 5: Clubs, Schools, Universities and Institutions: Develop local rowing opportunities in all countries

FISA has secured funding from IOC for an Olympic Values Education Programme in 2016 to be implemented in 2017. This project will provide a toolkit to member national federations around grass-roots rowing and the Olympic Values.

Objective 6: All Types of Rowing: Expand all types of rowing

- 99 NFs took part in the first-ever qualification process for Indoor Rowing in 2016 for the 2017 World Games; and
- FISA is working with the Rowing for All Commission around several coastal rowing initiatives with specific NFs.

Summary & Thanks to Our Partners

Thank you to all who have supported the FISA Development Programme and those who continue to do so. The collaboration with several developed member federations results in significant support around coaching education, athlete training and development, equipment donation, officials support and other aspects of rowing that are key to our on-going growth. The continental confederations and member federations that host FISA development activities are also critical partners that make a massive contribution to the development of the sport of rowing. The Development Programme could not achieve what it has achieved without the enormous dedication and work of the people who work as FISA experts, consultants, volunteers and the members of the FISA Commissions who engage year round in development activities.

Finally, we wish to thank Thor Nilsen, the Honorary Development Director, who stepped down in 2016 after leading the Development Programme since 1985 and as Development Director since 2000. He has been instrumental in driving the programme to a new level.

Tricia Smith
Vice President

Sheila Stephens
Development Director

Gianni Postiglione
Coaching Director

AGENDA ITEM 6

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ATHLETES COMMISSION

Membership of the Commission

Lenka Dienstbach-Wech (GER), Chair, Women

Iain Brambell (CAN), Lightweight Men

Hannah Every-Hall (AUS), Lightweight Women

Sjoerd Hamburger (NED), Men

Lawrence Ndlovu (RSA), Lightweight Men

Moran Samuel (ISR), Para Rowing

Frida Svensson (SWE), Women

Meetings of the Commission

Skype Commission meeting, February

Joint Commissions Meeting, London (GBR),
March

Summer meeting, Lucerne (SUI), May

Fall Meeting, Frankfurt (GER), November

Report on Activities

- WADA outreach project in Rotterdam at the Junior/U23/Senior Championships
- Outreach Seminar in Africa
- Athletes Commission representatives at major FISA events. The commission continued with its practice of involving one member at each of the main FISA events to help FISA communicate with the athletes and to assist athletes with questions and comments.
- Fairness Committee. In order to help the commission better understand the system used by FISA for fairness, the Executive Committee continued 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 communication through our network
- Continued testing of zonal umpiring at various regattas
- Advertisement rules review
- Initiated Anti-Doping education program

Challenges for the Future

- Establish Athletes Commission booth to improve visibility at World Championships
- Continue to use the website and provide new material
- Establish athletes' network through national athletes' representatives and through unofficial channels
- Continue in an advisory function for the Fairness Committee
- Run education programme with the IOC to help with athletes' career development
- Run the WADA legacy outreach program at the World Championships 2017
- Establish a safe sport policy in FISA.

Conclusion

We hope to continue our efforts to aid and help athletes in all aspects of their life both

on and off water. With the current crisis in the world of doping we see it as our duty to educate and empower athletes to say no to doping. We will launch an anti-doping education program in cooperation with WADA and subsequently expand it to include juniors in the coming years.

Lenka Dienstbach-Wech

COMPETITIVE ROWING COMMISSION

Membership of the Commission

Rosie Mayglothling (GBR), Chair

Pascale Bouton (FRA)

Peter Cookson (CAN)

Alan Cotter (NZL)

Morten Espersen (DEN)

Premysl Panuska (CZE)

Gianni Postiglione (GRE)

Faycal Soula (TUN)

Mario Woldt (GER)

Henk-Jan Zwolle (NED)

Meetings of the Commission

Joint Commissions Meeting, London (GBR), March

Commission Meeting at World Rowing Cup II, Lucerne (SUI), July

Commission Meeting at Olympic Games regatta, Rio de Janeiro (BRA), August

Commission Meeting at World Rowing Championships, Rotterdam (NED), August

Report on Activities

- **Seeding**

The Commission conducted seeding according to the FISA Seeding Protocol at the European Rowing Championships, World Cups, Olympic and Paralympic Games and World Rowing Championships. Seeding for the Olympic, Paralympic Games and World Rowing Championships were published in advance of the event.

- **Fairness Committees**

A seminar was held at the Joint Commissions meeting in March 2016 for all members of the Fairness Committees for the 2016 season. The weather modelling knowledge gained in recent years, and in particular from Amsterdam, was shared with the group. Continuity of membership and standardisation of operating and reporting was also maintained across the year. Fairness Committees operated at the European Rowing Championships, the World Cups, the Olympic and Paralympic Games and the combined World Rowing Senior, U23 and Junior Championships. Weather conditions were challenging at several events.

- **2016 Coaches' Conference**

The Commission, in conjunction with Rowing Canada, held the 2016 Coaches' Conference in Vancouver in January 2017. This combined the annual Rowing Canada Coaches' Conference with the FISA Coaches' Conference. The Coaches in the Spotlight, Jutta Lau, Juergen Grobler and Nikola Bralic, together have more than 100 year experiences, all have coached multiple medal winning crews and they shared their programmes. The success of the jointly hosted event was enhanced with elements such as the induction of two rowers into the Canadian Rowing Hall of Fame at the historical Vancouver Rowing Club. FISA matters and updates were also shared with the coaches. The Conference feedback on all aspects of the conference was very good.

- **Development**

The Commission has a strong link to the development programme supporting rowers at qualification and World Rowing Championship events. In addition many of the commission members are engaged in supporting work in developing nations geographically near to them. The Women's strategy is supported by the Commission with consideration given to relevant topics and presenters for the FISA Coaches' Conference.

Accomplishments

- Successfully provided Fairness for the World Rowing Cups, European Rowing Championships, Final Qualification Regatta, Olympic Games, Paralympic Games and World Rowing Senior Championships. This included developing a core group working towards a standard implementation of the fairness protocols.
- Continued to work with FISA staff to develop a coaches' page on the website.
- Held a highly rated 2016 Coaches' Conference in Vancouver.
- Other input into the planning and implementation of FISA competitive rowing events.

Challenges for the Future

- Maximise the opportunity presented by the change to the Olympic Programme and create an appropriate pathway programme.
- Make an impact on the standard and number of coaches by:
 - Creating opportunities to communicate and provide education for coaches.
 - Continue to support the development programmes.

- Support the Women's Development strategy and in particular in developing women coaches and coaches of women.

- Continue to standardize the process for fairness. Trial alternative methods for lane allocation.
- Stage the next Coaches' Conference in London in December 2017.
- Evaluate technology currently in use on the boats and see how this might assist with event promotion. Evaluate other technologies that may also be used.
- Support FISA and other commissions to develop alternative formats of the sport.

Conclusion

The Commission has worked effectively to find positive solutions for all aspects of Fairness and seeding and coach development. 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 work with closely and also to the Council and FISA Management for their continued cooperation.

Rosie Mayglothling

EQUIPMENT AND TECHNOLOGY COMMISSION

Membership of the Commission

Paul Fuchs (USA), Chair

Marko Banovic (CRO)

Mathias Binder (SUI)

Conny Draper (AUS)

Thanassis Mitrousis (GRE)

Stefan Piesik (GER)

Meetings of the Commission

Joint Commissions Meeting, London (GBR),
March

Teleconferences

Report on Activities

Coastal Rowing equipment has remained an important focus. Ensuring that the boats meet the regulations across all boat classes is critical. We have studied and recommended reductions in the weight of all three boat classes. The FISA basic design has been used by a number of companies to get production started. With the strong support of the Rowing for All Commission, the expansion of this aspect of our sport has been extraordinary.

Working with the Para Rowing Commission, we have provided information as they consider modifying the boat types, sizes and disciplines for each boat class. Taking into account the course length change as well, it creates many variables to consider. The important and multiple health and safety considerations of these athletes are complex and we are pleased to support the Para Commission in these tasks.

Electronics are an ongoing discussion but for the time being it seems the rules are understood and are being followed

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

Accomplishments

- Successful management of electronics in boats
- Coastal boat discussions leading to possible updates to rules
- Monitored and recommended approval of new equipment
- Ongoing Para boat and course length development

Challenges for the Future

- Use the GPS transponder to record/transmit more data for analysis
- Discuss rule modifications to Coastal boat classes
- Assist in the continuing development of Coastal Rowing
- Assist Para Rowing Commission on their future direction
- Continue review of electronics for boats and racing

Conclusion

There are many discussions in the Para and Coastal Rowing areas as these disciplines continue to evolve. While they have been around for some time they are still early in their life span and we can expect many changes to

improve our sport and bring it to new populations. We will play a supporting role to help the process.

Electronics will be continuously reviewed. The ideal outcome would be to get more information transmitted such as acceleration, to give a more complete set of data from each boat for our races and easily available to all teams. This year we should have more data density, available sooner in a simple format.

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

Cameron Allen (AUS)

Joost De Geus (NED)

Matt Draper (SUI)

John Hedger (GBR)

Selwyn Jackson (RSA)

Svetla Otzetova (BUL)

Bill Schenck (CAN)

Eva Szanto (HUN)

Meetings of the Commission

Joint Commissions Meeting, London (GBR),
March

Joint Meeting with Umpiring Commission,
Gavirate (ITA), November

Report on Activities

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

Accomplishments

- The 2016 Olympic and Paralympic Regattas were successfully completed and the first combined World Rowing Senior, Under 23 and Junior Championships regatta was staged successfully.
- The updated FISA Events Manual was published.

- A Manual to guide the organisation of events at a regional or national level for less experienced organising committees was completed.

Challenges for the Future

- Review and make recommendations on the current rule governing the photo finish from the installations and infrastructure perspective.
- Contribute to the development of guidelines and protocols for the use of drone cameras for the better presentation of FISA regattas.
- Work to deliver outstanding FISA events.

Conclusion

The considerable experience within the Events Commission will continue to be shared with continental confederations and organising committees to develop closer partnerships with FISA in worldwide rowing. We recognise the challenge and the importance of ensuring our events are seen as outstanding examples of international sport in all respects.

Mike Tanner

EVENT PROMOTION COMMISSION

Membership of the Commission

Pat Lambert (BEL), Chair

Paul Blacketter / Meredith Scerba (USA)

Lyudmil Karavasilev (BUL)

Stefan Karkulik (AUT)

Hosobuchi Masakuni (JAP)

Perrine Pelen (FRA)

Meetings of the Commission

Joint Commission Meeting, London (GBR),
March

Several on-line meetings.

Report on Activities

All members attended events during 2016, filling in the Commission standardised postevent report, taking pictures of specific themes to feed into the FISA marketing reports and gaining experience and ideas for their own World Championships.

The attended events were:

- World Rowing Cup 1, Varese (ITA), April: Lyudmil Karavasilev
- European Rowing Championships, Brandenburg (GER), May: Stefan Karkulik
- World Rowing Cup 2, Lucerne (SUI), May: Pat Lambert
- World Rowing Cup 3, Poznan (POL), June: Hosobuchi Masakuni
- Olympic Games, Rio de Janeiro (BRA), August: Pat Lambert
- World Rowing U23, Junior and Senior Championships, Rotterdam (NED), August: Pat Lambert

Accomplishments

- Organising Committees (OCs) report a huge benefit from exchanges between past and forthcoming OCs in terms of promotion, budget, and general organisation.
- Active role in staging events by sharing ideas for the benefit of the sport. This includes working on discussions papers.
- Input and discussions on paper produced by the advertisement working group.
- Active role in presenting rowing in the Olympic Family lounge at the Olympic Games; collection of pictures and 'livre d'or'.
- Structured reporting for FISA requirements using a commonly defined standard postevent report, including picture taking for the advertising report.
- On-line meetings to report on events on a regular basis as well as bilateral on-line meetings to exchange more frequently and re-assess the Commission working methods.
- Preparation for the 2017 season.

Challenges for the Future

- Further develop ideas on discussions papers together with other Commissions (social media, etc.).
- Propose reformulation of event promotion as part of the bid process.
- Work on a toolbox for promotion.
- Work with standardised post-event report, feed into FISA's reports.
- Continue regular debriefing following attendance at events (on-line meetings).

- Prepare Yearbook 2017, continue document on how to showcase the sport for Council.
- Share best practices with forthcoming OC's or bidding parties.

Conclusion

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

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

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

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)

Herman van Velze (RSA)

Meetings of the Commission

Joint Commissions Meeting, London (GBR),
March

Site visit (Bid for 2019 World Rowing Masters
Regatta, WRMR), Seville (ESP), May

Site visit (Bid for 2019 WRMR), Budapest
(HUN), May

Draw for 2016 WRMR, Copenhagen (DEN),
August

43rd WRMR, Copenhagen (DEN), September

2017 pre-regatta meeting Bled (SLO),
November

Several Skype meetings

Report on Activities

The 43rd WRMR was held in Copenhagen (DEN) on Lake Bagsvaerd. The number of entries was not far off our record high at Hazewinkel and the OC prepared well, utilising the off-water areas effectively to cope with the numbers of athletes and boats. Due to this preparation and the hard work of the many volunteers, the regatta ran smoothly and to time throughout the 4 full days of racing.

The topography of the venue afforded the competitors some fantastic views of the racing, from the finish area looking up the course.

To help celebrate 40 years of female rowers competing at the Olympics, six of the women who competed at Montreal in 1976, raced in a variety of boats. Two athletes from Canada, with one athlete each from Norway and Denmark, joined forces to compete in a quadruple scull. It is certainly worth noting the contribution these ladies have made to rowing over the years, as aside from the careers as international athletes they all are, or have been, FISA umpires.

Looking 20 years further back to the 1956 Melbourne Olympics, we also saw Australian and Japanese Olympians from that event competing here too. It is truly inspiring to see these athletes, 60 years on, still with the hunger to compete and enjoying the camaraderie that our sport provides.

Our Octogenarians (80+) group goes from strength to strength and they were honoured, as part of the Opening Ceremony, in the magnificent surroundings of the Copenhagen City Hall.

Accomplishments

- Continued to develop/increase our Masters Database.
- Continued working on the revision of the new Regatta Manual.
- Regatta Central was confirmed as provider of entry systems for upcoming WRMRs. This will ensure continuity of service for competitors and OCs.

