



Agenda Papers 2016 Ordinary Congress

**Rotterdam, The Netherlands
Monday, 29 August 2016
09:00 hrs**

AGENDA

2016 FISA ORDINARY CONGRESS

29 August 2016, 09:00 hrs
Rotterdam, The Netherlands

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AGENDA ITEM 5

President's Report and Reports of the Executive Committee Members

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PRESIDENT

2015 – a great year for World Rowing

I will open this report by highlighting the passion that drives us on a daily basis – the passion for sport, for the sport of rowing – “*our sport*”, and for competitive rowing in particular. With this in mind, I shall mention first of all the World Rowing Championships in Aiguebelette. These championships were simply outstanding and have truly marked the 2015 season for several reasons: the level of competition was exceptional, with participation at a record high both in terms of participating countries (77) and the number of rowers (nearly 1,300); and the intensity of racing was tangible, thanks to strongly contended and exhilarating races. It is true that in this pre-Olympic year, the goal of securing a qualification spot at the Olympic and Paralympic Games in Rio clearly added an additional and very exciting dimension.

I would like to once again warmly congratulate all athletes and teams for their participation and contribution to what was an exceptional event, in a magnificent environment and in optimal conditions. The excellent atmosphere in the grandstands and in the village also contributed to the success of our ultimate elite event. I also want to mention the success of the development camp that took place prior to the championships and to sincerely thank all contributors who made it possible for so many athletes to participate.

But the success of these championships is clearly also thanks to the dedication of a highly committed group of collaborators. I would particularly like to very warmly thank the Organising Committee, the regional government and the French Rowing Federation, including all of the partners who delivered

an excellent championship despite the very many challenges related to organising an event on such a grand scale. A big “bravo” to the team as a whole and to the volunteers who, with devotion and a positive approach, provided all of the necessary services with a welcoming spirit.

As with the World Championships, the entire season has similarly been a great success.

I would like to thank and congratulate all contributors: the Organising Committees, including their partners, of Bled (SLO), Varese (ITA) and Lucerne (SUI), for the three stages of the World Rowing Cup; of Plovdiv (BUL) for the World Rowing Under 23 Championships; of Poznan (POL) for the European Rowing Championships; and of Hazewinkel (BEL) for the World Rowing Masters Regatta. At the Masters regatta, I sensed great motivation and passion amongst our Master rowers who have managed to achieve well-being and a healthy work-life balance through our sport, and who share the same passion for rowing.

The World Rowing Junior Championships, organised for the first time in South America, were a real success for our rowers. The competition served as an Olympic test event, an important step in the preparation phase of the Olympic Regatta, which I will comment on later in this report. Staying on the subject of the Olympic Games, the FISA African Olympic Qualification Regatta took place in Tunis and I would like to thank the Tunisian Rowing Federation for organising an excellent regatta and for its high level of involvement. The other continental qualification regattas will take place in 2016.

For the first time, the World Rowing Coastal Championships left Europe for South America, more specifically Lima, Peru. Participation levels went beyond expectations considering the novelty of the discipline on this continent. I wish to congratulate the organisers, the Peruvian Rowing Federation and the National Olympic Committee, for their warm welcome and efficient organisation of these championships which serve as a starting point for this discipline's promising future in the entire region.

Finally, I would like to mention all the other organisations around the world who contribute to the practice, development and promotion of our sport and its values. It is very important for rowing to feature in the programme of multi-sport events such as, for example, the Continental Games or University Games. I was very motivated to attend the South-East Asian Games in Singapore and the Pan-American Games in Toronto (CAN). We continue to strive, insofar as possible, to retain our position within these organisations and to be incorporated into those we are not yet a part of. I would like to note the coastal rowing events that were staged at the Mediterranean Games on Pescara beach in Italy as a good example. The concept was successful, which indicates the positive outlook we can have regarding the development of this discipline.

Focal point – the Olympic Games

Year 2015 was marked by difficulties and a certain amount of tension in the preparation of the Rio Games. The International Federations as a whole along with the IOC have been confronted with a variety of more or less complex problems, prompting the need to react strongly with the Organising Committee and Brazilian authorities. The deep crises, first financial then social and even sanitary, that has

affected Brazil and continues to do so certainly has not helped and the context remains of great concern.

We consequently aimed to adopt a constructive and open approach in order to reach the best solutions within this difficult context, in the interest of our athletes and our sport.

I hope that all of these efforts will result in magnificent Olympic and Paralympic regattas in which the athletes will be able to perform at their best level in optimal conditions. Our regatta course in the heart of the city, on the Rodrigo de Freitas Lagoon, at the foot of Corcovado and close to the famous Copacabana and Ipanema beaches will no doubt be an additional asset for the promotion of our sport.

As regards Tokyo 2020, I would simply like to mention the final decision that has been made to pursue the Sea Forest project within Tokyo Bay, thanks to the technical support provided by FISA, investment optimisation and a solid legacy project for the future. This is a happy ending to a saga full of twists and turns that saw scenarios put forward that were rather unfavourable to our sport. In this instance again, the good relation and collaboration with the IOC will have played a determining role.

Ensuring a sustainable future for rowing – a major challenge for FISA!

As I mentioned in my 2014 report, the world of sport is in a state of major change, especially the Olympic Movement with the adoption and implementation of Agenda 2020 and its 40 recommendations. It is simply vital that we integrate these elements within our strategy and development plan so as to avoid being left behind, thereby placing the future of our sport and its position within the Olympic Movement

at risk. My meeting with IOC President Thomas Bach in January was very cordial and constructive but nonetheless very clear: as is the case for all Olympic federations, FISA must understand the substantial transformations taking place in the Olympic movement and the world of sport in general, and board the train of change so as to ensure a sustainable future.

This leads me on to the consultation process we launched with FISA's member federations back in 2014, in preparation for the 2017 Extraordinary Congress which, as I have often said, will represent a key turning point in our Olympic history.

For me, the objective of this process is two-fold: on the one hand to have sufficient time at our disposal to thoroughly prepare the decisions that will be made at the next Extraordinary Congress, and, on the other hand, and in particular, to engage and involve the member federations and request their contribution. One thing is certain: the decisions will impact our sport in the long term and it is essential for a majority to share the same vision regarding the future of our sport, on the basis of which optimal solutions will be built. The greatest challenge, in this constrained and difficult context, is for each of FISA's member federations to understand that the position of our sport is at stake on the global stage and that our strategy should not be restricted as a result of a narrow or partial approach. During my many exchanges with individuals and groups, representatives of federations, I often hear the fears and concerns, some arising from external pressures, but the reality is that rowing simply needs the Olympic Games and, even if the opposite is also true, the power struggle is unequal. We therefore need to preserve our fundamental principles, our values, and find a compromise in answer to the legitimate questions we are asked.

One of the recommendations that impacts us most is certainly the IOC's new approach in defining the Olympic programme. The IOC will no longer simply limit itself to the choice of sports and let each sport define its own events. Instead, each event will be individually validated. This is why we have chosen to first and foremost re-evaluate the fundamental principles of our sport: racing distance, weight categories, sculling and sweep rowing, big and small boats, and the elements that distinguish our sport from others. This thought process, shared with the widest possible audience, has provided input for further discussion about the future of our programmes.

Gender equality – a vision that is shared and widely accepted

I am extremely encouraged to know that this ambition is today unanimously accepted or, at least, that it has reached a very wide consensus. I would like to stress that it would be very narrow minded and foolish to focus only on Olympic participation. This is why it is important to pursue gender equality in all areas, whether in regards to athlete participation or the involvement of women in other areas of our organisation. Several initiatives have been launched and I am delighted to observe positive and tangible results, the details of which can be found in the Women's Commission and Development Commission reports.

The 2017 Extraordinary Congress – a turning point

Because this task is not limited to the Olympic programme, we have set up two working groups to coordinate and anticipate the change proposals for our rules and statutes. One group is focused on governance and the other on the more technical aspects included

in the rules of racing. Again, the objective is to anticipate the tasks leading up to the Extraordinary Congress of February 2017. We have taken every opportunity to share ideas, communicate, listen and subsequently integrate the feedback that we have received throughout the process so as to be able to introduce the necessary changes. Year 2015 was a phase during which discussion and exchange took place at several national federation conferences organised for this purpose. Year 2016 will be a year during which the proposals for change are consolidated and developed.

The world of Sport in turmoil

The world of sport has been severely shaken by several scandals relating to corruption, doping or match-fixing and is going through a period of very strong turbulence, more than ever before. Although this may only concern a few federations, and it is the major ones that are involved, the ramifications are felt across the entire world of Sport. Throughout 2015, and continuing in 2016, sport often made the headlines in the media not for the values it should represent, convey and promote, but as a result of very damaging allegations and scandals. It is extremely saddening and disheartening. There is no need to go into further details, but it is clear that this will have had an everlasting impact on federations, extending the negative effects to the reputation of sports directors, sports organisations and athletes generally.

The image of sport and its governing bodies have been severely discredited. If at FISA we should be proud of being far removed from unacceptable and reprehensible behaviour, of having a governance structure in place that is respectful of true values, and proud also of our fight against doping, we should not use this as justification to become complacent, but rather

should strive for continuous improvement. With this in mind and our commitment to drive good governance throughout the organisation, we will be proposing changes to our statutes which will be presented to delegates at the 2017 Extraordinary Congress.