- Higher participation from countries outside our usual 'core' masters communities.
- High levels of 'customer satisfaction'.
- The WRMR receives excellent feedback each year and while not taking that for granted, we must continue to maintain the features that make it attractive to our competitors.

Challenges for the Future

- Extra day of racing at the WRMR to accommodate popularity of our event. Very positive development but brings additional logistical challenges.
- Introduction of the Club Trophy. We need to assess its impact and how to move the concept forward.
- Continue to build on universality and encourage women's participation at WRMR.

Conclusion

In rowing there is a potential for growth on many levels in most of the countries around the world. We believe more recognised master rowers in clubs will increase the respect for rowing as a healthy and lifelong sport based on universality and equality generating respect between the generations.

Tone Pahle

PARA ROWING COMMISSION

Membership of the Commission

Fay Ho (HKG), Chair

Marco Galeone (RSA)

Simon Goodey (GBR)

Paola Grizzetti (ITA)

Tara Huntly (AUS)

Judy Morrison (USA)

Roberto Nahon (ISR)

Rebecca Orr (CAN)

Meetings of the Commission

Joint Commissions Meeting, London (GBR),
March

Paralympic Games regatta, Rio de Janeiro
(BRA), September

Report on Activities

- IPC Agitos Foundation / FISA Training Camp, Gavirate (ITA), April

A total of 11 NFs, six of them new, participated in a 10-day training camp supported by the Agitos Foundation Fund. 57 rowers were classified before participating at the final qualification regatta for the Rio Paralympic Games.

- Final Paralympic Games Qualification Regatta, Gavirate (ITA), April

Held following the Agitos Camp. A total of 25 NFs participated in the three day programme (ARG, AUS, AUT, BRA, BLR, BUL, CHN, GER, HUN, IRL, ISR, ITA, JPN, KEN, KOR, LAT, LTU, MEX, POL, RUS, SRI, SUI, UAE, USA, ZIM). The entries for

each event were: ASM1X (16); ASW1X (7); TAMix2X (7); LTAMix4+ (10).

- 2016 World Rowing Cup III, Poznan (POL), June

A total of 17 NFs (AUS, BLR, BRA, CAN, FRA, GBR, GER, HUN, ISR, ITA, NED, NOR, POL, RSA, RUS, UKR and ZIM), comprising 38 crews, competed in the para rowing events. The entries for each event were: ASM1X (12); ASW1X (9); TAMix2X (9); LTAMix4+ (8).

- 2016 World Rowing U23, Juniors and Seniors Championships, Rotterdam (NED), August

A total of four NFs (AUT, FRA, GER, RUS) participated in a 2000m race in LTAMix2x, as a non-Paralympic event.

- 2016 Rio Paralympic Games, Rio de Janeiro (BRA), September

A total of 25 NFs (AUS, AUT, ARG, BLR, BRA, CAN, CHN, FRA, GBR, GER, HUN, ISR, ITA, JPN, KEN, KOR, LAT, LTU, NED, NOR, POL, RSA, UKR, USA, ZIM), comprising 48 crews, competed in four para rowing events, with 12 entries in each event.

Accomplishments

- A total of 25 NFs took part in the Rio Paralympic Games, with medalists spread across nine countries. New Paralympic medalists were Canada. First-time participants from six countries (AUT, KEN, LAT, LTU, NOR, ZIM) took part in the Games.

- A successful trial of LTAMix2x over the 2000m distance in Rotterdam, with crews from four countries taking part.
- A successful Agitos Development Camp in Gavirate, with six new NFs involved and a total of 35 NFs taking part in the qualification process for Rio.

Challenges for the future

- To host a successful Agitos camp in Gavirate for the third year and a first-ever camp in Sarasota/Bradenton, Florida, USA. The aim is to add five new countries from these training camps.
- To streamline the classification system, with emphasis on the continental development, education, training & progression process.
- To ensure a successful transition to the 2000m race distance.
- To trial and review new pontoons, seats, straps and boats in order to advance para rowing whilst ensuring it remains safe. Work towards adapting para equipment to be used on normal rowing shells.
- To continue the research-based review on classification.
- To provide input and advice to the FISA review process for para rowing.

Conclusion

I would like to thank all FISA Colleagues and Commission members, in particular Judy Morrison for her significant contribution to the Para Rowing Commission over the past years. The enormous support from the FISA staff during the year is also very much appreciated. Thanks also to the International Paralympic Committee, National Federations and Paralympic Committees, the Agitos

Foundation and all of the other bodies with whom we work closely to ensure that para rowing a fully integrated part of FISA.

Fay Ho

ROWING FOR ALL COMMISSION

Membership of the Commission

Guin Batten (GBR), Chair

Mark Hunter (GBR) - Indoor

Warwick Marler (AUS) - Recreational

Vahid Moradi (IRN) - Recreational

Richard Mouchel (FRA) - Coastal

Andrea Ranner (AUT) - Recreational

Pasquale Triggiani (ITA) – Coastal

Meetings of the Commission

Joint Commission's Meeting, London (GBR),
March

Asian Beach Games, Da Nang (VIE),
September

World Rowing Coastal Championships,
Monaco (MON), October

Report on Activities

- **2016 World Rowing Tour:
Salzkammergut, Austria**

The 2016 World Rowing Tour was held on six lakes in the Salzkammergut region of Austria, based in Bad Ischl and rowing on the Grundlsee, Wolfgangsee, Attersee, Traunsee, Mondsee and Hallstättersee, from 25 June to 2 July.

There were 63 participants from 14 countries and five continents. The tour was well run by a dedicated team and was conducted without incident. All participants enjoyed a great rowing experience combined with beautiful scenery,

culture and fraternity. The theme of the tour was Crystal Blue featuring the different colours of each of the lakes and natural beauty of the area. The water in all lakes is so clean it is of drinking quality. There was also a strong cultural focus, including an evening of traditional music and costume.

- **Future World Rowing Tours**

The 2017 World Rowing Tour will be held on the Ligurian coast of northern Italy from 16 to 24 September. The tour will take place along the coast from Bocca di Magra to Genoa, visiting places such as Portovenere, Cinque Terra and Portofino. There will be 60 to 70 seats offered on the Tour. The rowers on this tour will be escorted by the Italian navy. There are many sightseeing and cultural options in case of unfavourable weather.

At the time of writing this report there are still 14 days until the close of applications, but indications are that the Tour will again be heavily over-subscribed with more than 100 applications expected. It is expected that this WRT will again be the flagship event and a wonderful showcase of tour rowing.

A bid is expected from Spain to host the Tour in 2018.

Alternative formats are being considered for future WRTs, with the inclusion of an adventure element and revision of the boat classes (to include smaller boats) and tour duration all being reviewed.

- **Coastal Rowing: 2016 World Rowing Coastal Championship**

The 10th World Rowing Coastal Championship 2016 was hosted in Monaco, on the 20-23 October. The Regatta was the largest Championships in the history of the coastal discipline with 694 rowers and 279 crews from 31 nations competing for the six titles. The medals were spread over 11 different nations with Tunisia winning their first ever medal and Spain winning the Nations Trophy for the first time.

This year the 6km race track was a port course held in the deep blue water just outside the Port of Monaco, with a water start and finish.

The Organising Committee from the Principality of Monaco and the Societe Nautique de Monaco put on an outstanding regatta and provided a warm welcome to all. The racing was broadcast live on the internet and on large screens, so spectators could watch from the harbor walls.

The history of this regatta:

YEAR	LOCATION	CW4X+	CW2X	CW1X	CM4X+	CM2X	CM1X	CREWS	ROWERS	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	Thessa'niki GER	10	23	19	33	38	28	151	384	23	7
2015	Lima PER	9	9	22	14	33	39	126	260	25	7
2016	Monaco	25	33	32	53	70	66	279	694	31	11

The 11th World Rowing Coastal Championships 2017 will take place in the town of Thonon-les-Bains, FRA, on Lake Geneva. The dates are confirmed for 13 to 15 October 2017. This will be the first time the Championship regatta is held on a lake.

At the time of writing the attribution of the 2018 and 2019 regattas are yet to be attributed.

- **World Rowing Development Tour**

Following the Maldives Rowing Tours in 2015 and 2016, the Commission is committed to support rowing development tours.

To support the ORCON rowing development project in Samoa, a World Rowing Development Tour was proposed to provide funds to assist with the cost of acquisition of boats, however that project has stalled because of local issues. The first ORCON rowing development project may now be in Fiji, where similar support with a World Rowing Development Tour can be provided.

All future WRTs participants will pay a levy of about €50 each to support future development tours. Following each World Rowing Development Tour, the Rowing For All Commission will broker partnerships between the emerging national federations and credible rowing tour operators for future rowing tours to enhance sustainability of the federation's rowing program.

- **Equatorial and Magellan Medals Project**

Because of resourcing issues and the inability to identify a technical partner, no progress has been made with the Equatorial and Magellan Medals Project.

- **Traditional Rowing Boats**

The Commission believes that FISA should engage more directly with the traditional boat rowing community with a view to bringing that community into the FISA family. Following the development of the Traditional Rowing Boat Directory (commenced in conjunction with the FISA Development department) and the establishment of relationships with traditional rowing groups that are affiliated to their national federations, the Rowing For All Commission is considering to propose a Traditional Rowing Festival that would be held every four years.

The preliminary concept is that a particular class of traditional boats be identified four years in advance of the Festival. The host nation would provide a fleet of boats for an international regatta in those boats as the feature event of the Festival. In the intervening four years, FISA sponsored camps would be held for intending competitors from the larger traditional boat rowing community to have training in the boats. Within that four year cycle, a WRT would be held in the host country in the traditional boats of the host nation, as part of the Commission's development program.

- **World Rowing Week**

To promote awareness of rowing globally, the Commission is also considering a proposal for a World Rowing Week – perhaps the last week in August or September each year, featuring different events involving each form of rowing :- racing regattas in fine boats and coastal boats; where appropriate, regattas in traditional boats; indoor rowing; tour rowing (which could even be half day excursions); and “try outs”.

- **Participation**

In developing its programs, the Commission is focused on both introducing new participants to the sport of rowing and keeping them engaged in the sport. To do the latter, the Commission is conscious of the need to provide goals for rowers. Those goals include the attainment of a level of capability and fitness to be able to participate in rowing tours throughout the world; rowing in a number of different and exotic traditional boat types; and achieving lifetime distance goals.

Accomplishments

- Successful staging of the 2016 World Rowing Coastal Championships in Monaco.
- Supporting the first ever staging of the Beach Sprint Rowing in the 2016 Asian Beach Games.
- Supporting the first ever staging of the 2016 Gulf CC Open Water Rowing Championships.
- Successful staging of the 2016 FISA Tour in Austria.
- Attributing the 2017 FISA Tour to Liguria, Italy.
- Preparations for Indoor rowing in the 2017 World Games.

Challenges for the Future

- To continue to develop the brand and format of coastal rowing (as the mountain biking of rowing) and to attract new types of rowers and sponsors to the sport.
- 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 Donia Koubaa (TUN)

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, London (GBR),
March

Individual Commission Meeting, Paris (FRA),
December

Report on Activities

- Service as FISA Doctor at the main events. Our commission members continued their service at regattas as the FISA Doctor. The events in 2016 included:
 - World Rowing Cup regattas (Varese, Lucerne, Poznan)
 - Olympic Games in Rio de Janeiro (BRA)
 - World Rowing Senior, Under 23 and Junior Championships in Rotterdam (NED)
 - European Rowing Championships in Brandenburg (GER)
 - Final Olympic Qualification Regatta in Lucerne (SUI)

- Paralympic Qualification Regatta in Varese (ITA)
- Paralympic Games in Rio de Janeiro (BRA).
- Alain Lacoste represented FISA at the following:
 - IOC meeting of the heads of IF Sports Medicine Commissions
 - ASOIF Medical & Scientific Consultative Group
 - FIMS Executive Board
 - WADA Annual Anti-Doping Seminar
 - Regular meetings with the APMU of the Lausanne Laboratory.
- Jürgen Steinacker represented FISA / ASOIF at the following:
 - IOC Anti-Doping-research-Fond in Lausanne (SUI)
 - WADA Health, Medical and Research Committee in Montreal (CAN).

Accomplishments

- Prevention – The Pre-Competition Health Screening has now been implemented for **all the athletes** participating at the World Championships.
- Preparation of the Olympic Games – The preparation of the Olympic Games involved many meetings starting with the Coaches Conference in Rio de Janeiro in November 2014, several meetings during the Test Event in Rio August 2015 and consecutive meetings of Alain Lacoste and Matt Smith with the IOC and Rio 2016. The medical issues were:
 - Mosquito transmitted viral infections (e.g. Zika-Virus, dengue and others)

- Water-borne diseases and contamination of the lagoon and other natural water resources
- Rescue and medical services organisation
- Food-borne infections
- Infectious disease prevention, vaccination strategies, health advice.
- Publications
 - Information for Organising Committees (Medical Issues) at the Joint Commissions Meeting
 - Getting our athletes the care they deserve: licensing team physicians for sports events (ASPETAR Sports Medicine Journal February/March 2016)
 - Update of the FISA Website
- Management
 - Biological Passport.
 - Therapeutic Use Exemptions.
- Anti-Doping. 2016 was a very challenging year in terms of anti-doping, with significant workload and difficult decisions.
 - We can be proud of the consistent application of the FISA anti-doping rules in 2016 to uphold the credibility of FISA's fight against doping. This was the case in the respective meetings and discussions with IOC and other stakeholders.
 - FISA was proactive in their approach to address the following:
 - The Meldonium cases of early 2016
 - Failure of the Russian Anti-Doping System, including McLaren Report 1, the decision of the FISA Executive Committee on Russian rowing participation in the Rio 2016 Olympic Games, follow-up of McLaren Report 2

- Hacking and publication of medical files of the athletes on the net
- Prospective Anti-Doping-Measures with Biological Passport.

Conclusion

The dedication and meticulous work of the Commission members and the FISA office support team have been fundamental in ensuring the safety and health of athletes and teams in what has been an exceptionally challenging year.

2016 was the last year with Dr Alain Lacoste at the Chair of this commission. His tremendous achievements for the betterment of rowing and sport generally, his integrity, his straight and honest approach, his enthusiasm for Rowing and rowers, his sense of justice, his humour and his scientific merits towards anti-doping were recognised by the FISA President during his speech at the 2016 FISA Ordinary Congress in Rotterdam and by "his" Commission at the last meeting in Paris.