SportAccord... a complex situation

As I explained at the Congress in Chambéry, the FISA Executive Committee decided to put an end to its membership with SportAccord (SA), an organisation that assembles all sports federations worldwide. Following the speech of Marius Vizer, then President of SA, at the opening of its general assembly in Sochi in April, the International Federations affiliated with ASOIF promptly reacted by immediately distancing themselves from the statements made against the IOC and the Olympic Movement. Whilst certain points raised might have been justified, the manner and place in which they were made were absolutely inappropriate. Several weeks later, and in light of how the situation was evolving, FISA decided, based on the Executive Committee's decision, to cancel its membership with SA.

Through its affiliation with ASOIF, FISA nevertheless remains within the SportAccord Convention (SAC), the annual assembly of sports organisations. We may reconsider our position regarding a possible return to SA at a later date, when we have further information that allows us to better foresee the future of this organisation.

Human resources, the force driving our ambitions

I would like to take this opportunity now to warmly congratulate the FISA teams: firstly the Executive Director and the FISA staff members for the excellent work accomplished

throughout the year. Their expertise and professionalism no longer need to be proven and are widely acknowledged, however I would particularly like to recognise the commitment, motivation and positive attitude that they demonstrate.

I greatly appreciate the constructive and always respectful relationship with the Executive Director, each of us taking responsibility for our own role and mission. I would like to sincerely thank the members of the Executive Committee and the Council for their active and constructive contribution. I would also like to thank all of the Commission members and consultants who have made their time and skills available in order to serve our sport.

To conclude, I would like to reiterate to the delegates and member federations my commitment, willingness, enthusiasm and motivation to serve FISA. In this period of great turmoil and change in the world of Sport, you may rest assured of my complete and untiring dedication – my single goal being to provide the best future for our sport.

Jean-Christophe Rolland
President

VICE PRESIDENT

This past year has been extremely busy for the Council, Executive Committee and Management with extra meetings to prepare for changes to the FISA Statutes and Rules for the 2017 Extraordinary Congress, including proposed changes to the event programme and other changes based on the directions set out in the IOC Agenda 2020. Change is always challenging and our President has put an effective plan in place to ensure all stakeholders have an opportunity to contribute and influence the outcomes. FISA continues to be a leader in process as well as in many aspects of these changes.

The FISA Executive and Council meetings and events attended include, but were not limited to, the Joint Commissions Meeting in London, the World Cup events in Lucerne and Varese, the World Junior Championships in Rio de Janeiro and the World Championships in Aiguebelette; the latter including a joint meeting of the Development and Women's Commissions and staff, and a presentation at the WhatsNext2Rowing women in leadership seminar. As with the previous year, a number of these meetings included sessions with the National Federations to provide an opportunity to share information and obtain feedback on how FISA should develop in the future.

Thank you as always to the organizers of our events in 2015 and to those who participated in the National Federation sessions. As we get closer to the decisions which will have to be made, input and collaboration are essential so that we move forward together.

As Vice President I am the Chair of the Development Commission. This

Commission's Report is included in these Congress papers. Sheila Stephens Desbans, Thor Nielsen and Daniela Gomes de Costa have again outdone themselves with incredible work for FISA in this area. I have set a more regular meeting schedule with Sheila to provide feedback when required. Again, we are working closely with the Chair of the Women's Commission, Jacomine Ravensbergen, on complimentary strategies including the organisation of Women in Leadership seminars.

In November 2015 I was elected President of the Canadian Olympic Committee. It has been an extremely busy time as we transitioned from past leadership but it is now manageable and seems to be complimentary to my work with FISA. I have attended a number of international events since being elected, including the ANOC and PASO meetings in Washington DC and the Winter Youth Olympic Games in Norway.

As last year, I continue to advocate with our team for ways to increase the viability and attractiveness of our events as well as branding and successfully marketing our sport so that our continued growth is sustainable. I congratulate our President Jean-Christophe Rolland, our Executive Director Matt Smith and his hard working team for all of their accomplishments this past year and thank you, the national federations, for your support and input this past year. Congratulations also to the teams that have qualified for the Olympic Games. The level of competition at Aiguebelette was at a level we have never before seen and I expect the 2016 events will be equally as challenging and exciting.

I am honored to be part of the FISA family and proud of the way we have worked together in the progress made in 2015. I look forward to continued progress in the future.

Respectfully submitted,

Tricia Smith

TREASURER

Meetings and Events Attended

Joint Commissions Meeting, National Federation Conference and Executive Committee meeting, London (GBR), March

World Rowing Cup 1, Bled (SLO), May

World Rowing Cup 2 and Council meeting, Varese (ITA), June

World Rowing Cup 3, Lucerne (SUI), July

World Rowing Under 23 Championships, Plovdiv (BUL), July

World Rowing Junior Championships, Rio de Janeiro (BRA), August

World Rowing Championships and Congress, Aiguebelette (FRA), August

Budget Review and Planning meeting, Lausanne (SUI), September

Executive Committee Meeting, London (GBR), December

Report on Activities

The Treasurer's principal responsibilities are financial planning and monitoring progress against our budget. The 2015 accounts and a commentary on the financial performance are set out later in the agenda papers, and therefore I comment only briefly on FISA's finances as well as my activities in this report.

Last year I warned that we would be dipping into FISA's reserves during 2015 and 2016 to cover a shortfall in our anticipated income while being prudent with our expenditure where possible. In February 2015 a meeting of the informal Finance Sub-Committee was held in Lausanne to make a complete review of the 2015 budget in respect of the lower

than hoped for income. This group included the President, Executive Director, Controller, Marketing Director, Co-opted Council Member Gerritjan Eggenkamp and me. A number of changes to the 2015 budget were made in this meeting and subsequently approved by the Executive Committee.

Our budget review meeting in September highlighted a further decline in our income from rights, while there is continuing upward pressure on expenditure. Delegates will recall that we originally set aside CHF 5 million of our revenue from London 2012 as what we hoped would be a permanent reserve. The Executive Committee has approved a number of cuts in expenditure while seeking to preserve the quality of our event programme and presentation, but even after these we anticipate consuming a substantial part of this reserve during 2015 and 2016. The details of this are set out in the financial section of the agenda papers. The Finance Sub-Committee envisages regular meetings going forward to carefully control FISA's expenditure; this is even more critical considering the current challenges we face in generating revenues.

During 2015 I attended all World Rowing Cups and World Rowing Championships. I arrived the day of the first Team Managers' Meeting and was present throughout each event in case there were questions needing Executive Committee input. I have continued to work at these events checking the correct use of the progression system and the programme for subsequent days, as well as my role to act as a communications hub in the event of any changes to the published programme, particularly at televised regattas. I have again worked

with colleagues on a number of minor changes to the progression system.

The size of the entry at the World Championships was a record, and one event, M1x, exceeded 40 entries resulting in our first ever use of Case 12 of the FISA progression system. This proved unsatisfactory with a concentration of higher seeded competitors in only two of the four quarter finals in both draw options. We have started to discuss possible solutions, which will be implemented from 2017 onwards, as we are unlikely to see an entry of this size in a seeded event in 2016.

I am also a member of the Rules Working Group, tasked with preparation of proposals for rule changes at the 2017 Extraordinary Congress.

Accomplishments

- Full attendance at FISA events
- Work to identify the gap in the budget and solution to cover it
- Contribution to the Rules Working Group and work on the Progression System

Challenges for the future

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

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

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 national federations, which makes our work efficient and very agreeable.

1. 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 led by our Development Director Thor Nilsen along with Development Manager Sheila Stephens-Desbans, and Development Coordinators Daniela Gomes and Yihuan Chang.

The Events Department is led by Events Director Svetla Otzetova along with Events Manager Nathalie Phillips, Events Coordinators Daniela Oronova and Tine Jacobsen, and Events Logistics Coordinator Prateek Gumbar. I would also like to recognise the untiring work of our 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, our Communications Manager – Content and Jillian O'Mara our Online Communications Coordinator. The 2015 team also includes Debora Feutren and Alan Oldham as feature writers.

The Governance and Administration area includes Controller Emilio Pastorello,

Governance Coordinator Lucy Trochet 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" for ten years 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. This has allowed our staff to exchange ideas and share experiences with other IF staff.

2. Development

Development Director Thor Nilsen, Development Manager Sheila Stephens and their team are continuing to make strong progress in this area. They are assisted by a group of coaches led by Oswaldo Borchini for the Americas; Michel Doutre continues with Faycal Soula for Africa, and Chris Perry for Asia. They are complemented by active and influential Continental Representatives who are also key contributors. As in the two previous quadrennia, the continental Olympic qualification regattas are preceded by specially designed training camps. With the support of Olympic Solidarity, we can ensure that every member federation in the relevant continents

had funding to send a few rowers and a coach to participate. The first of the four events took place successfully in Tunis, Tunisia, thanks to the Tunisian Rowing Federation.

Our biggest challenge now, given the current financial circumstances, is to be sure that our development actions are sustainable. A careful review of all areas in the organisation will be made and all actions will be judged on their level of financial sustainability. You can read about all their plans and goals in the Development Programme report section of these Agenda Papers.

3. Events

We can be proud of the standard and quality of our events in 2015. The 2015 World Rowing Championships in Aiguebelette were the largest-ever World Rowing Championships. Our congratulations and sincere thanks go to the organising committee of Aiguebelette for an outstanding job. They were under massive pressure to deliver after the huge entry and high expectations. The 2015 World Rowing Junior Championships in Rio de Janeiro also lived up to and surpassed expectations. Congratulations and thanks go to the Rio 2016 organising committee. This was also the test event for the 2016 Olympic and Paralympic Games regatta, and we have seen that we can expect excellent regattas in August and September 2016.