Dr. Juergen Steinacker

UMPIRING COMMISSION

Membership of the Commission

Patrick Rombaut (BEL), Chair

Fabio Bolcic (ITA)

Kristopher Grudt (USA)

Ines Hammami (TUN)

Nicholas Hunter (AUS)

Gabrielle Isenschmid Weber (SUI)

Vladimir Meglic (SLO)

Jérôme Mouly (FRA)

Stefanie Palfner (GER)

Takao Senda (JPN)

Meetings of the Commission

Joint Commissions Meeting, London (GBR), March

2017 FISA Events Juries Selection Meeting, Gavirate (ITA), December

Meetings held at nearly all major FISA events.

Activities of the Commission

a. World Rowing events attended

World Rowing Cup regattas: Varese (ITA); Lucerne (SUI); Poznan (POL)
European Rowing Junior Championships, Trakai (LTU)
European Rowing Championships, Brandenburg (GER)
Continental Olympic Qualification regattas: Curauma (CHI); Chung-ju (KOR); Lucerne (SUI)
Final Paralympic Qualification regatta, Gavirate (ITA)

Olympic Games regatta, Rio de Janeiro (BRA)

Paralympic Games regatta, Rio de Janeiro (BRA)

World Rowing Junior, U23 and Senior Championships, Rotterdam (NED)

World Rowing Masters Regatta, Copenhagen (DEN)

World Rowing Coastal Championships for Clubs, Monaco (MON)

FISA Annual Congress, Rotterdam (NED)

b. International Regattas attended

Memorial Paolo d'Aloja, Piediluco (ITA)

EUSA European University Championship, Zagreb (CRO)

Koninklijke Hollandbekerregatta, Amsterdam (NED)

Royal Henley Regatta, Henley-on-Thames (GBR)

Rowing Champions League, Berlin (GER)

International Ghent May Regatta, Gent (BEL)

Croatia Open, Zagreb (CRO)

Bled International Regatta, Bled (SLO)

Bled Masters International Regatta, Bled (SLO)

Sydney International Rowing Regatta, Sydney (AUS)

Asian Rowing Cup, Singapore (SIN)

South American Rowing Championships, Curauma (CHI)

CaAmMex Junior Regatta, Sarasota (USA)

c. Examinations

Chung-ju (KOR)

Curauma (CHI)

Gent (BEL)

Jinshian (CHN)

Singapore (SIN)

Varese (ITA)

d. **Seminars or Clinics**

Brandenburg (GER)
Chung ju (KOR)
Curauma (CHI)
Jinshian (CHN)
Copenhagen (DEN)
Poznan (POL)
Rio de Janeiro (BRA)
Rotterdam (NED)
Singapore (SIN)
Trakai (LTU)
Online Umpiring clinics (from Princeton-USA to the Americas)

Accomplishments

- During 2016, the following was accomplished:
 - 19 new FISA umpires from 6 exam sessions (7 women and 12 men).
 - 179 umpires attended a seminar (11 seminars in total).
 - 254 FISA umpires selected for the different 2016 FISA juries.
 - A number of clinics were held, also using 'Skype' and similar tools (Kris Grudt in particular with American trainees).
 - 19 international umpires retired at the end of 2016 because they reached the age limit (16) or did not renew their licence (3).
- We start the 2017 season with:
 - 473 FISA international umpires, in total, from 68 national federations;
 - 124 female FISA international umpires (26%), representing 49 national federations.

Challenges for the future

- Continue to expand the number of national federations with FISA qualified umpires.

- Further increase the number of female umpires.
- Continue to develop new resources for umpiring development: online, YouTube, summary sheets.
- Further contribution to new FISA projects.
- Initiate regional umpiring networks.

Conclusion

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

Finally with thankful memories towards our former colleague Stan Komornicki, retired from the commission in 2014 and who passed away last October.

Patrick Rombaut

WOMEN'S ROWING COMMISSION

Membership of the Commission

The Women's Rowing Commission is a cross commission and therefore has no fixed membership but rather consists of a broad group of men and women who support and deliver initiatives to promote and develop women's rowing globally.

Meetings Attended

- With FISA staff, FISA office Lausanne (SUI)
- Council meetings
- Joint Commissions Meeting + Women's Head
- NF's meetings at JCM, World Cup, Olympic Games, World Championships
- With researchers on sport & gender equality, Sao Paulo (BRA) & Utrecht (NED)
- With the recent FISA participants of the leadership programmes, Rio (BRA)
- With female coaches at the World Rowing Senior, Under 23 and Junior Championships, Rotterdam (NED)

Activities

- Annual Survey and benchmark study.
- Development programmes - Ongoing effort to achieve greater gender balance; improving the percentage of female participants and increasing the number of training camps.
- Olympic Scholarships - Ongoing effort to increase the amount of Olympic scholarships for rowers and in particular female rowers.

- Olympic and FISA rowing programmes - Discussions on these programmes during Council and NF meetings.
- Research - IOC research grant proposal on "Understanding and redefining the role of men in achieving gender equity in sport leadership". The second part of the research project (AUAS) began: "What makes a successful coach of female athletes" (the athlete's perspective).
- Visibility - Ongoing effort to balance the visibility of women's rowing within FISA: 'Learn to Row' booklet, guidelines for media streamlines, gender equity website etc. Continuing the photo and, in 2016, also video contest.

Accomplishments

- Female representation on the FISA Council has evolved from 30% in 2013 (14% in 2008) to 35% in 2016.
- Development programme and camps - In 2016 only one event development camp was organised at the combined World Rowing Senior, Under 23 and Junior Championships.
- FISA/Olympic Solidarity Continental Training Camps - The percentage of female participation is rising, from 34% in 2012 up to 49% in 2016.
- World Rowing Championships & the Olympic Games - Further increases in female participation: 138 female crews from 23 NFs (2013), 170 female crews from 45 NFs (2014) and 182 female crews from 54 NFs (2015). At the Olympic Games, 215 female crews from 63 NFs competed (2016).

The World Rowing Senior, Under 23 and Junior Championships in Rotterdam (2016) were quite memorable: it topped the 40% female participation at a Championship for the first time in FISA's history. The Juniors alone had a 42% female participation at this event.

- Olympic Solidarity Scholarships - These scholarships have been a great success for FISA. Not only has the overall amount of scholarships for rowers sharply risen, also the percentage of female rowers that received such a scholarship: from 24% for London to 44% for Rio.
- 2017 FISA Extraordinary Congress - FISA prepared four proposals relating to gender equality (the first three were approved by the Congress):
 - The Olympic event programme proposal for Tokyo 2020, to be decided by IOC; the alternative proposal, presented by 4 NFs, was also gender equal;
 - Gender of the coxswain shall be open (Rule 27).
 - Voting at Congress (Art. 36) and the gender based criteria enabling NFs to be eligible to have 3 votes at congress;
 - Delegates (Art.23) and the proposal to encourage greater gender equality in participation at FISA congresses.
- 'What makes a successful coach for women' study - This study and its outcomes have been presented at several conferences and also published in several papers/platforms, including the IOC ePlatform. The study has contributed to the 'Learn to Row' booklet. The gender neutral 'Learn to

Row' booklet has become available for Rowing Education and Development.

- Training camps - In November a successful training camp for female coaches and rowers was organised by the Asian Rowing Federation in Thailand. FISA organised an ongoing workshop and training-on-the-job in which the research outcomes have been a key element.
- Scholarships - FISA started a scholarship programme for female coaches who have to raise young children. For the 2016 World Championships FISA supported 4 female coaches.
- Research - A second research proposal on 'Understanding and redefining the role of men in achieving gender equity in sport leadership' has been granted by the IOC (May 2016).
- Follow-up - Implementation of the outcome of the Whatsnext2rowing meeting in Aiguebelette led to a follow up in several leadership programmes, with support from Olympic Solidarity, Anita White Foundation and NOC funding.
- Participants on programmes for women:
 - Women's Sport Leadership Academy (WSLA) 3 participants:
 - Olga Albuquerque – Angola Rowing Federation
 - Naomi Kato – Japan Rowing Association
 - Olga Tarasava – Belarus Rowing Federation
 - IOC/AISOF Women's Leadership in Sport 2 participants:
 - Gwenda Stevens - Belgium Rowing Federation
 - Olubunmi (Ola) Oluode - Nigerian Rowing and Canoeing Federation

- EY/IWF Women Athletes Business Network Mentoring Program: 4 participants (out of 8 total!): Kim Brennan-Crow (AUS), Olivia Carnegie-Brown (GBR), Wianka van Dorp (NED) and Grace Luczak (USA).

The benefits of these leadership programmes became quite visible during the Olympic Games as we met with the participants from 2015 and 2016 who were all active in a formal role at the Olympic Games.

- Olga Albuquerque was re-elected as Executive Board member of the Angolan Canoe & Rowing Federation and is active within the Angolan NOC;
- Victoria Aguirregomezorta has been re-elected to the Executive Board of Argentina Rowing Federation;
- Sevara Ganiyeva is active within the Uzbekistan Rowing Federation and is a FISA Youth Commission member;
- Naomi Kato is director of the Japan Rowing Association;
- Olubunmi (Ola) Oluode has been elected as Secretary General of the Nigerian Canoe, Rowing & Sailing Federation and the NOC Women in Sport Commission;
- Gwenda Stevens is President of the Belgian Rowing Federation and has been elected to the Executive Board of the Belgian NOC;
- Olga Tarasava has been elected as Secretary General of the Belarussian Rowing Federation.
- The Visibility project for the FISA website and other FISA communications continues. Guidelines and the focus on a balance in visibility of both genders have resulted in the website and all other FISA communications being

gender balanced. In 2016 a successful video contest was organised and presented at Women's Day, March 8.

Challenges for the Future

- We will follow up on the strategic plan, finish the research and further implement the outcomes and continue the effort on equal participation at training and development camps and championships.
- Now the gender equal Olympic rowing programme has been decided by the IOC (June 2017), the focus of our strategic plan is on further stimulating women's participation and involvement in coaching, umpiring and leadership roles.
- In cooperation with the Athletes Commission, we will mediate and support the participation of former female athletes in international leadership, sports administration and coaching. This includes scholarships, education and personal development and a network for mentors and mentees.
- In cooperation with the Competitive Commission, we will further develop the coaching of female crews and female coaches.
- Provide advice on gender equality on relevant future proposals and rule changes.

Conclusion

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

In particular I want to thank Tricia Smith, whose continuous involvement in this good work is very valuable, and Daniela Gomes da Costa, who has been the power behind all projects up until 2016. She initiated, coordinated, fostered and monitored all activities and formed, together with Sheila Stephens Desbans and Yihuan Chang, the 'crew that walks the talk'. We wish Daniela a wonderful follow-up to her career.

Jacomine Ravensbergen

YOUTH ROWING COMMISSION

Membership of the Commission

Algirdas Raslanas, Chair (LTU)

Antonio Colamonici (ITA)

Barbara Fenner (AUS)

Mehdi Garidi (ALG)

Barbara Grudt (USA)

Sevara Ganiyeva (UZB)

Axel Müller (GER)

Meetings of the Commission

Joint Commissions Meeting, London (GBR),
March

World Rowing U23 and Junior Championships,
Rotterdam (NED), August

Report on Activities

• Event support

The Commission fulfilled its functions at the combined World Rowing Senior, Under 23 and Junior Championships. Primarily their role was to support the new and young coaches, particularly those from development countries. A Coaches' meeting was organised and statistics analysed to provide future recommendations to the Executive Committee and other commissions. Constructive feedback was also provided to the Executive Committee and Organising Committees regarding this special combined event.

• Masters Fund for Youth Rowing

Thanks to the money provided by the Masters Commission many coaches

have now passed through the scholarship coach program to become full time professional coaches in their own national programs:

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

Carlos Merino Lemus (El Salvador) continued his 2-year Coach Scholarship (started at the 2014 Coaches Conference in Rio de Janeiro) with attendance at the Rotterdam Championships with U23 W1x.

Kushal Abhayaratne (Sri Lanka) started his first year of Coach Scholarship with attendance at Rotterdam with JM1x and JW1x.

In addition, the Masters Fund also paid for travel and accommodation for Moldova and Guatemala due to the extenuating circumstances of the special combined event at Rotterdam.

• Future Projects

World Rowing U23 Championships:

- 2017 Plovdiv, BUL 19-23 July
- 2018 Poznan, POL 25-29 July

World Rowing Junior Championships:

- 2017 Trakai, LTU 2-6 Aug
- 2018 Racice, CZE 8-12 Aug
- 2019 Tokyo, JPN TBA

Youth Coaches' Conference:

- 2017 Buenos Aires 24-26 Nov

Youth Olympic Games

- 2018 Buenos Aires 1-12 Oct

University Championships

- 2018 Shanghai

Conclusion

The Youth Commission members are actively involved in rowing and youth sport activities across all continents, demonstrating their extensive experience in carrying out the tasks of the Commission.

Finally I would like to thank all the Commission members as well as the national federations for their proposals and suggestions. This is greatly appreciated.

Algirdas Raslanas

AGENDA ITEM 7

Reports of the Continental Representatives and Co-opted Council Member

1.	Continental Representative for Africa - Khaled Zein El Din	55
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CONTINENTAL REPRESENTATIVE FOR AFRICA

Meetings Attended

- Joint Commissions Meeting, London (GBR), March
- Council Meeting, Lucerne (SUI), May
- Council Meeting, Rio de Janeiro (BRA), August
- Council Meeting & FISA Congress, Rotterdam (NED), August
- Council Meeting, Lausanne (SUI), November

Report on Continental Activities

- **Olympic Games regatta, Rio de Janeiro (BRA)**

Nine Countries from Africa participated in the 2016 Olympic Games regatta: Algeria, Angola, Egypt, Libya, Nigeria, Togo, South Africa, Tunisia and Zimbabwe. This represents an increase of two countries compared to the London 2012 Olympic Games.

Nine African female rowers from seven countries participated, compared to seven from five countries in 2012.

I would like to thank in particular Rowing South Africa for the great results they achieved and the silver medal in the M2-

BOAT	COUNTRY	RANK
M1x	EGY	FB:4
	ALG	FD:5
	ZIM	FE:1
	TUN	FE:3
	LBA	FF:2
W1X	ZIM	FB:5
	NGR	FD:2
	ALG	FD:3
	EGY	FD:6
	TOG	FF:2

LM2X	RSA	FA:4
	ANG	FD:2
LW2X	RSA	FA:5
	TUN	FD:2
M2-	RSA	FA:2
W2-	RSA	FA:5
M4-	RSA	FA:4

- **The 11th African Championships & FASA Congress**

Unfortunately, due to the reduced number of entries, the African Rowing Championships were postponed to 2017.

The FASA congress was held on 10 October 2016 in Tunisia. The African Rowing Federation organised the congress; 11 FASA-affiliated NFs participated. Elections were held for the 2016-2020 FASA board; I was re-elected unanimously as FASA President.

Attribution of the organisation of the 2017 African Rowing Championships went to Tunisia. Angola will host the 2017 African Junior Championships.

Challenges for the Future

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

- Work hard to implement the Olympic Agenda 2020 and the realisation of FISA's strategy.
- Further develop and improve women's rowing, by increasing the number of female athletes and coaches and their competitive level.

- Endeavour to support the African national federations to participate in international championships by providing assistance with lodging and boats.
- Support and encourage NF attendance at the FISA congress in order to have an effective role in the decision making process.
- Encourage indoor rowing in the African countries that don't have access to a regatta course.

Conclusion

I would like to thank FISA who have been supportive in promoting and developing rowing across the African continent.

Khaled Zein El Din

CONTINENTAL REPRESENTATIVE FOR ASIA

Meetings Attended

Council Meeting, Rio de Janeiro (BRA), August

Council Meeting, Rotterdam (NED), August

Report on Continental Activities and Accomplishments

At the Rio2016 Olympic Games, I participated in the Council Meetings during the regatta. Following the Games, I flew to Rotterdam to participate in the Council Meeting. During this time, I met with many rowing coaches and athletes, also Asian members discussing with them how we can help Asian Rowing be stronger, especially in competitiveness. We also talked about how to stage more rowing training camps and agree on a common rowing training base in Asia to make the Development Plan grow faster. We think it's a good choice to build the camps and bases with some famous universities in Asia, not only to build good camps and bases, but also improving the participation of university students in rowing.

Following the principles of the IOC's Olympic Agenda 2020, I've helped to get more people, especially young ones, involved in rowing. During 2016, I successfully helped get coastal rowing included in the Asian Beach Games for the 2016 event. It was the first time rowing has been included in the programme. Asia has a long coastline and many countries have great ocean cultures. Unfortunately, most of these countries don't have high competitive level of rowing and many of these countries don't share the same rowing history. Introducing coastal rowing into the Asian Beach Games should help many countries to develop rowing as part of their culture.

In addition to this, I'm preparing to meet Mr. Jizhong Wei, the Honorary Life Vice-President of the Olympic Council of Asia, to talk about introducing coastal rowing or other rowing events into the Asian Indoor Games, which are considered by all Asian countries to be more important than the Asian Beach Games. I believe that in the near future, a meeting could be arranged between the Sports Committee of the Olympic Council of Asia and FISA, in order to develop this relationship in the interests of rowing and its development on the Asian continent.

Challenges for the Future

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

- Improve the organisation and governance of ARF and the effectiveness of the ARF committees.
- Recruit /develop /support new members and inactive members to increase participation at ARF/FISA events.
- 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 ARF and different NRF for greater participation in FISA events.
- Promote a clean water environment.

Conclusion

Tokyo 2020 Olympic Games will provide a great opportunity to develop Asia Rowing.

Some new cooperation policies between Asian countries will bring better opportunities for promoting Asia Rowing through holding more rowing events. We are putting more and more focus on rowing and implementing the IOC's Agenda 2020 and FISA's strategic plan. ARF and I will work closer together to lead the Asian rowing family in the development of Asian rowing according to the overall FISA and IOC objectives.

Aijie Liu

CONTINENTAL REPRESENTATIVE FOR EUROPE

Membership of the European Rowing Management Board (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

Joint Commission Meeting, London (GBR), March

European Rowing Championships and European Rowing Federations General Assembly, Brandenburg (GER), May

European Rowing Junior Championships, Trakai (LTU), July

ERMB meeting, Prague (CZE), October

Report on Activities

- **European Rowing at the Rio 2016 Olympic Games**

European rowing were represented at the Rio 2016 Olympic Games by 28 countries and 110 crews - 68 men's (m) crews and 42 women's (w) crews, 51% of the total 215 crews (121m, 94w) at the Olympic regatta. European crews won 27 medals (16m, 11w), 56% of the total 42 available medals (24m, 18w). The men's crews won 5 gold, 4 silver and 7 bronze medals. The women's crews

won 4 gold, 3 silver and 4 bronze medals. Among the 28 European countries, 13 won medals and 22 countries had a minimum of one crew in one of the Olympic finals (places 1-8). From a total of 515 available points (295m, 220w), European crews achieved 333 points, or 65% (212m, 121w).

- **European Rowing Championships, Brandenburg (GER), 6-8 May**

Despite being early in the event calendar, the European Rowing Championships had good participation and was a very important test for many teams as part of their preparation for the Olympic Games. The excellent organisation was over shadowed by the challenging weather conditions but both the crews and organisers all coped extremely well.

Being an important milestone in the season for most European teams, ERCH was broadcast in 20 countries with a total of 65.43 hrs TV coverage. More than 509 athletes (192 boats) from 34 nations participated in the ERCH which is a clear indication of the ERCH now being an established, stable event.

- **European Rowing Junior Championships, Trakai (LTU), 9-10 July**

The international regatta calendar in the Olympic year made it possible and necessary to move the ERJCH to a later date in July, which proved to be a good decision. The Trakai Organising Committee has great experience and staged an extremely successful event.

The high participation figure also contributed to the success of the event. Thanks to the date the event again saw a record level of participation – 32 nations, 566 athletes and 180 boats competed in the 13 events over the two days of the regatta. This year the weather conditions were favorable for racing throughout the whole competition.

- **European Indoor Rowing Championships**, Győr (HUN), 16 January

The European Indoor Rowing Championships were held at the Audi Arena in Győr on 16 January 2016 and were combined this time with the Hungarian Indoor Rowing Championships. The venue was up to championship standard and the organisation was excellent.

The international participation of 25 countries was still below expectations, however, the events offered by the EuroOpen, especially the Masters categories were really popular among participants from various nations. The challenge is to integrate the European Indoor Rowing Championships in the regular winter race calendar and adjust the date to the training programmes of most national teams as far as possible.

- **General Assembly**

The annual General Assembly of the European National Rowing Federations was held in Brandenburg on 7 May 2016. The hosting rights of the 2019 ERCH were attributed to Lucerne (SUI), the 2018 ERJCH to Gravelines (FRA), the 2018 ERU2CH to Brest (BLR) and the 2017 European Indoor Rowing Championships to Paris (FRA).

The delegates discussed the proposals on the possible changes and improvements of the ERCH programme. The ERCH programme may only be changed at an Extraordinary General Assembly and it was decided to hold this assembly on 2 September 2017 in Kruszwica, POL.

- **European NF President's meeting**

The European Rowing National Federation presidents are invited to a meeting by one of the European NFs annually. The 2016 annual meeting was held in Prague in October, hosted by the Czech Rowing Federation and the Czech Olympic Committee. The meeting was a platform for discussing in detail the proposed changes of the FISA Statutes and Rules of Racing recommended by the FISA Council, the possible Olympic programme scenarios, European Rowing events and good governance measures. The meeting provided a good ground for sharing best practice experience.

Accomplishments

- The 2016 European Rowing Championships were a great success with stable participation figures and high TV broadcast and viewer ratings.
- The 2016 European Rowing Junior Championships saw a record number of participating nations, crews and athletes due to a modified date in July.
- The ERMB continued the European Indoor Rowing project and the 4th European Indoor Rowing Championships were staged in Győr (HUN).
- The structured dialogue between the European NFs continued and a good platform for the exchange of ideas was created with the regular autumn meeting of the European NFs.

Challenges for the Future

- It is important to define the status of European Rowing within FISA especially considering the recent changes to the FISA statutes.
- The structure and the programme of the ERCH should be reviewed with regard to the changes in the Olympic and World Rowing championship programmes but incorporating the needs of the European NFs.
- To find organisers for all European Championships.
- European continental activities have to be constantly monitored and adjusted, finding ways for improving events, developing European Rowing and supporting FISA's Strategic Plan.
- We should keep activating all European FISA member federations that have been
- less active by attracting them to the European Rowing and World Rowing events.
- European Rowing should become a key factor on the European Sports scene. We should secure rowing's position in the next edition of the *European Championships* project.
- ERMB should continue to establish and pursue good governance practices.

Conclusion

The activities of the ERMB keep supporting the realisation of FISA's strategy, aiming to strengthen involvement in rowing and events at both a continental and a regional level, increasing the number of active members. Now with four European Rowing Championships (senior, U23, junior and indoor), Europe offers elite level competitions on the highest level to all age groups.

The European Rowing Championships maintain a key role in the FISA calendar with really high participation and the significance of the European Rowing Championships continues to grow. With all the European member federations European Rowing is a great contributor to the process of leading change on the world rowing scene.

Ryszard Stadniuk

CONTINENTAL REPRESENTATIVE FOR OCEANIA

Meetings & Events Attended

FISA Council, London (GBR), January

Sydney International Rowing Regatta, Sydney (AUS), March

Asia/Oceania Olympic Rowing Qualification Regatta, Chungju (KOR), April

FISA Council (via video link), Lucerne (SUI), May

FISA Council, Olympic Games, Rio de Janeiro (BRA), August

FISA Council, Lausanne (SUI), November

Report on Activities

Australia (Rowing Australia "RA")

2016 was a busy and productive year for Australian rowing, with major achievements for the year including:

- Kim Brennan winning Australia's first Olympic Gold medal in eight years in the Women's Single Scull, the first Olympic Gold medal from an Australian female rower since 1996.
- Olympic Silver medals in the Men's Four and Men's Quadruple Scull which, combined with Kim's Gold medal, secured Australia fourth place on the medal table for the Olympic rowing regatta.
- Erik Horrie winning a Silver medal in the AS Men's Single Scull, securing Australia fourth place on the medal table for the Paralympic rowing regatta.
- Winning one Gold and one Bronze medal at the World Rowing Under 23 Championships, and winning the Under 21 Trans-Tasman Series.

- Continued progress from RA and the State Associations in the areas of strategic plan alignment, strengthening of governance processes and securing increases in project specific government funding.
- Attracting additional revenue streams into the sport, including successfully delivering the Rowing For Gold program to better support our elite athletes, and entering into a number of commercial partnerships, most notably extending the partnership with RA's major sponsor Hancock Prospecting and the Georgina Hope Foundation.
- Commencing a whole of sport digital strategy project to ensure that the digital environment and systems provided across rowing meet the needs of rowing's participants.
- Conducting the first ever Australian Indoor Rowing Championships which attracted 500 competitors across 24 centres, with over 14 indoor rowing records broken during the event.
- Conducting pilots of the 'Riggers' Sporting Schools program in four locations across the country.
- Delivering the level one coaching course online, making coach education accessible to the rowing community and leading to a record number of accredited coaches.
- Expansion of the McVilly Pearce pin program to celebrate Australian rowing's great tradition of success and to ensure that the culture of the Australian Rowing Team endures through current and future generations.

- Successful delivery of the 2016 Sydney International Rowing Regatta (SIRR) and Australian Masters Rowing Championships, providing our elite rowers with quality pinnacle events and experiences.
- Establishment of high performance model featuring two National Training Centres (NTC) for Australia's elite rowers. The Men's NTC is based in Canberra, whilst the new, purpose-built Women's NTC will be constructed in Penrith.
- Appointment of a world class coaching panel to staff the NTCs and to train and prepare Australia's most elite athletes for peak international performance.

Whilst the achievements outlined above were pleasing, RA also believes that there remain further opportunities for growth and improvement within the sport. To that end, throughout 2016 RA undertook a number of consultative projects to develop a strategic platform that is designed to position the sport for future success across each of the key areas of Australian rowing operations: the CampaignNumberOne high performance plan incorporating the NTCs and National Talent Pathway Plan, RA's National Participation Framework, the RA Commercial Strategy, and the National Events Strategy.

New Zealand (Rowing New Zealand "RNZ")

Rowing New Zealand achieved two Gold and one Silver at the 2016 Olympics Games in Rio de Janeiro, having qualified nine crews in 2015, one crew at the last chance regatta and one in 2016.

For the first time in its history (129yrs), RNZ qualified its Women's Eight for the Olympic Games. With eight crews (including both the Men's Eight and the Women's Eight) making the Olympic final, a great deal of depth has

been secured for the Tokyo 2020 cycle. The Under 23 and Junior crews again competed with great distinction and RNZ is very proud of the coach and athlete pathway which are providing sustainability to a High Performance programme that saw 170 people across seven nations in 2016.

We continue to invest in coach development and race officials while ensuring our school rowing strength (the Aon Maadi Cup in particular) continues to promote the sport in a very positive light across the country.

Vanuatu (Vanuatu Rowing Association "VRA")

As anticipated in the 2015 annual report, Vanuatu continues to face challenges with its ambition to develop a sustainable rowing operation in this small and remote Pacific outpost of the Rowing world. The loss of the Australian funded rowing development officer through the expiration of his term has made it difficult to continue the schools' programme that is seen as essential for this sport to grow. However, there remains a core group of rowers that are assisted by a well-performed management group.

Vanuatu's top rower (Luigi Teilemb) was the recipient of an Olympic Solidarity "Rio" Scholarship which provided him with the necessary support for his ambition to represent Vanuatu at the 2016 Olympic Games. To this end, Teilemb spent the Southern summer training competing in New Zealand as a member of a local rowing club before heading to Chungju, South Korea for the Asia/Oceania Olympic Rowing Qualification Regatta. He missed qualifying but subsequently received a tripartite invitation to compete at the 2016 Olympic Games in the Men's 1x. Teilemb continued his pre-Olympic training at the Australian Institute of Sports' European Training Centre in Italy.

Teilemb was the first rower from Vanuatu to compete at the Olympic Games. He finished with a ranking of 30th out of 32.

Vanuatu Rowing wishes to record its appreciation to Olympic Solidarity, FISA's Development department, Rowing Australia and Rowing New Zealand for the support that they all provided to Vanuatu Rowing and to Teilemb over the last two years resulting in Vanuatu being represented at the Olympics in rowing. The publicity generated in Vanuatu by this achievement has ensured the success of rowing in this country.

The Pacific 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 the South Pacific 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.