The 2015 World Rowing Under 23 Championships in Plovdiv also met and exceeded expectations resulting in a great regatta. Thanks go to the Plovdiv organising committee. The three regattas of the 2015 World Rowing Cup series (Bled, Varese and Lucerne) were also very well organised and set high standards. Thanks go to this group of organisers too. FISA also assists in the preparation and staging of

the European Rowing Championships. The 2015 event was the ninth since the re-start of this event in 2007 in Poznan. The 2015 regatta took place in excellent conditions in Poznan. Thanks go to this reliable and efficient organising committee.

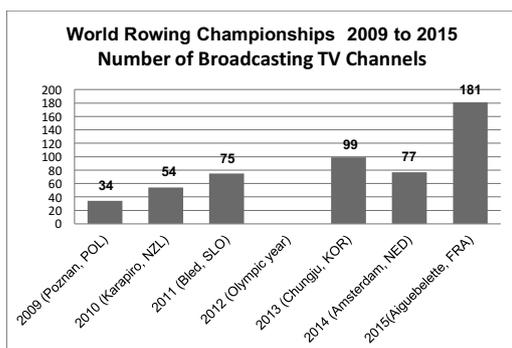
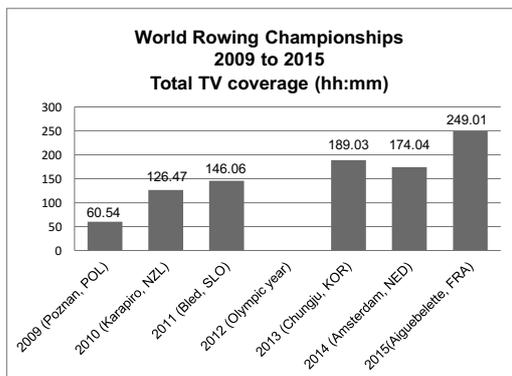
The 2015 World Rowing Masters Regatta in Hazewinkel had a very high level of participation and this event continues to grow in complexity and expectations. Serious attention needs to be given to the size of this event relative to the time and availability of volunteer organising committees. Thanks go to the hard-working and efficient Hazewinkel organising committee. The 2015 World Rowing Coastal Championships took place outside of Europe for the first time and were excellently organised by the Peruvian Rowing Federation in Lima.

The FISA events team is working very hard to advise and support the organising committees while doing its best to treat them equally and with respect. The size and number of our events is getting to the level of high risk. The size of the World Championships has 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. Another concern is the decrease of interest in local, regional and national governments in subsidising "age-group" championship events (juniors and under 23s). It seems that there is more pressure to justify subsidies for events that deliver a television presence for the government entity. I have confirmed this view with the other International Federation Executive Directors as they are also struggling with their age-group events. FISA has formed a working group led by Co-opted Council member Gerritjan Eggenkamp to try to reduce the costs and complexity of these events while looking for alternative financing models.

4. Communications and Marketing

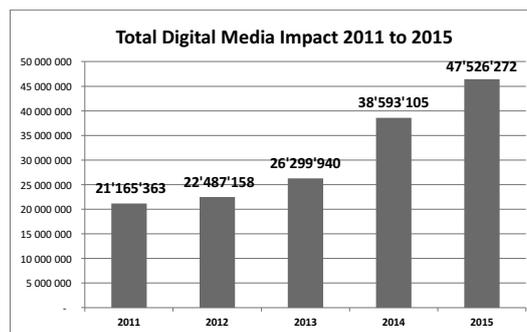
The communications and marketing teams work very closely together in order to be sure that the way rowing is communicated and promoted is consistently and closely linked to the core values of the sport and the FISA "World Rowing" brand. While we are having excellent success with our television product and our digital media platforms, the global financial environment for sponsorships and partnerships is at a new low. As explained below, we are addressing this issue by differentiating our commercial offering.

As discussed in previous reports, one of the areas of key importance was to stabilise and grow our television platform. Our partnership with the European Broadcasting Union has greatly evolved in terms of flexibility and service, and the engagement of Quattro Media of Munich, Germany has been key to stabilise the quality of host production and provide customised news services. Since 2010, our



television results (countries, channels, hours and audiences) have improved year on year and this medium is still the most effective way to promote our sport, globally. The charts below tell the story.

Another key area for emphasis is communications and, in particular, digital communications. Great results have been obtained for our website and for our general digital media impact (one of our key performance indicators in this area). We have worked hard to utilise various social media platforms as well as increase the number of videos to help present the sport, the athletes and raise awareness.



However, communications is not just about numbers, but also about quality and we have worked hard to provide high quality videos, articles and photos, and I would like to recognise all our writers (too many to list) and our photographers Igor Meijer and Detlev Seyb. We hope you have enjoyed the quality of the website which was created at the end of 2013 and debuted in May 2014. The provider is the sports media company DeltaTre based in Turin, Italy. This project was managed together with a transfer of all data to Swiss Timing in Leipzig, Germany. This data is carefully integrated into the World Rowing.com website. The new website also allows for a "live event" mode so that viewers can easily obtain all relevant information on the events as they happen.

In terms of marketing, sports organisations in general are suffering from the problems of the corruption in FIFA and IAAF, among others, and the terrible doping scandals. This is combined with the drop in oil / energy prices, the economic challenges of Russia, China and Brazil, the sudden abandonment of the Swiss Franc / Euro exchange rate "ceiling" by the Swiss Central Bank on 15 January 2015, the problems of financing of Greece's economy and the immigration crisis in Europe. For an international sports organisation that depends on sponsorship from international companies' international budgets, it is truly a difficult period. I have also discussed this with the Executive Directors of several other International Federations, and they all share this difficulty. We are closely studying alternative means of creating revenues, such as better commercialising our social media platforms, creating a better "small screen" experience during our events and better use of statistics during our events, but these will only produce minimal increments in income.

The clear path forward for FISA is to effectively differentiate our sponsorship product from that of other sports. For this, we are focusing on Corporate Social Responsibility (CSR) and fully utilising our "Clean Water" relationship with WWF International. We introduced the Kafue River & Rowing Centre in June 2015 as our key CSR project and sponsorship "hook" for the near future. To fund this Centre, we are seeking individual contributions from all rowers as well as seeking one or more major international sponsors. These sponsors would leverage their relationship with the Centre through a sponsorship of World Rowing and our events. With this policy we combine a credible CSR project with a rowing sponsorship that will deliver funding and activation opportunities for both properties.

5. Administration and Anti-Doping

The Administration of FISA continues to be strong and stable. In the light of current headlines, the area of good governance is of even greater importance, and more resource has been shifted this way. One of the most important jobs of the administration 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 embrace. It is of concern to all of us when athletes make that terrible decision to follow the path of doping, risk their future credibility and health, and damage the reputation of their sport. The attitude taken by NF leadership and the coaches can have a major influence on the athletes. We would prefer to spend this money on developing the sport, rather than collecting urine and blood but we maintain that it is vital to keep our sport clean if we are to protect its integrity. You will see that spending on anti-doping was increased in the pre-Olympic year, as will be the case in the Olympic year.

6. Future

The digital revolution has changed everything, and that includes the sport of rowing and FISA. We have reviewed our strategy and financial models in great depth, consulted with experts in the various fields and have now reacted so that in many areas, in fact, we are ahead of the game. However, the budgets across the board will have to be reduced in order to live with the current market conditions, which might mean a reduction in quality or a reduction on engagement by commissions and staff. Another detailed review across the entire operation will take place in September / October 2016 as we prepare the future budgets. The Congress will continue to be updated and your feedback at any point is very much welcomed.

7. Conclusion

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

Matt Smith

AGENDA ITEM 6

Reports of the Chairs of the Specialist Commissions

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13.	Co-opted Council Member – Gerritjan Eggenkamp	48

ATHLETES COMMISSION

Membership of the Commission

Lenka Dienstbach-Wech (GER), Chair, Women

Amber Halliday (AUS), Lightweight Women

Frida Svensson (SWE), Women

Moran Samuel (ISR), Para-Rowing

Iain Brambell (CAN), Lightweight Men

Lawrence Ndlovu (RSA), Lightweight Men

Sjoerd Hamburger (NED), Men

Santiago Fernandez (ARG), Men

Igor Boraska (CRO), Men

Meetings of the Commission

Commission meeting, Frankfurt (GER),
February

Joint Commissions Meeting, London (GBR),
March

Summer meeting, Lucerne (SUI), July

Report on Activities

- Train the trainer seminar in Frankfurt for the IOC Athlete Career Programme (ACP)
- First ACP outreach seminar in Tunisia
- 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 agreed to invite

commission members to participate in the operations of the fairness committee during events.

- Work on Athletes Commission website creation – the commission continues to work on enhancing the Athletes' section of the World Rowing website in order for athletes to more easily access relevant information and notices.

Accomplishments

- Improved communication through our network
- Zonal umpiring tested at various regattas
- Advertisement rules review

Challenges for the Future

- Launch Athlete's 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
- Olympic programme modifications
- 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. Furthermore with the upcoming

changes to the Olympic programme we want to include the athletes in the ongoing discussions and help them to understand the importance of the changes for our sport in general.

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)

Thor Nilsen (NOR), Honorary Chair

Meetings of the Commission

Sports Science and Medicine Conference,
London (GBR), January

Joint Commissions Meeting, London (GBR),
March

World Rowing Cup II, Lucerne (SUI), July

World Rowing Championships, Aiguebelette
(FRA), September

World Rowing Coaches' Conference, Sarasota
(USA), November

Report on Activities

- Seeding

The Commission conducted seeding according to the FISA Seeding Protocol at the European championships, World Cups and World Rowing Championships.

- Fairness Committees

Fairness Committees with Competitive Commission input were active at the European Championships, the World Cups the World Rowing Junior Championships, the World Rowing Under 23 Championships and the World Rowing Championships. A core group of individuals were allocated across the committees at events to ensure standardisation of working and reporting. This included lessons learnt from the weather modelling in Amsterdam and, in so far as possible given the different locations, preparing and monitoring events to a standard format. All the events had weather forecast systems in place which assisted with the preparation for racing. Apart from the World Rowing Junior Championships, the racing followed the advertised programme. At the World Rowing Junior Championships, the test event for the Rio 2016 Olympic Games, winds were predicted on the Saturday afternoon and Sunday which led the Executive Committee decision to move Friday morning's racing to Thursday afternoon and move forward the rest of the racing by one day.

- Coaches' Conference

The Commission in conjunction with the Sarasota Organising Committee held the Coaches' Conference in Sarasota in November. The Coach in the Spotlight was Noel Donaldson who was very open and generous in sharing his information both from his previous work with the multiple medal winning Australian Oarsome Foursome and the current

Olympic Gold Medal New Zealand Men's Pair. Nutrition was a requested topic from 2014 and Kate Burks from IMG outlined the basics while Elizabeth Fusco applied this to rowing training and racing. Coach burnout and staying inspired were topics covered by LaNise Rosemend and Steve Shenbaum, Captain Chaby and Dr Angus Mugford applied lessons learnt in high stress military environments to rowing events including the Olympic Games. Juergen Steinacker spoke about methods that can be used to successfully monitor the training and health of the rower. This was based on experience in working with the German Rowing Team and leading athletes from other sports. Bryan Volpenheim outlined how the USA transition successful young rowers from university into national team rowers. Canada's Nick Clarke gave a good insight into how to develop an endurance rower. Wyc Grousbeck, a former lightweight US national university champion and successful business man, explained how soon after buying the Boston Celtics basketball team he promised they would "raise a banner" (win an NBA championship) and the story unfolded as to how this was achieved including on occasions drawing on his rowing experience. FISA matters and updates were also shared with the coaches. The Conference was exceptional with good feedback on all the speakers, a good venue and a visit to the lake which will host the 2017 World Rowing championships.

- **Website development**

The commission has worked with FISA staff to develop a coaching page on the World Rowing website. Information on FISA coach education materials at

Level 1 and 2 are available as are links to technical videos by coaches and rowers. Over the next year this page will be further developed with all the back conference materials available to view. The intention is to make this a useful resource for coaches.

- **Development**

The commission has a strong link to the Development Programme supporting rowers at qualification and World Rowing Championship events. In addition many members of the commission 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 seeding and Fairness for the World Rowing Cups, European Championships and World Rowing Championships. This includes developing a core group working towards a standard implementation of the fairness protocols.
- Worked with FISA staff to develop a Coaches' page on the website.
- Held a highly rated Coaches' Conference in Sarasota
- Other input into the planning and implementation of FISA competitive rowing events.

Challenges for the Future

- The IOC's Agenda 2020 and ensuring rowing maximises the opportunities this presents for the future.
- Impact on the standard and number of coaches by:

- Communicating to coaches through the website and exploring the possibility of a virtual academy of coaches.
- Supporting development programmes and providing opportunities to develop coaches.
- Supporting the Women's Development strategy and in particular in developing women coaches and coaches of women rowers.
- Ensure transparency of fairness and seeding by developing a competent group to carry out these tasks. Collect relevant data about each course used by FISA for events so this can be passed on and built on. Propose alternative methods for lane allocation.
- Host the next Coaches' Conference in Vancouver in January 2017 combined with the Canadian Rowing Coaches' Conference
- 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 forms of the sport

Conclusion

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

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

Rosie Mayglothling

EQUIPMENT AND TECHNOLOGY COMMISSION

Membership of the Commission

Paul Fuchs (USA), Chair

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

The number of coastal rowing boats and the number of manufacturers has increased dramatically in the past year. There has also been pressure to reduce the weight of the boats in some boat classes. We have been very happy to see this positive development for rowing in many areas where previously it was not possible.

We have continued our close relationship with the Para Rowing Commission and have worked with them on issues concerning equipment and strapping used in competition. Many meetings have taken place to discuss upcoming issues of course length and boat types for racing.

We introduced an electronic equipment declaration form to be filled out by team managers. This form allows the ETC to manage the electronics without involving the Umpires or Control Commission. This form is returned

before the beginning of the regatta and lists the equipment in each boat.

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 have been made to the Executive Committee.

Accomplishments

- Successful management of electronics in boats
- Coastal boats based on the FISA design are now available
- Few issues with boat regulations
- Recruited a new Commission member Marko Banovic for 2016

Challenges for the Future

- Try to get more and better data from the bow mounted GPS
- Design a prototype double volume Para pontoon for testing
- Discuss weight reduction for some Coastal boat classes
- Assist in the continuing development of Coastal Rowing
- Assist Para Rowing Commission on their future direction
- Assist with the \$1000 boat design project
- Continuing review of electronics for boats and racing

Conclusion

We are pleased that the revised regulations with respect to the use of electronics at FISA events have been successful. We have met

with manufacturers and team managers to understand all sides of the issue. Because of the continuing developments in this area the Commission will keep this under review.

In anticipation that Para Rowing might move to the 2000m distance in the future, we will continue to support that commission as they study the various options that they are considering.

In this upcoming year we expect that one or more companies will achieve the goal proposed with the low cost boat program, a boat for under \$1000. We will continue to explore ways to lower the cost of starting up programmes for recreation, para and coastal rowing to broaden the base and allow many more athletes to participate.

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

Paul Fuchs

EVENTS COMMISSION

Membership of the Commission

Mike Tanner (HKG), Chair

Cameron Allen (AUS)

Joost De Geus (NED)

Matt Draper (AUS)

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 2015

Report on Activities

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

Accomplishments

- The FISA Events Manual update was completed and the 2016 version will be available by June 2016.
- A Continental Events Manual was completed and is available for use.
- Significant input has been given to the planning and preparation for all FISA events in the calendar as well as the 2016 and 2020 Olympic Regattas

Challenges for the Future

- Develop a manual for organisation of lower level events to support national federations which have less experience organising regattas.
- Initiate a project to identify opportunities for use of data and information in management of FISA regattas
- Initiate a project to establish a database of world-wide rowing venues.

Conclusion

The Events Commission will continue to support the work of the Events Team in the FISA office to prepare and present high quality FISA events. Closer liaison with continental confederations will be a focus for the coming years in order to share existing expertise and build up knowledge and experience in organising events world wide.

Mike Tanner

EVENT PROMOTION COMMISSION

Membership of the Commission

Paul Blackketter (USA)

Irene Eijs (NED)

Lyudmil Karavasilev (BUL)

Pat Lambert (BEL), Chair

Masakuni Hosobuchi (JPN)

Perrine Pelen (FRA)

Meetings of the Commission

Joint Commissions Meeting, London (GBR), March

EP Commission meeting, December, Aix-les-Bains/ Tignes/ Val d'Isère, (FRA)

Several Skype meetings; some with the full Commission, some bilateral.

Report on Activities

All members attended events during 2015, filling in the Commission standardised postevent report and taking pictures of specific themes to feed into the marketing reports of FISA.

Events attended:

- World Rowing Cup 1, Bled (SLO), May – Irene Eijs
- European Championships, Poznan (POL), May – Lyudmil Karavasilev
- World Rowing Cup 2, Varese (ITA), June – Pat Lambert, Perrine Pelen
- World Rowing Cup 3, Lucerne (SUI), July – Pat Lambert
- World Rowing U23 Championships, Plovdiv (BUL), July – Lyudmil Karavasilev

- World Rowing Junior Championships, Rio (BRA), August – Masakuni Hosobuchi
- World Rowing Championships, Aiguebelette (FRA), August – Pat Lambert
- World Rowing Masters Regatta, Hazewinkel (BEL), September – Paul Blackketter
- World Rowing Coastal Championships, Lima (PER), November – Paul Blackketter

Accomplishments

- Organising Committees (OCs) reported a great benefit from exchanges between past and forthcoming OC's in terms of promotion, budget and organisation.
- Active role taken in staging events, by sharing ideas for the benefit of the sport and working on discussions papers.
- Published the second issue of a yearly publication that provides a selection of best practices in terms of promotion through a collection of pictures.
- Shared the learnings from an EP Commission meeting held at the FIS World Cup with other Commissions.
- Structured EP reporting to align with FISA requirements using a commonly defined standard postevent report, including picture taking for advertisement report.
- Held Skype meetings on a regular basis to report on events, exchange more frequently and re-assess the Commission's working methods.
- Prepared for the upcoming season 2016

Challenges for the Future

- Further develop ideas on discussions papers together with other Commissions (advertisement, social media, ...)
- Propose to include more on event promotion as part of the bid process
- Work on a toolbox for promotion
- Work with a standardised post-event report, which feeds into FISA's reports
- Continue regular debriefing after events (Skype meetings)
- Prepare Yearbook 2016, document on how to showcase the sport for Council
- Share best practices with forthcoming OC's or bidding parties

Conclusion

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

As this consolidation is now in place, we see season 2016 as a new milestone in our development planning, where we will feed in new discussion themes and ideas for promotion.