Accompanying Luigi Teilemb from Vanuatu to the Asia/Oceania Olympic Rowing Qualification Regatta in Chungju in April 2016 was Daniel Marquardt representing Samoa, and Kesaia Ucuna representing Fiji. This reflects the interest in both Samoa and Fiji to develop the sport of Rowing in those countries.

Fiji was admitted as a member of FISA at the 2016 Congress in Rotterdam. American Samoa's application for membership was inadvertently overlooked and was accordingly not considered at the 2016 Congress. This oversight has been corrected with American

Samoa being admitted to membership at the 2017 Extraordinary Congress in Tokyo.

The attention is now on funding a regional rowing development officer for these fledgling Pacific Island nations and to assist them to secure a stock of rowing boats and equipment. Feasibility visits were made mid-year to Fiji, Samoa, American Samoa and Papua New Guinea.

Oceania now has seven members: Australia, New Zealand, Vanuatu, Samoa, American Samoa, Fiji and Tonga. The continuing support and guidance of the FISA Development department is acknowledged and is very much appreciated.

Lee Spear

CONTINENTAL REPRESENTATIVE FOR SOUTH AMERICA

2016 Annual Report

In 2016, South America hosted the Olympic Games in the city of Rio de Janeiro, Brazil. The city of Rio made an enormous effort to ensure optimal conditions and a stunning venue so as to maximise this great opportunity to promote rowing. The Brazilian Rowing Federation and the umpires who participated in this great event made an important contribution and were fundamental in ensuring the success of the Olympic rowing regatta.

The Lagoa Rodrigo da Freitas was a worthy venue for the regatta, leaving as a legacy of the Games a renovated boathouse which is now a national training centre and significant amount of rowing equipment that will contribute to the development of our sport in Brazil.

South American national federations participated with crews from Argentina, Brazil, Chile, Ecuador, Paraguay, Peru, Uruguay and Venezuela. All crews emerged from the Olympic Qualification Regatta held on Lake Curauma, Valparaiso, Chile, along with a new edition of the Senior South American Championships, Lightweight and Junior Special Tests, for both men and women. Chile was the clear winner of the latter event, dominating across the junior and women's categories.

The Lake Curauma course proved to be of world-class standard and provided excellent conditions for the large number of participating countries from South America. The event resulted in the majority of countries from our region obtaining the 'passport of attendance' to the Rio Olympic Games.

The success of this type of qualification regatta, within the program of the South American Championships, has shown for the second time (before was held in Montevideo 2014) that the South American Rowing Confederation is competent in meeting such challenges and that the South American member federations and umpires have the required capability, optimising economic and logistical resources.

In November, the 3rd Bolivarian Beach Games were held in the city of Iquique, Chile. This event included a coastal rowing event which was staged in collaboration with the Peruvian Rowing Federation, who also provided the boats.

Looking ahead to May 2018, rowing has now been confirmed on the event programme for the South American Games (ODESUR 2018) which will take place on La Angostura lagoon in Cochabamba, Bolivia, where the Organising Committee foresees the construction of a high altitude training centre. The Confederation will provide all technical assistance to the Bolivian Rowing Federation for the development of these competitions.

Again this year, more South American umpires have made a qualitative leap in their professional preparation by passing the FISA International Umpire exam: two from Argentina, one from Brazil, one from Peru and one from Uruguay, bringing the total number of South American FISA international umpires to twenty-five.

José Quiñones

CO-OPTED COUNCIL MEMBER

Meetings Attended

Council Meeting, London (GBR), January
Joined Commissions Meeting, London (GBR),
March
Council Meeting, Lucerne (SUI), May
Council Meeting(s), Rio de Janeiro (BRA),
August
Council Meeting, Rotterdam (NED), August
Finance Committee, Lausanne (SUI), October
Council Meeting, Lausanne (SUI), November
Finance Committee, Lausanne (SUI),
December

Report on Activities

As co-opted member my role is to contribute to the work and decision making of the Council as well as assist with projects assigned to me. I attended all Council meetings during the year and met with Commissions at the Joint Commissions Meeting.

I have been asked to focus on finance and event budgets. As a member of the Finance Sub-Committee I have been closely involved with FISA's financial developments and the budget, attending budget review meetings and focusing on ensuring FISA's financial position remains sustainable over time, particularly during periods of severe financial challenges. For event budgets, besides the survey I carried out with organising committees to find operational efficiencies and proposed changes, I have also supported organising committees (OCs). In 2016, specifically for the Rotterdam 2016 World Rowing Senior, U23

and Junior Championships, I have been closely involved to follow FISA's commitment.

Challenges for the Future

For both FISA, as for other sport federations, and for OCs it continues to be challenging to get sponsorship which in turn adds to the financial challenges for FISA and the OCs to stage high quality events that promote rowing. Although we have already identified a number of areas for cost reductions, we will have to continue and further intensify our efforts to market the sport to attract sponsors and at the same time identify pragmatic solutions to make the cost base of FISA and events more flexible. The current financial context means that there is continued pressure to reduce costs whilst maintaining the ambitious standard and number of events we aim for.

Gerritjan Eggenkamp

AGENDA ITEMS 8, 9, 10, 11

Financial Reports

Item 8

Accounts, financial report and auditors' report

- 2016 Financial Report
- 2016 Financial Statements, included in the four year financial plan 2013-2016
- Auditor's Report on the 2016 Statements

Item 9

Approval of accounts

Item 10

Determination of entrance fee and annual subscription

- No proposals for changes

Item 11

Budget for the following year, 2018

- 2018 budget included in the revised 2017 to 2020 four year financial plan

2016 FISA FINANCIAL REPORT

A. Executive Summary

At the end of 2016, corresponding with the end of the 2013 to 2016 Olympic quadrennium, FISA's financial resources remain sound. The annual result compared to budget exercise amounts to a surplus of CHF 263'492 mainly due to savings in the administration and governance area and a very detailed review of each line of the 2016 FISA budget at the end of 2015.

In addition to the above result, FISA booked exceptional income resulting from positive exchange rate transactions between the US Dollar and Swiss Francs from the 2016 Olympic television rights revenues and a significant adjustment for the provision on securities bringing the 2016 final result to a surplus of CHF 830'468.

At the end of the 2013-2016 Olympic cycle, FISA's reserves total CHF 3.8 million which is higher than the anticipated result presented at the Ordinary Congress last year.

At the time of writing this report, the IOC completed the final payment of the 2016 Olympic television rights revenues in April 2017 which resulted in a total of USD 17.2 million from Rio, net of cancellation insurance. This amount was slightly less than the amount received in USD following the London 2012 Olympic Games but when converted to Swiss Francs, at current exchange rates, is slightly more than London, and conforms to budgeting expectations.

The 2013 to 2016 four-year plan presented in this report does not include the last payment from the IOC, received in April 2017. The new four-year budget, including the 2016 surplus of CHF 830'468, shows total reserves of CHF 4.4 million forecast for the end of 2020.

A more detailed analysis of the 2016 accounts now follows.

B. Analysis of the 2015 Accounts

1. Events

INCOME	2016 ACTUAL	2016 BUDGET	VARIANCE	2015 ACTUAL
World Rowing Events	507'501	490'338	17'164	1'570'817
European Championships	163'146	154'688	8'458	146'505
Other Events	0	0	0	0
Olympics	248'183	0	248'183	0
Total Events Income	918'830	645'025	273'805	1'717'322
EXPENSES				
World Rowing Events	573'637	438'500	135'137	800'777
European Championships	215'722	258'750	-43'028	231'826
Other Events	49'372	90'000	-40'628	21'726
Olympics	448'741	220'000	228'741	9'676
Paralympics	80'976	0	80'976	0
Youth Olympics	0	0	0	0
Total Events Expenses	1'368'447	1'007'250	361'197	1'064'005
NET RESULT	-449'618	-362'225	-87'393	653'317

As there is no World Rowing Championships during the Olympic year, the income recognised in this line item for 2016 concerns hosting fees and commercial rights for future events.

The Dutch Rowing Federation accepted to stage the World Rowing Under 23 Championships in Rotterdam together with the World Senior (non-Olympic) and Junior Championships. On an exceptional basis, FISA contributed EUR 50'000 towards the additional costs of the combined event.

EUR 108'750 of budgeted sponsorship income for the World Cup series was not achieved and hosting rights from Poznan and Varese were received in prior years. Overall expenditures for the three events are in line with the budget.

Hosting fees and commercial rights income for the 2018 European Rowing Championships were budgeted in 2016 but will be received in 2017 due to the fact that the final host agreement was not completed until early 2017. Savings were made in the timing/result services and EUR 15'000 budgeted for the 2019 European Rowing Championships bid were not spent.

Expenditures on the World Rowing Coastal Championships were lower than planned because the OC paid for the hire of commentary equipment.

The IOC contributions towards Olympic expenditures reached 44% of total accommodation costs of CHF 103'877 and 73% of total transport costs of CHF 140'808. Actual costs encountered for the Final Olympic Qualification Regatta in Lucerne were 39% below budget.

2. Development Programme

INCOME	2016 ACTUAL	2016 BUDGET	VARIANCE	2015 ACTUAL
Masters Fund	10'565	10'000	565	11'823
Development Programme	416'078	72'000	344'078	377'930
Total Income	426'643	82'000	344'643	389'753
EXPENSES				
Masters Fund	35'344	20'000	15'344	12'436
Kafue RRC project	17'528	0	17'528	70'064
Development Programme	852'255	450'000	402'255	760'255
Total Expenses	905'127	470'000	435'127	842'755
NET RESULT	-478'483	-388'000	-90'483	-453'003

The Masters Fund - EUR 1 charged to each seat rowed at the Masters Regatta - is used to help finance youth development projects managed by the FISA Youth Commission. In 2016, the fund was spent on travel costs for rowers from four nations attending the World Rowing Junior Championships in Rotterdam.

As part of a clean water initiative in partnership with the WWF, FISA is participating in the construction of the Kafue River and Rowing Centre in Zambia. Most of the costs incurred in 2016 concern the promotion of fund raising (banners, indoor rowing machines, visits and website) and legal aspects of the projects. Donations received from individuals in the rowing community amounted to CHF 53'455 at the end of 2016.

The Development Programme budget is budgeted as though it would be spent evenly over the four-year period 2013 to 2016 but is actually spent unevenly because the need for expenditure increases in the period leading up to Olympic qualification regattas. During the Olympic quadrennium 2013 to 2016, Development Programme expenditures exceeded budget by 16%, which represents a yearly average of 4%.

Training and coaching camps around the world receive significant funding from the IOC's development arm Olympic Solidarity and the IPC's Agitos Foundation. This essential and precious cooperation with these two entities will continue in the next 2107-2020 Olympic cycle.

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

3. Anti-Doping Programme

EXPENSES	2016 ACTUAL	2016 BUDGET	VARIANCE	2015 ACTUAL
Anti-doping	222'866	100'000	122'866	203'869

2016 was marked by a significant number of doping scandals in the world of sport. Whilst the number of cases affecting rowing was relatively small, FISA organised many additional testings to target athletes proposed by WADA and the IOC before the Olympic Games in Rio de Janeiro and incurred significant legal fees to fight cases raised by the Russian Rowing Federation before the Rio 2016 Olympic Games.

4. Marketing & Communications

INCOME	2016 ACTUAL	2016 BUDGET	VARIANCE	2015 ACTUAL
Advertising	83'831	100'000	-16'169	99'376
Merchandising	62'217	30'000	32'217	63'624
Partnership	86'494	0	86'494	116'861
Other Income	65'429	0	65'429	113'189
Total Income	297'971	130'000	167'971	393'050

EXPENSES	2016 ACTUAL	2016 BUDGET	VARIANCE	2015 ACTUAL
Publications	71'862	52'985	18'877	60'647
Website	150'169	144'780	5'389	206'185
Promotion/Media	402'878	450'000	-47'122	655'068
TV Services	261'438	260'000	1'438	405'786
Commercial	37'124	40'000	-2'876	70'033
Total Expenses	923'471	947'765	-24'294	1'397'717

NET RESULT	2016 ACTUAL	2016 BUDGET	VARIANCE	2015 ACTUAL
	-625'499	-817'765	192'266	-1'004'666

The net result in Marketing & Communications is better by 24% compared with budget. Partnerships with Filippi Lido (Spirit Award), Elmec and Si Sport were not included in the budget. In addition, FISA reduced its costs in the Promotion/Media and TV Services areas with the re-invoicing of servicing costs for advertising banners (CHF 29'522) and live feed contents (CHF 16'913) to our TV partners.

Additional expenditures for communications assistance during our events were compensated by savings in the sponsor servicing field (advertising banners and TV cat transport).

Commercial costs figures include CHF 19'029 shared with Organising Committees on merchandising sales revenues.

5. Governance

EXPENSES	2016 ACTUAL	2016 BUDGET	VARIANCE	2015 ACTUAL
Executive Committee	51'768	80'000	-28'232	68'714
Council/Commissions	420'725	525'000	-104'275	502'008
Congress/ExtraCongress	29'199	10'000	19'199	17'879
Total Expenses	501'692	615'000	-113'309	588'601

Overall expenditures in governance were below budget by 18%. Additional efforts were made to reduce costs particularly in travel expenses.

Expenditures on Commission activities are also below budget because a number of planned meetings and/or projects were eventually cancelled and/or postponed. The combined World Rowing Senior, Junior and U23 Championships in one single location also contributed to reductions in costs. As a part of the support package to the Dutch Federation, FISA accepted to finance the cost of the Congress held in Rotterdam.

As reported in last year's Financial Report, the 2016 Agenda Papers were distributed using electronic means. This contributed to a reduction in production and distribution costs of CHF 8'254 (59%) when compared with last year.

6. Administration

EXPENSES	2016 ACTUAL	2016 BUDGET	VARIANCE	2015 ACTUAL
Salaries & Staff expenses	1'143'491	1'225'000	-81'509	1'228'777
Office expenses	360'695	330'000	30'695	379'105
Legal & Insurance	64'244	130'000	-65'756	79'394
Consulting fees and exp.	716'074	684'000	32'074	796'691
Total Expenses	2'284'505	2'369'000	-84'495	2'483'967

The savings in the Salaries and Staff expenses is due to the move of a few staff members from Lausanne who are then considered external consultants. This partially explains the increase in consulting fees and related expenses.

Unbudgeted amortization of new office equipment acquisitions (a video conference system to reduce travel costs and a new colour copier) increased actual costs.

Based on past experience, FISA expected significant costs related to the renewal of Trade Mark registrations. Eventually, this did not happen and the reduction of expenditures compared with budget is significant.