The Commission wants to express its sincere thanks to FISA staff for a constructive and positive collaboration.

Pat Lambert

MASTERS ROWING COMMISSION

Membership of the Commission

Tone Pahle (NOR), Chair

Gary Bain (GBR)

Ron Chen (USA)

Sebastian Franke (GER)

Zdena Norkova (CZE)

Daniel Rutenberg (ISR)

Herman van Velze (RSA)

Meetings of the Commission

Joint Commissions meeting, London (GBR),
March

World Rowing Championships, Aiguebelette
(FRA), August – two members

Draw for 2015 World Rowing Masters Regatta,
Hazewinkel (BEL), August – two members

World Rowing Masters Regatta, Hazewinkel
(BEL), September – all members

Pre-regatta meeting plus extra day,
Copenhagen (DEN), November

Several Skype meetings

Report on activities

- **2015 World Rowing Masters Regatta, Hazewinkel**

The 42nd World Rowing Masters Regatta was held at the well-known “Bloso” regatta course at Hazewinkel, Belgium. The 10,754 seat entries (not including coxswains) for the regatta set a new record. There were 550 races conducted over 3 1/2 days. The OC did a commendable job under these demanding

circumstances. The rowing conditions were generally excellent.

The ongoing and indeed increased participation of the “Octos” – rowers above the age of 80 – continues to highlight the Masters as a demonstration of rowing as a lifelong sport. At each WRMR, a medal and pin is now awarded by the Commission at a special ceremony to each new octogenarian competitor. The oldest competitors at the regatta were born in 1925 (male) and 1926 (female).

At the same time, we have noted increased participation in the “younger” age categories (starting at age 27) which is a good sign for the future growth of Masters rowing.

A record number of 48 nations were represented at Hazewinkel which is a good benchmark of universality, especially given that competitors completely self-fund their participation. Approximately one-third of competitors were women; the Commission has as one of its priorities the growth of women's Masters rowing.

Accomplishments

- Refined job descriptions and responsibilities of Commission members, according to their individual skills and experience.
- Greater sophistication in planning “off the water” aspects of the regatta, such as finances, logistics and ceremonies.
- Increased universality in terms of both global representation and age.

- Prepared umpire training materials and information to meet specific needs of WRMR

Challenges for the Future

- Continue to develop the infrastructure of the Masters rowing community through social media, dissemination of news and stories, throughout the year
- Encourage the national federations to focus more on the Masters community within their own countries as a model at all levels for equity, universality, collegiality, lifelong fitness and integrity.

Conclusion

The continued growth of Masters rowing throughout the world is a welcome development but presents opportunities and challenges for OCs, national federations and clubs as well as FISA. The Masters Commission will continue to play its part in meeting these challenges.

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

IPC Agitos / FISA Training Camp, Gavirate
(ITA), May

World Rowing Cup II, Varese (ITA), June

World Rowing Championships, Aiguebelette
(FRA), August

Report on Activities

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

A total of six new NFs participated in a 10-day training camp supported by the IPC's Agitos Foundation Fund; four of them went on to compete at the World Rowing Championships.
- FISA International Para-Rowing Regatta, Gavirate (ITA), May

A total of 22 NFs participated in a two-day programme (ARG, AUT, BRA, CZE, FRA, GBR, GER, HKG, HUN, KEN, ISR,

ITA, LTU, MEX, MON, NED, NOR, POL, RSA, RUS, SUI, UGA).

- 2015 World Rowing Cup II, Varese (Italy), June

A total of 16 NFs (AUS, AZE, BLR, BRA, CZE, FRA, GBR, GER, HUN, ISR, ITA, NED, NOR, POL, RUS, and UKR) comprising 39 crews competed in para rowing events. The entries for each event were: ASM1X (14); ASW1X (9); TAMix2X (9); LTAMix4+ (7)

- 2015 World Rowing Championships, Aiguebelette (FRA), August/September

A total of 29 NFs (ARG, AUS, AUT, AZE, BLR, BRA, BUL, CAN, CHN, CZE, FRA, GBR, GER, HKG, HUN, IRL, ISR, ITA, JPN, KOR, LTU, MEX, NED, NOR, POL, RSA, RUS, UKR and USA) participated in the Paralympic Qualification Regatta for Rio. 67 crews competed as follows: ASM1X (23); ASW1X (15); TAMix2X (12); LTAMix4+ (17).

- FISA Basic Classification Workshop, Beijing (CHN)

A FISA Basic Classification Workshop was hosted by the Asian Rowing Federation in Beijing, China. There were 12 participants from 6 NFs namely, CHN, HKG, JPN, SRI, THA and UAE. Two experienced international classifiers, Tarina van der Stockt from South Africa and Shirley Stokes from Australia, presented the workshop. They were supported by Han Seung Hoon from Korea, also an international classifier.

It was a successful workshop that covered the fundamentals on classification.

It also gave trainees a good number of practical opportunities to act as a classifier in the Asian Rowing Championship.

Accomplishments

- Successful Agitos Development Camp in Gavirate with 6 new NFs involved, 4 of them going on to compete at the World Rowing Championships. 22 NFs in total competed in Gavirate.
- Successful completion of Basic Classification workshop in Asia, with 12 participants from 6 NFs attending.
- Successful first Paralympic Qualification Regatta with 29 NFs participated.
- A record number of athletes classified in 2015 (over 52 in Gavirate alone!)

Challenges for the future

- Host the second Agitos/ FISA Development Camp in Gavirate successfully.
- Ensure more than 32 NFs compete in FISA events leading up to the Rio Paralympic Games.
- Ensure equality of race distance with able-bodied athletes to ensure continued integration in FISA competitions, so that NFs understand the implication if this does not occur.
- Equipment, regulation and classification have to be reviewed to enable this alignment.

Conclusion

I would like to thank all the Commission members for their significant contribution to the Para Rowing Commission. The enormous support from the FISA staff during the year has been very much appreciated. Thanks also to colleagues in all other commissions with which we work closely in ensuring para rowing is integrated within FISA regattas.

Fay Ho

ROWING FOR ALL COMMISSION

Membership of the Commission

Guin Batten (GBR), Chair

Mats Leo (SWE)

Warwick Marler (AUS)

Pasquale Triggiani (ITA)

Meetings of the Commission

Joint Commissions Meeting, London (GBR),
March

Report on Activities

- **2015 World Rowing Tour: Lago Maggiore, Italy**

The 2015 FISA World Rowing Tour was held on Lago Maggiore, from 20 to 28 September, circumnavigating the lake, starting and finishing at Maccagno. There were 74 participants from 15 countries and 6 continents, with South Africa and India represented for the first time. The tour was well run by a dedicated team and was conducted without incident. The tour was a wonderful success with all participants enjoying a great rowing experience combined with beautiful scenery, culture and fraternity.

- **Future FISA Tours**

The 2016 FISA World Rowing Tour will be held on the lakes of the Salzkammergut district in Austria, 25 June – 3 July. There will be 60 seats offered on the Tour. At the time of writing this report there are still 20 days until the close of applications; indications are that the Tour will again be over-subscribed. A bid has been received from Norway to host the 2017 Tour.

- **Recreational Rowing Tour Guide**

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

- **World Rowing Development Tour**

With the support of the Rowing for All Commission, a rowing tour was successfully conducted with the Maldives Rowing Association and a professional tour operator in February 2015. 19 tour rowers were guided from the southernmost atoll of the Maldives across the equator and into the remote Gaaf Dhaal Atoll. A second Tour is planned for February/ March 2016.

In conjunction with Rowing Australia, the potential for organizing a tour in the Pacific Islands of Tonga or Samoa, using a combination of traditional fautasi boats (50 rowers) and coastal boats, is being investigated. If staged, it is proposed that the coastal boats remain as a legacy benefit to be the nucleus of a fleet for a development rowing program to be run by Rowing Australia as part of the Island Project.

The Rowing for All Commission is happy to broker partnerships between emerging national federations and credible rowing tour operators.

- **Equatorial and Magellan Medals Project**

Contact has been made with MiTAC International Corp, the manufacturer of the Magellan GPS sports watches,

to assess the suitability of the Switch Series devices in measuring and recording lifetime distance rowed in conjunction with the project.

- **Coastal Rowing**

The 9th World Rowing Coastal Championship 2015 was hosted in Lima, Peru, 13 to 15 November. It was the first time the WRCC has been held in the Americas and was an ocean race, with a water start and a running beach finish. The excitement came with the epic down wave leg between turning point 1 and 2, which tested the ‘working the water’ skills of the rowers.

The Organising Committee from the Peruvian Rowing Federation, the Peruvian National Olympic Committee, Club Regattas and the local clubs rowing community put on an outstanding regatta and provided a warm welcome to all. This was the first time the World Rowing Coastal Championships have been staged outside of Europe and despite fears that the entries would fall significantly this was not the case. The hard work and commitment from the organising committee in promoting the event to countries in the Americas was very positive.

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

The 10th World Rowing Coastal Championships 2016 has been awarded to the Rowing Federation of Monaco and the 11th World Rowing Coastal Championships 2017 to the French Rowing Federation and the town of Thonon-les-Bains, FRA.