7. Finances

INCOME	2016 ACTUAL	2016 BUDGET	VARIANCE	2015 ACTUAL
Securities revenues	182'867	195'000	-12'133	290'923
Capital gain (loss)	14'032	0	14'032	94'069
Provision adjustment on unrealised loss on securities	354'755	0	354'755	-405'769
Exchange rate gain (loss)	212'221	0	212'221	-41'515
Total Income	763'875	195'000	568'875	-62'292
EXPENSES				
Bank fees and charges	163'637	170'000	-6'363	235'307
Total Expenses	163'637	170'000	-6'363	235'307
NET RESULT	600'238	25'000	575'238	-297'598

According to Swiss accounting law, from 2015 onwards, a provision should be booked for every marketable security for which the current market value at the end of the year is lower than the purchase price booked in our accounts when it was purchased. The provision of CHF 405'769 made in 2015 was reduced to CHF 51'014 at the end of 2016. This is reflected in the adjustment of the provision in the income section.

FISA received 89% of the 2016 Olympic television rights related to the 2016 Olympic Games in calendar year 2016. The sum was received in US Dollars and part of it was converted into Swiss Francs. FISA registered unexpected income due to a favourable USD/CHF exchange rate.

Current income on securities activity and bank charges expenditures are in line with budget.

9. Others

INCOME	2016 ACTUAL	2016 BUDGET	VARIANCE	2015 ACTUAL
Subscriptions fees	105'365	90'000	15'365	96'787
Other invoicing	45'623	0	45'623	90'664
Other invoicing - site visits	49'767	0	49'767	24'638
Foreign VAT recovered	39'832	0	39'832	30'266
Total Income	240'586	90'000	150'586	242'354

EXPENSES				
Coaches Conference	0	10'000	-10'000	13'989
Subscriptions	3'872	10'000	-6'128	11'477
Unrecoverable Swiss VAT	812	0	812	1'361
Bad debtors expenses	0	0	0	0
Total Expenses	4'684	20'000	-15'316	26'828

NET RESULT	235'902	70'000	165'902	215'526
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FISA does not budget the full potential subscription fee income from all National Federations. This partly explains the variance between actual and budgeted figures. FISA Membership Subscriptions in arrears from previous years which were received in 2016 amount to CHF 5'216.

Other invoicing includes a grant of EUR 23'324 from the International Paralympic Committee (IPC). Additional re-invoicing, including site visits, was not budgeted.

Foreign VAT recovered outside of Switzerland amounts to CHF 39'832, of which 59% is from Great Britain for the period of 2014-2015.

The annual Coaches Conference was postponed to January 2017 therefore no expenditure is registered in 2016.

C. Changes to the 2017 Budget and 2017 to 2020 four-year plan

In December 2016, the 2017 to 2020 four-year plan was adjusted with the latest available financial information. The plan that was approved by the Executive Committee and presented to the Extraordinary Congress in February 2017 is included in this report. The latest forecast of total reserves at the end of the 2017 to 2020 quadrennium is shown at CHF 3.7 million. Due to the 2016 surplus of CHF 830'468, the expected reserve at the end of 2020 is currently at CHF 4'461'813. In April 2017, the IOC submitted the last payment of the 2016 Olympic television rights resulting in a total contribution of USD 17.2 million.

D. Outlook and Conclusion

FISA ended the four year financial period 2013 to 2016 with a total reserve of CHF 3.8 million (2016 Olympic television rights excluded) which is higher than the level presented at the 2016 FISA Ordinary Congress. Rio 2016 Olympic television rights received in 2016 totalled CHF 15.2 million, which brings FISA total reserves to CHF 19 million as of 31.12.2016, as the new Olympic cycle begins. The perspective for new income is very challenging and future financial commitments must be carefully followed.

Mike Williams

Treasurer

Matt Smith

Executive Director

Emilio Pastorello

Controller

Financial Report for the 2017 FISA Ordinary Congress						
(amounts in Swiss Francs)						
Fédération Internationale des Sociétés d'Aviron						
International Rowing Federation						
Four year financial plan - 2013 to 2016						
		2013	2014	2015	2016	2016
INCOME		Actual	Actual	Actual	Revised budget	Actual
Subscription fees		90 595	106 124	96 787	90 000	105 365
Events and Rights		3 955 932	2 348 846	1 717 322	645 025	670 647
Merchandising		88 199	59 386	63 624	30 000	62 217
Advertising & Partnership		310 110	231 556	216 238	100 000	170 325
Development Programme		318 213	310 913	389 753	82 000	426 643
Capital gain		0	29 786	94 069	0	14 032
Income from mktbl Securities		227 267	381 802	290 923	195 000	182 867
Transfer from Reserves for Future Expenses		2 689 328	3 161 864	4 158 000	4 556 990	4 556 990
Other income & Olympics		332 973	387 934	258 756	0	448 833
TOTAL INCOME		8 012 617	7 018 212	7 285 471	5 699 015	6 637 920
EXPENDITURE		2013	2014	2015	2016	2016
		Actual	Actual	Actual	Revised budget	Actual
Olympics/Paralympics/Youth Olympics		1 246	143 705	9 676	220 000	529 717
Senior World Championships		715 453	381 973	278 515	0	21 619
Jr. World Championships		154 845	182 818	51 804	53 500	158 725
U23 World Championships		91 000	88 863	91 651	85 000	104 874
World Cup Series		623 014	456 034	357 175	300 000	288 420
Other Rowing Events		304 915	352 397	275 183	348 750	265 093
Anti-Doping Programme		158 569	112 287	203 869	100 000	222 866
Development Programme		685 513	776 190	842 755	470 000	905 127
Publications & Website		287 688	324 597	266 833	207 765	222 030
Marketing & Promotions		815 448	714 275	725 098	480 000	440 003
Television services		488 225	406 257	405 786	260 000	261 438
Congress & Extraordinary Congress		62 484	15 254	17 879	10 000	29 199
Coaches Conference		16 210	32 477	13 989	10 000	0
Executive Committee		108 786	147 663	68 714	80 000	51 768
Council & Commissions		473 185	539 434	502 008	525 000	420 725
Personnel		1 097 561	1 166 956	1 165 914	1 150 000	1 087 253
Travel and office expenses		386 304	578 911	521 362	535 000	481 178
External consultants		899 308	775 626	796 691	684 000	716 074
Subscriptions		11 833	11 639	11 477	10 000	3 872
Bank fees & charges		140 075	202 686	235 307	170 000	163 637
Exchange Rate Loss		0	0	0	0	0
Unrecoverable Swiss VAT		0	0	1 361	0	812
Contingency		0	0	0	0	0
Other expenditures		11 708	0	0	0	0
TOTAL EXPENDITURE		7 533 369	7 410 044	6 843 048	5 699 015	6 374 428
Surplus (deficit)		479 248	-391 831	442 423	0	263 492
Exchange rate gain (loss)		-64 372	-12 328	-41 515	0	212 221
Change in prov. on unreal. loss on sec.		-376 062	376 062	-405 769	0	354 755
CHANGE IN RESERVES		38 815	-28 096	-4 860	0	830 468
Reserves for future expenses + permanent reserves		14 870 532	11 708 668	7 550 668	2 993 678	2 993 678
Result brought forward		38 815	10 719	5 859	5 859	836 327
TOTAL RESERVES BEFORE 2016 OLYMPIC REVENUE		14 909 347	11 719 387	7 556 527	2 999 537	3 830 005
2016 Olympic Revenue received in 2016						15 213 778
TOTAL RESERVES		14 909 347	11 719 387	7 556 527	3 989 462	19 043 783

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

Lausanne

***Report of the auditor
to the Congress
on the financial statements
2016***





Report of the auditor ***to the Executive Congress Internationale des Sociétés d'Aviron*** ***(FISA)***

Lausanne

On your instructions, we have audited the financial statements of Fédération Internationale des Sociétés d'Aviron (FISA) ("the Company"), which comprise the balance sheet, income statement and notes, for the year ended 31 December 2016.

Executive Committee's responsibility

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

Auditor's responsibility

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

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

Opinion

In our opinion, the financial statements for the year ended 31 December 2016 comply with Swiss law.

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PricewaterhouseCoopers SA

A handwritten signature in black ink on a light blue grid background. The signature reads 'Ausoni' and is followed by a small grey icon of a Swiss cross inside a shield.

Marc Ausoni
Audit expert

A handwritten signature in black ink on a light blue grid background. The signature reads 'Daehler' and is followed by a small grey icon of a Swiss cross inside a shield.

Nicolas Daehler
Audit expert

Lausanne, 9 May 2017

Enclosure:

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

BALANCE SHEET AS OF DECEMBER 31, 2016 AND 2015

ASSETS	2016	2015
	CHF	CHF
Current assets		
Cash and cash equivalents and short-term investments	20'065'442	7'612'529
Cash and cash equivalents	15'268'824	424'049
Marketable securities	4'796'618	7'188'480
Trade receivables	3'59'767	463'777
Other current receivables	2'511	2'511
Rent deposit	2'511	2'511
Accrued income and prepaid expenses	150'529	240'009
Total current assets	20'578'249	8'318'826
Non-current assets		
Furniture and equipment	106'904	219'512
Total non-current assets	106'904	219'512
TOTAL ASSETS	20'685'153	8'538'338
 LIABILITIES AND FUNDS		
Short-term liabilities		
Accrued expenses and provisions	1'590'359	576'042
Provision for unrealised loss on marketable securities	51'013	405'769
Total short-term liabilities	1'641'372	981'811
Total liabilities	1'641'372	981'811
Funds		
Permanent Reserves	5'000'000	5'000'000
Reserves for future expenses	13'207'456	2'550'668
Total surplus brought forward	836'325	5'859
General surplus brought forward	5'859	10'719
Result of the year	830'466	-4'860
Total funds	19'043'781	7'556'527
TOTAL LIABILITIES AND FUNDS	20'685'153	8'538'338

STATEMENT OF INCOME AND EXPENSES FOR 2015 AND 2014

INCOME	2015 CHF	2014 CHF
Subscription fees	96'787	106'124
Olympics, Paralympics and Youth Olympics	0	150'557
Rowing Events	1'717'322	2'348'846
Merchandising	63'624	59'386
Advertising	99'376	99'186
Partnership	116'861	132'370
Development Programme	389'753	310'913
Income from marketable securities	290'923	381'802
Result on marketable securities sales	94'069	29'786
Release provision unrealised loss on marketable securities	0	376'062
Transfer from Reserves for future expenses	4'158'000	3'161'864
Other	258'756	237'378
Total Income	7'285'471	7'394'274
 EXPENDITURE		
Olympics, Paralympics and Youth Olympics	9'676	143'705
World Championships & Congress	439'849	668'908
Coaches Conference, Forum	13'989	32'477
World Cup Series	357'175	456'034
Other Rowing Events	275'183	352'397
Development Programme	842'755	776'190
Anti-Doping Programme	203'869	112'287
Marketing & Communications	1'397'717	1'445'129
Executive Committee	68'714	147'663
Council & Commissions	502'008	539'434
Administration	1'687'276	1'745'866
Salaries and related expenses	1'228'777	1'241'049
Rent and office expenses	379'105	382'812
Legal, insurance	79'394	122'005
Consultancy fees and related expenses	796'691	775'626
Subscriptions	11'477	11'639
Bank fees & charges	235'307	194'854
Exchange rate loss	41'515	12'328
Unrecoverable Swiss VAT	1'361	1'735
Exceptional expenses	0	6'098
Total Expenditure	6'884'562	7'422'370

STATEMENT OF INCOME AND EXPENSES FOR 2016 AND 2015 (con't)

	2016 CHF	2015 CHF
Excess of surplus / charges for the year before allocation to provisions	263'489	442'424
Exchange rate gain/(loss)	212'221	-41'515
Use of provision for unrealised loss on marketable securities	354'756	-405'769
Excess of income / loss for the year	830'466	-4'860

**STATEMENT OF CHANGES IN GENERAL SURPLUS FOR THE YEARS ENDED
DECEMBER 31, 2016 AND 2015**

	2016 CHF	2015 CHF
General surplus at the beginning of the year	5'859	10'719
to add/less :		
Result for the year	830'466	-4'860
General surplus at the end of the year	836'325	5'859

**STATEMENT OF CHANGES IN THE "RESERVES FOR FUTURE EXPENSES" AND
"PERMANENT RESERVES" FOR THE YEAR ENDED DECEMBER 31, 2016 AND 2015**

	2016 CHF	2015 CHF
Total Reserves at the beginning of the year	7'550'668	11'708'668
to add :		
Capital allocated to General surplus	-	-
Income allocated to General surplus	15'213'778	-
less :		
Allocation against operating expenditure for the year 2016 / 2015	-4'556'990	-4'158'000
Total Reserves at the end of the year	18'207'456	7'550'668

NOTES TO THE FINANCIAL STATEMENT 2016

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

These financial statements have been prepared in accordance with the provisions of commercial accounting as set out in the Swiss Code of Obligations (Art. 957 to 963b CO, effective since 1 January 2013). Significant accounting policies are stated as follows:

Basis of Accounting

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

Marketable Securities

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

Non-current assets

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

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

Olympic Solidarity

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

Taxation

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

Salaries and Social Charges

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

IOC Contribution

FISA receives a contribution from the International Olympic Committee (IOC) following the Summer Olympic Games. These funds, which are only received every four years, represent core financing of FISA. They are therefore allocated against operating expenditure in instalments over the subsequent four year period with the balance being credited to reserve for future expenditures. The IOC contribution from the 2016 Olympic Games was mostly received during Q3 and Q4 2016.

Foreign currencies

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

Foreign currency	2016 P&L	31.12.16 B/S
EUR	1.1020	1.0720
USD	0.9932	1.0164
GBP	1.3723	1.2559

The exchange rates used for balance sheet items are the rates prevailing on December 31; the exchange rates used for transactions conducted during the course of the year and for items in the profit and loss statement are average rates for the 2016 financial year.

2. Analyses and explanations to the financial statements

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

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

2.2 Collateral for third-party liabilities

	2016	2015
Bank rent deposit	2'511	2'511

2.3 Lease liabilities

	2016	2015
Vehicles	32'156	0..

3. Detailed information on the structure of financial statements

3.1 Fixed assets

	2016	2015
Furniture and equipment	57'335	117'591
Computer hardware and software	49'569	101'921
	106'904	219'512

Financial Report						
(amounts in Swiss Francs)						
Fédération Internationale des Sociétés d'Aviron						
International Rowing Federation						
Four year financial plan 2017-2020 - VERSION 3-bis (updated at 31.12.2016)						
			2017	2018	2019	2020
INCOME			Budget	Budget	Budget	Budget
Subscription fees			90 000	90 000	90 000	90 000
Events and Rights			1 479 550	1 499 930	1 232 180	460 435
Merchandising			50 000	50 000	50 000	30 000
Advertising & Partnership			106 250	106 250	80 000	80 000
Development Programme			86 000	86 000	86 000	86 000
Income from mhtbl Securities			363 685	281 525	197 765	108 965
Transfer from Reserves for Future Expenses			3 952 326	3 780 116	4 131 626	4 652 601
Other income			30 000	30 000	30 000	30 000
TOTAL INCOME			6 157 811	5 923 821	5 897 571	5 538 001
			2017	2018	2019	2020
EXPENDITURE			Budget	Budget	Budget	Budget
Olympics/Paralympics/Youth Olympics			0	20 000	0	230 000
Senior World Championships			223 333	207 339	202 021	0
Jr. World Championships			105 000	105 000	120 000	105 000
U23 World Championships			91 500	91 500	91 500	91 500
World Cup Series			349 660	349 813	349 609	291 433
European Championships			204 788	198 063	198 399	196 841
Other Rowing Events			70 000	70 000	70 000	70 000
Anti-Doping Programme			150 000	150 000	150 000	150 000
Development Programme			470 000	470 000	470 000	470 000
Publications & Website			262 285	262 285	262 285	251 935
Marketing & Promotions			450 000	460 000	460 000	337 000
Television services			411 000	430 001	430 002	278 647
Congress & Extraordinary Congress			40 000	10 000	10 000	10 000
Coaches Conference			20 000	10 000	10 000	10 000
Executive Committee			85 000	85 000	85 000	85 000
Council & Commissions			620 000	440 000	465 000	440 000
Personnel			1 298 250	1 311 100	1 323 960	1 336 815
Travel and office expenses			443 300	423 300	403 300	383 300
External consultants			633 900	633 900	633 900	633 900
Subscriptions			10 000	10 000	10 000	10 000
Banh fees & charges			219 795	186 520	152 595	156 630
TOTAL EXPENDITURE			6 157 811	5 923 821	5 897 571	5 538 001
Surplus (deficit)			0	0	0	0
Exchange rate gain (loss)			0	0	0	0
Prov. for unreal. loss on mhtbl sec.			0	0	0	0
CHANGE IN RESERVES			0	0	0	0
2016 Reserves brought forward	19 043 783					
Reserves for future expenses			16 516 669	12 564 343	8 784 227	4 652 601
Release of reserves for expenses from current year			-3 952 326	-3 780 116	-4 131 626	-4 652 601
2016 Olympic Revenue received in 2017			1 934 698			
Permanent reserves + result brought forward			2 527 115	4 461 813	4 461 813	4 461 813
TOTAL RESERVES	19 043 783		17 026 155	13 246 039	9 114 414	4 461 813

AGENDA ITEM 13

Place and date of the next Congress

The FISA Council proposes that the 2018 Ordinary Congress be held on Monday 17 September 2018 in Plovdiv, Bulgaria.

AGENDA ITEM 14

Attribution of future World Rowing Championships in accordance with Rule 6

a. 2020 World Rowing Senior, Under 23 and Junior Championships

Candidates:

- Bulgarian Rowing Federation – City: Plovdiv
- Polish Rowing Federation – City: Poznan
- Slovenian Rowing Federation – City: Bled

The deadline for the bid documentation was 31 May 2017. The Council, in accordance with Rule 6, reviewed the final bid documentation and met the bidding committees on 10 July 2017 in Lucerne, Switzerland where it made its final judgement about the suitability of the three bids as potential hosts of these championships.

In accordance with Rule 6, the Council concludes that all three bids have met all required standards and that there were no areas that caused any doubts about the organizing committee's capability to deliver a great championship regatta. The Council therefore proposes all three bids to the Congress to elect one of these candidates by a majority of votes cast. On 2 September 2017, the Council will present a document which analyses the three bids.

b. 2021 World Rowing Championships

As no bid for the 2021 World Rowing Championships was received by the official deadline for consideration by Congress, in accordance with Rule 6, the Council proceeded to identify suitable candidates and followed a modified timeline leading to bid(s) that satisfy the minimum standards for the events. The Council will announce the result of this process at the Congress.

AGENDA ITEM 15

Reports of Continental Rowing Confederations and other Member Groupings

There are currently no recognised Continental Rowing Confederations or Member Groupings.

AGENDA ITEM 16

Reports on applications for affiliation and voting consequent thereon

Requests for FISA membership have been received from:

- a. Cambodia
- b. Guinea

At the time of writing, the Council is reviewing the applications and seeking additional information.

AGENDA ITEM 17

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

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

AGENDA ITEM 18

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

1. PRESIDENT

Candidate Jean-Christophe Rolland (FRA)

2. VICE PRESIDENT

Candidate Tricia Smith (CAN)

3. TREASURER

Candidate Mike Williams (GBR)

4. ELECTION OF THE THREE COMMISSION CHAIRS TO THE EXECUTIVE COMMITTEE

Proposal of the Council:

- a. Lenka Dienstbach-Wech (GER), Athletes Commission Chair
- b. Patrick Rombaut (BEL), Umpiring Commission Chair
- c. Mike Tanner (HKG), Events Commission Chair

Please note the following:

Lenka Dienstbach-Wech is eligible for the position of Athletes Commission Chair until 31 December 2019, in accordance with Bye-Law to Art.56, paragraph 3.2.

Mike Tanner is eligible for the position of Events Commission Chair until 31 December 2018, in accordance with Art.43 – Time in Office: "A member of the Council may hold office until 31 December of the year in which he reaches the age of 70."



Le Président

Monsieur Matt SMITH
Directeur Exécutif de la FISA
Maison du Sport International
Avenue de Rhodanie 54
1007 LAUSANNE
SUISSE

Nogent-sur-Marne, le 6 juin 2017

Ref. : 17JMI/VLn° 2209

Monsieur le Directeur Exécutif, *Chu Matt*

Je vous confirme la candidature de Monsieur Jean-Christophe ROLLAND au poste de Président de la FISA.

Je vous remercie d'en prendre note.

Je vous prie de croire, Monsieur le Directeur Exécutif, en l'expression de mes salutations les meilleures.

Jean-Jacques MULOT

Pour information : JC. Rolland



**Nomination Form for Elections at the
2017 FISA Ordinary Congress
2 October 2017, Sarasota/Bradenton, Florida, USA**

Our member national federation would like to make a nomination for:

President **x**

Information on the candidate:

First and Last name: Jean-Christophe ROLLAND

Gender: Male **Birthdate:** 03.07.1968

Nationality: French **Email address:** jean-christophe.rolland@fisa.org

Education History:

Master's degree, Electrical, Electronics and Communications Engineering – ESCPE Lyon (Ecole Supérieure de Chimie Physique Electronique) 1991

Professional History:

- Recruited in 1993 by EDF Nuclear Division, one of the world's leading electric utility companies
- Ten years as an engineer in nuclear power plants
- Deputy Director of local authorities market segment and then HR Director of a strategic regional unit
- Management of the EDF partnership with London 2012 Olympic Games
- International Department (Continental Europe Division)

Sport History:

- Athletes' Commission since 1994, Chair 2002-2011
- FISA Council Member, Athletes Representative 2002-2011, Co-opted Council Member 2012-2013
- FISA Executive Committee member from 2004 to 2011
- Elected President of FISA in September 2013, took office in July 2014.

Participation History (in accordance with Article 40):

World Rowing Championships, Olympic Games, Paralympic Games:

World Championships: 1989 – 1991, 1993 – 1995, 1997, 1999

Olympic Games: 1992, 1996, 2000

FISA Congresses:

Extraordinary 2005, 2009, 2013, 2017; Ordinary 2002-2016

Signature of Federation President or Secretary General: _____

Please print in capitals the name of the signatory: Jean-Jacques MULOT

Name of the Member Federation: Fédération Française d'Aviron

Please complete this Nomination form and return to FISA before **2 July 2017**

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



**Nomination Form for Elections at the
2017 FISA Ordinary Congress
2 October 2017, Sarasota/Bradenton, Florida, USA**

Our member national federation would like to make a nomination for:

- President
- Vice President
- Treasurer

Information on the candidate:

First and Last name: _____ Tricia C.M. Smith _____

Gender: Male, Female **Birthdate:** April 14, 1957

Nationality: Canada **Email address:** tcmsmith@barnescraig.com

Education History: University of British Columbia, Bachelor of Laws (1985);
University of British Columbia, Bachelor of Arts, International Relations
(1981); and University of British Columbia, Honorary Doctorate of Laws
(2001) for leadership in sport, women in sport, and sport and the law.

Professional History: Attached

Sport History: Attached

Participation History (in accordance with Article 40):

World Rowing Championships, Olympic Games, Paralympic Games: Attached

FISA Congresses: Attended most FISA Congresses from 1993 to date

Signature of Federation President or Secretary General: _____
Michael Walker

Please print in capitals the name of the signatory: _____ Michael Walker

Name of the Member Federation: _____ Rowing Canada Aviron

Please complete this Nomination form and return to FISA before **2 July 2017**

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



Tricia C.M. Smith

PROFESSIONAL HISTORY

- ❖ Deputy Manager and Principal with Barnescraig & Associates (1992-present), dealing with Liability Claims, Claims Consulting, Risk Management (including Sport and Recreation) and Sport Arbitration;
- ❖ Lawyer with Alexander, Holburn, Beaudin & Lang, Barristers & Solicitors (1986-1992).

SPORT HISTORY

- ❖ Vice- President of FISA since 2013 and Member of FISA Council, Executive and/or Commission since 1993;
- ❖ President, Canadian Olympic Committee 2015 – Present (re-elected April 2017);
- ❖ Vice-President, Canadian Olympic Committee 2009 – 2015;
- ❖ International Council of Arbitration for Sport (ICAS) Board Member since 2001; Deputy President of the Ordinary Division and Chair of Membership Committee;
- ❖ Former Sport Dispute Resolution Centre of Canada (SDRCC) Arbitrator.

PARTICIPATION HISTORY

World Rowing Championships:

➤ Bronze medal	1977 Amsterdam	Eights
➤ Bronze Medal	1978 Lake Karapiro	Eights
➤ Silver medal	1981 Munich	Coxless pairs
➤ Bronze medal	1982 Lucerne	Coxless pairs
➤ Bronze medal	1983 Duisburg	Coxless pairs
➤ Bronze medal	1985 Hazewinkel	Coxed fours
➤ Bronze medal	1986 Nottingham	Coxed fours

Commonwealth Games

➤ Gold Medal	1986 Edinburgh	Coxed fours
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Olympic Games:

➤ Silver medal	1984 Los Angeles	Coxless pairs
➤ 7 th Place	1988 Seoul	Coxed fours
➤ 5 th Place	1976 Montreal	Coxless pairs

ATTENDANCE AT FISA CONGRESSES

Attended most FISA Congresses from 1993 to date.



Nomination Form for Elections at the
2017 FISA Ordinary Congress
2 October 2017, Sarasota/Bradenton, Florida, USA

Our member national federation would like to make a nomination for:

TREASURER

Information on the candidate:

First and Last name: Mike Williams

Gender: Male Birthdate: 31.03.1951
Nationality: British Email address: michaelwilliams@sky.com

Education History:
Cambridge University, Masters Degree in Economics.

Professional History:
A 38 year career in banking, specialising in credit and risk management, ending with 10 years as Chief Risk Officer and an Executive Committee member of the European Bank for Reconstruction and Development.

Sport History:
School and college coxwain, then a club level rower for five years. Goldie 1972; Cambridge Blue 1973; London RC 1973-78.
London RC Captain 1977 - 78; Coach 1978 - 95; Treasurer 1981-91, President, 2005-15.
British Umpire 35+ years; FISA umpire 1997-2016.
Board member/Executive Committee member British Rowing/ARA for 25years. ARA Medal of Honour 2002; former Chairman of Finance Committee and past Hon. Treasurer.
Henley Royal Regatta Steward & Committee of Management since 1993; Metropolitan Amateur Regatta Committee. Chairman of Henley Town & Visitors Regatta.
FISA Treasurer and Executive Committee member since 1993.

Participation History (in accordance with Article 40):
None, other than as an official.

FISA Congresses:
Attendance at every Congress since 1990, first as a delegate and from 1993 as an Executive Committee member.

Annamarie Phelps (handwritten signature)

Signature of Federation President or Secretary General: _____

Please print in capitals the name of the signatory: ANNAMARIE PHELPS

Name of the Member Federation: BRITISH ROWING

Please complete this Nomination form and return to FISA before 2 July 2017
FISA, the International Rowing Federation
Av. De Rhodanie 54, 1007 Lausanne, Switzerland
Fax +41-21-617 83 75 or E-mail: info@fisa.org

AGENDA ITEM 19

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

a. GBR submission (3 proposals)

British Rowing submitted three proposals relating to Rule 36. These are attached and have been incorporated into the proposed options that will be considered under Agenda Item 20b.



British Rowing proposals to FISA Congress, Sarasota 2017

British Rowing would like to make the following proposal to the FISA Congress in relation to Rule 36 World Championship Boat Classes for 2018-2021

By 2020 the World Rowing Junior Championships programme should include a JW4+

Rationale:

With the inclusion of the W4- in the Olympic programme and the commitment of the sport to move to gender equality we should look to add a W4+ to the Junior (and possibly U23) World Championships. This would also allow for the development of coxes at an elite level.

There is a good pathway for boys sweep rowing with both the 4- and 4+ [alongside the 2- and 8+] and both are viable events with good entries, catering for U18 rowers with developing technical skills.

We believe that if NF's are allowed time to adjust their programmes and look at introducing this new event it would provide both gender balance and a coherent development pathway for women's rowing.

Annamarie Phelps
01.07.17



British Rowing would like to make the following proposal to the FISA Congress, 2017 in relation to Rule 36 World Championship Boat Classes for 2018-2021

By 2020 the World Rowing U23 Championships programme should include a BW4+

Rationale: there is a good pathway for men's sweep rowing with both the BM4- and BM4+ [alongside the 2- and 8+] and both are viable events with good entries, catering for U23 rowers with developing technical skills.