At the time of writing the bidding window is open for 2018 & 2019 in preparation for the announcement at Congress in Rotterdam. We encourage National Federations who are considering developing coastal rowing in their countries to consider bidding for 2020 and beyond if they can secure the right financial partners.

Accomplishments

- Successful staging of the 2015 World Rowing Coastal Championships in Lima, Peru.
- First-ever staging of Beach Sprint Rowing in the 2015 Mediterranean Beach Games
- Successful staging of the 2015 FISA Tour in Italy.
- Awarding of the 2016 FISA Tour to Austria.
- Successful staging of the first World Rowing Development Tour in the Maldives.
- Indoor rowing was successfully included as a sport in the 2017 World Games.
- Beach Sprint Rowing was included in the 2016 Asian Beach Games programme.

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 to 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, knowledge and together embrace in the widest possible context what it means to be a 'rower'.

Guin Batten

SPORTS MEDICINE COMMISSION

Membership of the Commission

Dr Alain Lacoste (FRA), Chair

Dr Jo Hannafin (USA)

Dr Mikio Hiura (JPN)

Dr Henning Nielsen (DEN)

Dr Piero Poli (ITA)

Dr Tomislav Smoljanovic (CRO)

Dr Juergen Steinacker (GER)

Dr Michael Wilkinson (CAN)

Meetings of the Commission

Joint Commissions Meeting, London (GBR),
March

Individual Commission Meeting, Sarasota
(USA), November

Report on Activities

- Service as FISA Doctor at the main events. Our commission members continued their service for regattas as the FISA Doctor. The events in 2015 included:
 - The three World Rowing Cup stages (Bled, Varese, Lucerne)
 - World Rowing Junior Championships in Rio (BRA)
 - World Rowing Championships in Aiguebelette (FRA)
 - World Rowing Under 23 Championships in Plovdiv (BUL)
 - European Rowing Championships in Poznan (POL)
 - African Continental Olympic Qualification Regatta in Tunis (TUN)

- Team Doctors' Meetings. The first Junior Team Doctors' meeting was held during the 2015 World Rowing Junior Championships in Rio. The annual Team Doctors' meeting was held during the 2015 World Rowing Championships in Aiguebelette and had the attendance of Dr. Fiona Wilson, Assistant Professor and Chartered Physiotherapist.

As Chair of the Commission, I have represented FISA at the following:

- IOC meeting of the heads of IF Sports Medicine Commissions
- As a member of the ASOIF Medical Consultative Group
- WADA Annual Anti-Doping Seminar
- Regular meetings with the head of the Lausanne Lab

In addition, I have been appointed by ASOIF to be a member of the Executive Committee of the International Federation of Sports Medicine (FIMS) to represent International Federations.

Accomplishments

- Prevention
 - For the first time, the Pre Competition Health Screening was implemented for **all the athletes** participating at the World Championships
 - Water Quality
 - Survey on Rio 2015
 - Organisation of a meeting with Independent Experts (14/10/15)
 - Presentation to IOC: Rio 2016 : The Water Quality (Medical risk and/or Media and Political Scandal) (16/10/15)

- Publication of medical guidelines before Rio 2015
- Education. FISA/British Rowing Sports Science and Medicine Conference "Improving Performance Naturally" in January 2015.
- Management
 - Biological Passport. Along with the management of the Anti-Doping programme in competition, the commission also manages the Biological Passport programme which relies on a large number of blood tests during the year.
 - Therapeutic Use Exemptions. The commission also evaluates the TUE applications submitted by athletes who seek the legal use of medicines on the prohibited list for valid medical reasons.
- Participation at Anti-Doping Hearing Panels

Conclusion

Year 2016 will be my last at the head of this commission. I would like to take the opportunity with this report to thank:

- all my colleagues who have supported me during these sixteen years at the head of the Commission
 - Jo Hannafin
 - Mikio Hiura
 - Peter Kokas
 - Henning Bay Nielsen
 - Piero Poli
 - Tomislav Smoljanovic
 - Jürgen Steinacker
 - Peter Thomas
 - Michael Wilkinson
 - ... and I don't forget Bill Webb and my predecessor Fritz Hagerman (who recently passed away)

- Natalie Schmutz without whom it would have been impossible to achieve all that has been done for the fight against doping. Matt Smith for his unfailing support and the support of his team.
- The two FISA Presidents with whom I've had the opportunity to work alongside.
- The FISA Council members who have supported me in my decision making. FISA is often quoted as an example in the fight against doping and some of the actions and initiatives that have been approved by the Council have been replicated in other International Sports Federations as well as by the IOC. For example:
 - Blood sampling
 - Hematologic Passport
 - No Needle Policy
 - Pre-Participation Screening

All of the above resulting in greater efficiency and effectiveness in carrying out the tasks of the Sports Doctor.

My sincere thanks to you all.

Dr Alain Lacoste

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

2016 FISA Events Juries Selection Meeting,
Lausanne (SUI), October

Nearly all major FISA events

Activities of the Commission

- **World Rowing Events attended**
World Rowing Cup Regattas, Bled, SLO;
Varese, ITA; Lucerne, (SUI)
European Junior Rowing
Championships, Racice, (CZE)
European Rowing Championships,
Poznan, (POL)
Pan Am Games, Toronto, (CAN)
World University Games, Chungju,
(KOR.)
World Under 23 Rowing Championships,
Plovdiv, (BUL)
World Junior Rowing Championships,
Rio de Janeiro, (BRA)

World Senior Rowing Championships,
Aiguebelette, (FRA)

World Masters Regatta, Hazewinkel,
(BEL)

World Coastal Rowing Championships
for Clubs, Lima, (PER)

African Olympic Qualification Regatta,
Tunis, (TUN)

FISA Coaches Conference, Sarasota,
(USA)

- **International Regattas attended**
Asia Rowing Cup, Singapore (SIN)
San Diego Crew Classic (USA)
Memorial Paolo d'Aloja, Piediluco. (ITA)
International Para-Rowing regatta,
Gavirate (ITA)
SEA Games, Singapore (SIN)
Euro Masters Games, Nice (FRA)
All Japan University Championships,
Toda (JPN)
Int. Hügelregatta Essen (GER)
Int. Ratzeburger Ruderregatta (GER)
Rowing Champions League, Berlin (GER)
Rund um Wannsee, Berlin (GER)
International Ghent May-regatta, Gent
(BEL)
African Championships, Tunis (TUN)
Masters Beach Sprint Regatta, Lima
(PER)
US Rowing Elite National Championship
(USA)
Intercollegiate Rowing Association
National Championship (USA)
- **Examinations**
Frankfurt (FRA)
Lima (PER)
Rio de Janeiro (BRA)
Singapore (SIN)
St. Catharines (CAN)

Tokyo (JPN)

Tunis (TUN)

Varese (ITA)

- **Seminars or Clinics**

Aiguebelette (FRA)

Chung ju (KOR)

Frankfurt (GER)

Hazewinkel (BEL)

Malang (INA)

Plovdiv (BUL)

Poznan (POL)

Rio de Janeiro (BRA)

Singapore (SIN)

St.Catharines (CAN)

Tokyo (JPN)

Tunis (TUN)

Varese (ITA)

12 online Umpiring clinics (from
Princeton-USA to the Americas)

Accomplishments

- In 2015:
 - 22 new FISA umpires from 8 exam sessions (10 women and 12 men)
 - 216 umpires attended a seminar (13 in total)
 - 226 FISA Umpires were selected for the different 2015 FISA juries
 - A number of clinics were held using 'Skype' and similar tools (thanks in particular to Kris Grudt for his work with American trainees).
 - 19 international umpires retired at the end of 2015 because they reached the age limit (12) or did not renew their licence (7)
- We start the 2016 season with:
 - 473 FISA umpires from 66 national federations
 - 122 female FISA umpires (26%) representing 50 National Federations.

Challenges for the future

- Continue to expand the number of 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, e.g. the "Islands/Coastal Rowing" project
- Initiate regional umpiring networks
- Active involvement in Rules of Racing working group, preparing the 2017 Extraordinary Congress.

Conclusion

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

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. In particular, I would like to mention the following individuals:

Tricia Smith – Vice President

Jean-Christophe Rolland – President

Daniele Gomes da Costa – Development Coordinator

Sheila Stephens – Development Manager

Yihuan Chang – Development Coordinator

Guin Batten – Rowing for All, Council member

Gerritjan Eggenkamp – Council member

Irene Eijs – Event Promotion

Morten Espersen – Competitive

Barbara Fenner – Youth

Sevara Ganiyeva – Youth

Barbara Grudt – Youth

Sjoerd Hamburger- Athletes

Jo Hannafin – Sports Medicine

Kim Fai Ho – Para-Rowing/Council

Gabrielle Isenschmid Weber – Umpiring

Pat Lambert – Event Promotion, Council member

Rosie Mayglothling – Competitive, Council member

Henning Bay Nielsen – Sports Medicine

Tone Pahle – Masters, Council member

Stefanie Palfner – Umpiring

Gianni Postiglione – Competitive

Jose Quinones – Continental Representative, Council member

Algirdas Raslanas – Youth, ERMB member, Council member

Patrick Rombaut – Umpiring, Executive Committee member

Ryszard Stadniuk – Continental Representative, ERMB President, Council member

Eva Szanto – Events Commission member

Lenka Dienstbach-Wech – Athletes, Executive Committee member

Meetings Attended

- Joint Commissions Meeting & Council meetings
- NF meetings at JCM, World Cup and World Championships
- Meetings with FISA staff in Lausanne (SUI)
- Training camp for female rowers – meeting presentation, Bled (SLO)
- WhatsNext2Rowing seminar in Aiguebelette (FRA)
- World Rowing Masters Regatta (BEL)
- SPLISS: presenting the (first part of the) research.