With the inclusion of the W4- in the Olympic programme and the commitment of the sport to move to gender equality we should look to add a BW4+ to the World Rowing U23 Championships. This would also allow for continued development of female rowers who often come late to the sport and retain a higher number of coxes in a high performance/competitive environment.

We believe that if NF's are allowed time to adjust their programmes and look at introducing this new event it would provide both gender balance and a coherent development pathway from Junior through U23 to senior for women's rowing. Increasing the breadth and depth of female athletes at the entry and early development stages.

Annamarie Phelps CBE
01.07.17



British Rowing would like to make the following proposal to the FISA Congress in relation to Rule 36 Para-rowing Boat Classes for World Rowing Championships 2018-2021

British Rowing would like to propose that the FISA Congress reviews the para-rowing events at the World Rowing Championships, and considers introducing the programme below [by 2021] over a phased period with sufficient notice that NFs can apply for funding, identify, train and ensure appropriate classification rowers:

	PR1		PR2		PR3	
	M	W	M	W	M	W
Paralympic	1x	1x	2x		4+ 2x	
International	-	-	1x	1x	1x	1x
					2-	2-

Rationale: in order to provide a pathway for para-rowers and appropriate high performance competitive opportunities we believe there is a need for international boat classes that can act as pathways for Paralympic Games events.

These additional boat classes will help retain rowers in the high performance system and build depth in developing para-rowing teams. A more varied programme of smaller boat classes will help ensure that those NFs who cannot yet field a full Paralympic team can keep individual athletes engaged in training and racing.

A Phelps CBE
01.07.17

AGENDA ITEM 20

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

a. Article 18 – Continental Rowing Confederations

Requests for application have been received from:

(i) Oceania Rowing Confederation (ORCON)

The Council has received an application from ORCON which fulfils the criteria as detailed in Bye-Law to Art. 18 and hereby recommends approval by Congress.

b. Rule 36 – Vote on possible changes to Rule 36: World Championship Boat Classes

At the 2017 Extraordinary Congress in Tokyo, the delegates voted to delegate the authority to change Rule 36, the World Championships boat classes (senior, under 23 and junior), to the 2017 Ordinary Congress in Sarasota-Bradenton on 2 October 2017. This decision was taken due to the timing of the IOC Executive Board's decision set for July 2017 on the Olympic Programme which would influence to some extent the composition of the World Championship boat classes.

A review project was established to consider the key principles that should guide the decisions related to the World Championship boat classes as well as identify the various options. The outcome of the discussions and deliberations on the topic, primarily relating to the key principles of the World Championship programmes, created a number of options that are presented for consideration by the Congress delegates in the following document. These options will be put forward for vote at the 2017 FISA Ordinary Congress. While all options will be presented for vote, on 2 September 2017 the FISA Council will publish its considerations and preferred option(s) for the World Championship boat classes.

WORLD ROWING CHAMPIONSHIPS PROGRAMME (RULE 36)

Agenda Item 20b

Rule 36 - Proposals for the World Championship Boat Classes

1. Introduction and Background

At the 2017 Extraordinary Congress in Tokyo, the delegates voted to delegate the authority to change Rule 36, the World Championships boat classes (senior, under 23 and junior), to the 2017 Ordinary Congress in Sarasota-Bradenton on 2 October 2017. This decision was taken due to the timing of the IOC Executive Board's decision set for July 2017 on the Olympic Programme, which would influence to some extent the composition of the World Championship boat classes. The IOC Executive Board ultimately decided to include the following events in the Olympic Programme for 2020: W1x, W2x, W2-, W4x, W4-, W8+, LW2x, M1x, M2x, M2-, M4x, M4-, M8+, LM2x.

A review project was established to consider the key principles that should guide the decisions related to the World Championship programmes as well as identify the various options. A working group was established by the FISA Executive Committee to provide input to the evaluation, and the review the progress and outputs of the review project presented to the member federations through a series of meetings held at the three World Rowing Cup regattas, the European Championships and the World Rowing Under 23 Championships. The final National Federation meeting will take place at the World Rowing Junior Championships in Trakai, LTU on 5 August 2017.

This document reflects the outcome of the discussions and deliberations on the topic, primarily relating to the key principles of the World Championship programmes. In addition, a number of options are presented for consideration by the Congress delegates; these are the options that will be put forward for vote at the Congress. While all options will be presented for vote, the FISA Council will, on 2 September, publish its considerations and preferred option(s) for the World Championship programmes.

2. Key Concepts and Principles

2.1. Purpose and Goal of World Rowing Championships

World Rowing Championships

The World Rowing Championships is the annual pinnacle competitive rowing event for rowers worldwide which showcases the very best of the sport and those who partake in it.

Vision: The World Rowing Championships is the most important international rowing competition, other than the Olympic Games. It is a globally respected, prime sporting event which allows the world's very best rowers to present their talent and skills in regatta venues that showcase the value and attractiveness of the environment in our sport.

Purpose and goals of the World Rowing Championships

1. To provide a platform and the conditions that allow the best rowers of the world to perform to the best of their abilities
2. To determine the world champions, medalists and a final world ranking for a given year in each boat class of each age category
3. To promote and facilitate broad participation for rowers representing national rowing federations from all around the world
4. To provide an entertaining and informative experience for participants, spectators and television viewers of all nationalities, languages and ages.
5. To stage the event in a way which supports FISA's strategic plan for the sport of rowing and upholds FISA's principles: development of the individual, promoting international understanding, promoting rowing as a lifetime sport and affirming collective environmental responsibility.

2.2. The criteria for including a boat class in the World Rowing Championship programmes

There are currently no specific criteria in the Rules however this was recognised as something to be developed for the future. The seven guiding principles that have been identified and endorsed by the member federations during the Olympic programme review as well as the World Championship programmes (Rule 36) review project could form the basis for such a set of criteria.

2.3. Gender equality

The Council believes gender equality is essential and strongly favours that all World Championship programmes become gender equal immediately.

2.4. Excellence, minimum entry threshold and Natural Death Rule

The Council supports the principle that is the basis of the Natural Death Rule: to be on the World Championship programme, the competition in the event must be of a certain standard of excellence. The standard of excellence proposed requires at least three rounds of racing and the winner having competed with at least six other crews. One way to institutionalise this "excellence" is the natural death rule that automatically eliminates events that do not reach this threshold for three consecutive years. The Congress would then review such events at each Extraordinary Congress.

2.5. Pathways

The events offered should have a clear relationship to each other to allow logical pathways for athlete development and competition structures including the age group World Championships (Junior and Under 23), and should provide the best opportunity for developing rowers to progress along the pathway to the Olympic and Paralympic Games.

The Council noted that national, regional and continental events are also an integral part of the pathway to the Olympic and Paralympic Games, making these important opportunities for rowers to reach their full potential. The Council therefore, while encouraging the application of the guiding principles discussed above, recognises the autonomy of each continental association to develop its event programmes as relevant to the local context.

3. Rule 36 Scenarios for the open, lightweight and para-rowing categories

A number of options are presented according to each category: three open, six lightweight and 2 para-rowing options; in each category, the status quo will be presented as an option as well. In order to reach the final option that will be considered against the current Rule 36 for vote, the Congress will vote on the options by category at an absolute majority until a preferred option is reached for each category (open, lightweight and para). The preferred options will then be combined to form the final block option. This vote will require a two-thirds majority in order to replace the existing rule.

The Council noted that not all of the options in the lightweight category are gender equal. In the para-rowing category, the Council notes that ratio between para and non-para events must be considered. The options are as follows:

3.1. Options for the Open category:

Status quo:

Men							
World Champs	M1x	M2x	M4x	M2-	M4-		M2+ M8+
Under 23 Champs	BM1x	BM2x	BM4x	BM2-	BM4-	BM4+	BM8+
Junior Champs	JM1x	JM2x	JM4x	JM2-	JM4-	JM4+	JM8+
Women							
World Champs	W1x	W2x	W4x	W2-	W4-		W8+
Under 23 Champs	BW1x	BW2x	BW4x	BW2-	BW4-		BW8+
Junior Champs	JW1x	JW2x	JW4x	JW2-	JW4-		JW8+

Option a: eliminate M2+, BM4+, JM4+

Men						
World Champs	M1x	M2x	M4x	M2-	M4-	M8+
Under 23 Champs	BM1x	BM2x	BM4x	BM2-	BM4-	BM8+
Junior Champs	JM1x	JM2x	JM4x	JM2-	JM4-	JM8+
Women						
World Champs	W1x	W2x	W4x	W2-	W4-	W8+
Under 23 Champs	BW1x	BW2x	BW4x	BW2-	BW4-	BW8+
Junior Champs	JW1x	JW2x	JW4x	JW2-	JW4-	JW8+

Option b*: eliminate M2+, add BW4+ and JW4+

Men							
World Champs	M1x	M2x	M4x	M2-	M4-		M8+
Under 23 Champs	BM1x	BM2x	BM4x	BM2-	BM4-	BM4+	BM8+
Junior Champs	JM1x	JM2x	JM4x	JM2-	JM4-	JM4+	JM8+
Women							
World Champs	W1x	W2x	W4x	W2-	W4-		W8+
Under 23 Champs	BW1x	BW2x	BW4x	BW2-	BW4-	<u>BW4+</u>	BW8+
Junior Champs	JW1x	JW2x	JW4x	JW2-	JW4-	<u>JW4+</u>	JW8+

Option c*: eliminate M2+ and BM4+, add JW4+

Men							
World Champs	M1x	M2x	M4x	M2-	M4-		M8+
Under 23 Champs	BM1x	BM2x	BM4x	BM2-	BM4-		BM8+
Junior Champs	JM1x	JM2x	JM4x	JM2-	JM4-	JM4+	JM8+
Women							
World Champs	W1x	W2x	W4x	W2-	W4-		W8+
Under 23 Champs	BW1x	BW2x	BW4x	BW2-	BW4-		BW8+
Junior Champs	JW1x	JW2x	JW4x	JW2-	JW4-	<u>JW4+</u>	JW8+

Note: British Rowing has submitted proposals supporting the inclusion of the JW4+ and BW4+ but suggesting a phased approach to their addition to the World Championship Programme (please see the British Rowing proposals in Agenda Item 19). This option may be considered an amendment to the proposals above, and decided at the Congress.

3.2. Options for the Lightweight category:

Status quo:

Men					
World Champs	LM1x	LM2x	LM4x	LM2-	LM4-
Under 23 Champs	BLM1x	BLM2x	BLM4x	BLM2-	BLM4-
Women					
World Champs	LW1x	LW2x	LW4x		
Under 23 Champs	BLW1x	BLW2x	BLW4x		

Option 1: add LW2-, LW4-, BLW2-, BLW4-

Men					
World Champs	LM1x	LM2x	LM4x	LM2-	LM4-
Under 23 Champs	BLM1x	BLM2x	BLM4x	BLM2-	BLM4-
Women					
World Champs	LW1x	LW2x	LW4x	<u>LW2-</u>	<u>LW4-</u>
Under 23 Champs	BLW1x	BLW2x	BLW4x	<u>BLW2-</u>	<u>BLW4-</u>

Option 2: eliminate LM4-, BLM4- add LW2-, BLW2-

Men					
World Champs	LM1x	LM2x	LM4x	LM2-	
Under 23 Champs	BLM1x	BLM2x	BLM4x	BLM2-	
Women					
World Champs	LW1x	LW2x	LW4x	LW2-	
Under 23 Champs	BLW1x	BLW2x	BLW4x	BLW2-	

Option 3: eliminate LM2-, LM4-, BLM2-, BLM4-

Men			
World Champs	LM1x	LM2x	LM4x
Under 23 Champs	BLM1x	BLM2x	BLM4x
Women			
World Champs	LW1x	LW2x	LW4x
Under 23 Champs	BLW1x	BLW2x	BLW4x

Option 4: eliminate LM4-, BLM4-

Men				
World Champs	LM1x	LM2x	LM4x	LM2-
Under 23 Champs	BLM1x	BLM2x	BLM4x	BLM2-
Women				
World Champs	LW1x	LW2x	LW4x	
Under 23 Champs	BLW1x	BLW2x	BLW4x	

Option 5: eliminate LM2-, LM4-, BLM4- add BLW2-

Men				
World Champs	LM1x	LM2x	LM4x	
Under 23 Champs	BLM1x	BLM2x	BLM4x	BLM2-
Women				
World Champs	LW1x	LW2x	LW4x	
Under 23 Champs	BLW1x	BLW2x	BLW4x	BLW2-

Option 6: add LW2-, BLW2-

Men					
World Champs	LM1x	LM2x	LM4x	LM2-	LM4-
Under 23 Champs	BLM1x	BLM2x	BLM4x	BLM2-	BLM4-
Women					
World Champs	LW1x	LW2x	LW4x	LW2-	
Under 23 Champs	BLW1x	BLW2x	BLW4x	BLW2-	

3.3. Options for the Para-Rowing category:

Status quo:

Men					
World Champs	PR1 1x				
Women					
World Champs	PR1 1x				
Mixed					
World Champs		PR2 2x	PR3 2x	PR3 4+	

Option i: add PR2 M1x, PR2 W1x

Men					
World Champs	PR1 1x	PR2 1x			
Women					
World Champs	PR1 1x	PR2 1x			
Mixed					
World Champs		PR2 2x	PR3 2x	PR3 4+	

Option ii: add PR2 M1x, PR2 W1x, PR3 M1x, PR3 W1x

Men					
World Champs	PR1 1x	PR2 1x	PR3 1x		
Women					
World Champs	PR1 1x	PR2 1x	PR3 1x		
Mixed					
World Champs		PR2 2x	PR3 2x	PR3 4+	

Option iii: add PR2 M1x, PR2 W1x, PR3 M2-, PR3 W2-

Men					
World Champs	PR1 1x	PR2 1x	PR3 2-		
Women					
World Champs	PR1 1x	PR2 1x	PR3 2-		
Mixed					
World Champs		PR2 2x	PR3 2x	PR3 4+	

Option iv : add PR2 M1x & W1x, PR3 M2- & W2-, PR3 M1x & W1x

Men					
World Champs	PR1 1x	PR2 1x	PR3 2-	PR3 1x	
Women					
World Champs	PR1 1x	PR2 1x	PR3 2-	PR3 1x	
Mixed					
World Champs		PR2 2x	PR3 2x	PR3 4+	

AGENDA ITEM 21

Any other business