Report on Activities

- Survey and benchmarking study. This had a good response rate from NFs (80%), including all active rowing nations.
- Development programmes. Ongoing effort to achieve more gender balance;

improving the percentage of female participants and increasing the amount of training camps (5 in 2015).

- Olympic Scholarships. Ongoing effort on increasing the amount of scholarships for rowers and in particular female rowers.
- Research. The research project (AUAS) on 'What makes a successful coach of female athletes' concluded the first part (coach's perspective) and started the second part (athlete's perspective). The outcome of the first part has been presented at the JCM and at the SPLISS conference in Melbourne.
- Seminars. Whatsnext2rowing seminar with 44 participants from 24 different countries; presentations by IOC members and staff, athletes and role models; discussion and round table sessions on a 'next' career in coaching, leadership roles and umpiring. The goal was to start a network and to support former athletes in a new career within the Rowing Community. And to discuss with the participants what their NFs can do for women's rowing.
- Visibility. Ongoing effort to balance the visibility of women's rowing within FISA: guidelines for media streamlines, gender equity website, etc.

Accomplishments

- The FISA annual survey showed an overall increase of female rowers: from 40% to 43% (2013 to 2015). Less impressive figures for female coaches: from 26% to 27%, same period; in particular female coaches at the national team: from 13% to 17%. Female umpires at the national level are quite stable: from 29% to 30%. FISA umpires increased more rapidly: from 23% to 26%.

- The percentage of female NF board members still stays quite low: 17% in 2013 and 18% in 2015. FISA Council has seen greater increases: from 30% in 2013 (14% in 2008) to 35% in 2015.
- World Rowing Championship Event Development programmes. The participation of female rowers in these programmes has increased, especially at the Junior and U23 Championships: WRJCh: 37.5% in 2014 -> 43% in 2015; WRU23Ch: 22% in 2014 -> 48% in 2015; WRCh 26% -> 26%; Overall, participation has increased from 101 participants in 2014, of which 31 were female rowers (31%), to 163 participants in 2015, of which 56 were female rowers (34%).
- World Rowing Championships. Again, female participation has increased: 138 female crews from 23 NFs (2013), 170 female crews from 45 NFs (2014) and 182 female crews from 54 NFs (2015). The Junior World Championships in Rio were quite memorable with 40% female participation at a Championship for the first time in FISA's history.
- FISA/Olympic Solidarity Training Camps. The percentage of female participation has risen from 34% in 2012 up to 46% in 2015. The Training Camp in El Salvador had the premiere of a 50% female participation.
- Training camps for female rowers. Two camps for women took place in Seville and in Bled. The one in Bled was thanks to the cooperation between the local Rowing Club and the European Management Board.
- Olympic Solidarity Scholarships. The number of scholarships available for athletes has increased substantially, as well as the percentage of female rowers that received such a scholarship: from 24% for London to 44% for Rio.

- The 'What makes a successful coach for women' Study. The results of this study have been implemented:
- IOC ePlatform
- Contribution booklet
- Course for former athletes (TBD)
- Follow up research: (question?) IOC or EU grant application GETZ: "Gender Equality Toolkit for generationZ".
- The 'Learn to Row' Booklet. The gender neutral 'Learn to Row' booklet was published in 2015 for Rowing Education and Development.
- Whatsnext2rowing seminar in Aiguebelette. The implementation of the outcomes of this seminar lead to a follow up in several leadership programmes:
- Women's Sport Leadership Academy (WSLA): 3 participants
 - Olga Albuquerque – Vice-President of the Angola Rowing Federation
 - Naomi Kato – Director of Japan Rowing Association
 - Olga Tarasava –Board Member of Belarus Rowing Federation
- IOC/AISOF Women's Leadership in Sport: 2 participants
 - Gwenda Stevens – President Belgium Rowing Federation
 - Ola Oluodebunmi – Nigerian Rowing and Canoeing Federation
- EY/IWF Women Athletes Business Network Mentoring Program: 2 participants from Rowing Australia:
 - Kim Crow
 - Phoebe Stanley

With support of Olympic Solidarity, Anita White Foundation and NOC funding

- The Visibility Project for the FISA website and other FISA communications work to deliver this project continues. Guidelines and the focus to balance the

visibility of both genders has made the website and all other FISA communications quite gender balanced.

- 2015 International Women's Day. The day was marked this year with a photo initiative: a very successful project with over 500 photos submitted from all continents. More than 300,000 people were reached, almost 30,000 people engaged and there were 55,555 views on the FISA website. A video was made of a selection of the photos and was released at International Women's Day, 8 March 2015, leading to many views on the YouTube channel.

Challenges for the Future

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

In 2016 we will 'keep on track and move forward'

Follow up on the Strategic Plan:

- Finish the research and further implement the outcomes.
- Continue the effort on increasing female participation rates at training camps, development camps and championships and further raise the amount of scholarships.
- Select, in cooperation with the Athletes Commission, female athletes who have the ambition to start a second career within the Rowing Community,

especially at the end of this Olympic Cycle and through the Athletes Career Project.

- Mediate and support participation of former female athletes in international leadership, sport management and coach courses.
- Develop a female athletes' network with mentors and mentees.
- In cooperation with the Competitive Commission, prepare a reintroduction of the FISA Coaching Academy, with a focus on coaching female crews and on female coaching.
- Start pilots for a five day course in Europe and Asia in the autumn.
- Start to combine coach development and athletes' development at the FISA Training and Development Camps.
- Assist with the preparations for the Extraordinary Congress: developing robust proposals for FISA Championship and Olympic programmes, governance and rule changes, and moving to gender equality for athlete participation and medal opportunities.

Conclusion

I want to thank all those wonderful people within the FISA Family who have been so helpful and supportive with good ideas and initiatives to make our sport stronger through greater equality. The result will be beneficial to us all, men and women, boys and girls. In particular I want to thank Tricia Smith, whose continued involvement in this good work is extremely valuable, and Daniela Gomes da Costa, who is the power behind all projects. Together with Sheila Stephens and Yihuan Chang, the Development team initiates, coordinates, fosters and monitors all activities.

Jacomine Ravensbergen

YOUTH ROWING COMMISSION

Membership of the Commission

Algirdas Raslanas, Chair (LTU)

Barbara Fenner (AUS)

Sevara Ganiyeva (UZB)

Barbara Grudt (USA)

Axel Müller (GER)

Meetings of the Commission

Joint Commissions Meeting, London (GBR),
March

World University Games Regatta, Chungju
(KOR), July

World Rowing U23 World Championships,
Plovdiv (BUL), July

World Rowing Junior Championships, Rio de
Janeiro (BRA), August

Youth Coaches Conference, Beijing (CHN),
September

Activities of the Commission

• Event support

In 2015, the Youth Commission fulfilled its functions at the World University Games regatta in Chungju, the World Rowing Junior Championships in Rio and the World Rowing U23 Championships in Plovdiv. Primarily this supported the new and young coaches, particularly those from development countries. At all events, a coaches meeting was organized and statistics analyzed to provide future recommendations to the Executive Committee and other Commissions. Constructive feedback

was also provided to the Executive Committee and Organising Committees.

• 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 professional coaches in their own national programs.

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

• 20th Youth Coaches Conference

The Youth Commission celebrated 20 years of conducting coach conferences for Youth Coaches with a very successful conference in Beijing – 130 registered coaches from most Asian nations as the conference followed the Asian Rowing Championship event. Also a large group of local Chinese regional coaches participated in most of the conference sessions. Thank you in particular to the Chinese Rowing Association and the Asian Rowing Federation for organising a successful event.

Future Projects

World Rowing U23 Championships:

- 2016 Rotterdam (NED) 21-28 August
- 2017 Plovdiv (BUL) 19-23 July

World Rowing Junior Championships:

- 2016 Rotterdam (NED) 21-28 Aug

Youth Coach Conference:

- 2016 Oct 15/16 Tel Aviv (ISR)

Youth Olympic Games

- 2018 Buenos Aires (ARG)
11-23 September

Conclusion

The Youth Commission members are actively involved in rowing and youth sport activities on all continents, demonstrating their broad experience and dedication 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. They are always greatly appreciated.

Algirdas Raslanas

CO-OPTED COUNCIL MEMBER

Meetings attended

FISA Joint Commissions Meeting, March, London

FISA Council Meeting, June, Varese

FISA Council Meeting, August, Aiguebelette

FISA Finance Team, September, Lausanne

FISA Executive Meeting, December, Henley-on-Thames

Activities

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

Over the year I have focused on two important topics, i) how to ensure sufficient bids are entered for FISA's events and ii) FISA's financial planning. On the first topic I have produced a report with recommendations based on interviews with 18 organizing committee members (also from other sports) and a detailed analysis of 13 event budgets that was carried out over the year. On the second topic I have been closely involved in the budget and budget review meetings and I have carried out analysis on trends and developments of FISA financials over time. This analysis was presented to the Executive Committee.

Challenges for the future

The economic recession and the negative publicity on international sports because of both doping and corruption issues seem to severely impact the interest of sponsors for both FISA and local organizing committees (OCs), which makes it more challenging for FISA and OCs to continue to stage high quality events that promote the sport of rowing. Therefore we will have to continue and further intensify our efforts to market the sport of rowing to attract sponsors and at the same time identify pragmatic solutions to make the cost base of FISA and events more flexible and reduce costs while maintaining the ambitious standard and number of events at which we aim.

Gerritjan Eggenkamp

AGENDA ITEM 7

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CONTINENTAL REPRESENTATIVE FOR AFRICA

Meetings Attended

Joint Commissions Meeting, London (GBR),
March

World Rowing Championships and FISA
Congress, Aiguebelette (FRA), August

Report on Continental Activities

In October, the African Olympic Qualification regatta took place in Tunisia 5-7 October 2015 with the largest number of competitors ever seen at this regatta, representing 23 African countries: Algeria, Angola, Benin, Cameroun, Cote D'Ivoire, Djibouti, Namibia, Egypt, Ghana, Kenya, Libya, Madagascar, Mali, Mauritius, Morocco, Niger, Nigeria, Senegal, Sudan, Togo, Tunisia, Zambia and Zimbabwe.

Challenges for the Future

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

- Implement the changes for the Olympic Movement as described in IOC's Agenda 2020
- Recruit, develop and support new members and inactive members to increase participation at FISA and African events
- Host FISA Training Camps and Coaches' Seminars in Africa and improve the performance of African teams
- Promote and develop all forms of rowing
- Promote a clean water environment

Conclusion

We have a great opportunity to develop the sport of rowing in Africa with the development and implementation of both the IOC's 2020 Agenda and FISA's strategic plan. Through hard work, we have already been able to make great improvements across the rowing community in 2015.

I will work together to lead the African rowing family to continue to promote the development of African rowing in line with the overall FISA and IOC objectives.

Khaled Zein El Din

CONTINENTAL REPRESENTATIVE FOR ASIA

Meetings Attended

Joint Commissions Meeting, London (GBR),
March

Report on Continental Activities

Following his election as President of the Asian Rowing Federation (ARF) at the end of 2014, Mr. Wang Shi began to push the development of rowing in Asia from his base in China. Learning from Japan that has the biggest rowing population in Asia, Mr. Wang made contact with universities, high schools and giant companies trying to increase participation in rowing.

In March, Mr. Wang came to Hangzhou, China for the Asian Universities Rowing Tour- Hangzhou Station cooperating with the School of Management EMBA Education Centre of Zhejiang University. He gave a speech entitled Rowing and Entrepreneurship; it's the first time that Mr. Wang has given a public speech in a Chinese University since being elected as ARF President and the event attracted thousands of business management students of Zhejiang University and people from the industrial and commercial industries.

In 2015, for the first time in Asia, rowing has been seen as a way to connect sport with environmental protection. In March, the ARF signed a Strategic Cooperation Agreement with the World Wide Fund for Nature (WWF) in Shanghai. This agreement opened up new ways of cooperating between Asian sport and water conservation. Both sides will utilize their respective resources so as to integrate, interact and collaborate with each other.

In July, the 21st Asian Rowing Junior Championship (ARJC) was held successfully in Wuhan, China. There were 10 events with 174 athletes and officials from 11 countries and regions participating. China's crews led the medal table with five gold medals plus two silver medals. Thailand won first place for the women's pair, Uzbekistan won the men's four and Kazakhstan won the men's pair. All teams achieved fruitful results and gained precious experience from the races.

During the year, I visited Shanghai, Guangzhou, Xiamen and Dalian, to promote the City Regatta. These cities are big metropolises that have experienced significant growth and financial development and now want to organize recreational activities and events on their rivers or beaches.

I discussed these matters with Mr. Yu Zai Qing (IOC Vice President and former President of the China Rowing Association) to see how we could optimise opportunities from the current interest in developing Chinese sport and, in particular, rowing. We discussed how local governments want to introduce recreational rowing events that all people can take part in, thereby combining their environmental protection strategies with their sport and leisure development strategies. Now both local governors and local big investors have great interest in holding these events and want to introduce bigger and more influential events in which amateurs could become involved. In addition, CCTV5, the biggest sports TV channel in China, will make an indoor rowing program this summer.

Mr. Ken Lee and I met with Mr. Wei Jizhong, Olympic Council of Asia (OCA) Honorary Life

Vice President, and Mr. Zhang Jilong, OCA Sports Committee Chairman, and successfully brought Coastal Rowing into the 2016 Asian Beach Games.

Challenges for the Future

Our greatest challenge in the coming years will be the continued promotion and development of Asian rowing. Our goals are to:

- Maximise opportunities from the fast developing economy in Asia. Introduce new rowing competitions, including events for Coastal Rowing, Para Rowing, Indoor Rowing, Universities' Rowing and Community (enterprise) Rowing.
- Promote the development of Asian Rowing through seminars, training camps and training programs leading up to the 2020 Tokyo Olympic Games.
- Recruit, develop and support new members and inactive members to increase participation at ARF and FISA events.
- Improve the organization and governance of ARF and the effectiveness of the ARF committees.
- Promote a clean water environment.

Conclusion

Through new leadership of Mr. Wang Shi and our hard work, we have already made great improvements across the rowing community in Asia in 2015; successfully, fruitfully and effectively. With the development and implementation of both FISA's strategic plan and the IOC's Agenda 2020, and with Tokyo being attributed the 2020 Olympic Games, we have many reasons and opportunities to promote and develop rowing across Asia and increase participation in all forms of rowing. We will work together to lead the Asian rowing family to continuously promote the development of Asian rowing in line with the overall FISA and IOC objectives.

Aijie Liu

CONTINENTAL REPRESENTATIVE FOR EUROPE

Membership of the ERMB

Ryszard Stadniuk (POL), Chairman

Dag Danzgielock (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 Junior Championships,
Racice (CZE), May

European Rowing Championships and
European Rowing Federations General
Assembly, Poznań (POL), May

ERMB meeting, Aiguebelette (FRA), August

ERMB meeting, Hannover (GER), December

Report on Activities

The focus of European Rowing activities in 2015 was on the following continental rowing events:

- **European Rowing Championships, Poznań (POL), 30 May-1 June**

Nine years after its reinstatement, the European Rowing Championships returned to Poznan. The event has now become an important milestone in the season for most European teams. More than 570 athletes (221 boats) from 35 nations participated in the ERCH which indicates the stability and status of this

event. The ERCH was broadcast in 20 countries with a total of 72 hrs TV coverage, which is the highest ever.

- **European Rowing Junior Championships, Racice (CZE), 23-24 May**

The 2015 ERJCH was an excellent event run by an experienced and devoted organising committee. The event again saw a record level of participation – 31 nations, 481 athletes and 159 boats competed in the 13 events over the two days of the regatta. The level of competition was very high; many of the athletes participating in the ERJCH also competed at the World Rowing Junior Championships later in 2015 and were medallists or finalists.

- **European Indoor Rowing Championships, Szczecin (POL), January**

The European Indoor Rowing Championships were held in Szczecin at the end of January 2015. The event was combined this time with the Polish Indoor Rowing Championships. The venue and the level of organisation was up to championship standard however participation figures were lower than expected. On the other hand there were several top level elite athletes among the participants from different European countries and a new world record was set in the Open Women category.

- **Annual General Assembly of the European Rowing Federations, Poznań (POL), 30 May**

After a long discussion process and voting, the delegates confirmed that the European Rowing Under 23

Championships should from 2017 become a stand-alone event. The hosting rights of the 2018 ERCH were attributed to Glasgow (GBR) as part of the European Sport Championships. Krefeld (GER) was given the right to organise the ERJCH in 2017 and Gyor (HUN) to host the 2016 European Indoor Rowing Championships.

Accomplishments

- The European Rowing Championships in 2015 were a great success with stable participation figures and high TV broadcast and viewer ratings.
- The 2015 European Rowing Junior Championships, with a record number of participating nations, crews and athletes, keeps gaining popularity among the junior teams.
- The ERMB continued the European Indoor Rowing project and the 3rd European Indoor Rowing Championships were staged together with the Polish National Indoor Rowing Championships in Szczecin (POL).
- The structured dialogue between the European NFs continued and a good platform for the exchange of ideas was created.
- Rowing became part of the 2018 European Sports Championships project. Ryszard Stadniuk, Chair of ERMB became member of the Board of the 2018 European Sports Championships.
- Two European NFs (Malta, Luxembourg) became new FISA members.
- The bid process for the 2017 ERU23CH was successful and the event was awarded to Kruszwicza (POL).

Challenges for the Future

- It is important for the ERCH to keep its status in the FISA International Regatta Calendar and continue the improvement of the event in all aspects.
- We should review the structure of the ERCH, the events included and examine the possibility of having finals over two days.
- We should continue to run the ERJCH successfully.
- The new European event, the U23 Championships, should be promoted among organisers and teams.
- European continental activities have to be constantly reviewed and adjusted, finding ways for improving events, developing European Rowing and supporting FISA's Strategic Plan.
- We should activate all European FISA member federations that have been less active by attracting them to the European and World Rowing events and initiating rowing activities in their countries with a focus on the Balkan and Caucasus regions. In order to find better funding opportunities for the European development programme we should design and draft a specific programme proposal.
- European Rowing should become a key factor on the European Sports scene. We should continue to strengthen our position, which is now formalised, in the European Sports Championships project.
- ERMB should continue to establish good governance practices and contribute actively to the work of the Governance Working Group and the rule changes in the 2017 Extraordinary Congress preparation process.

- The European Union sports funding programme, Erasmus+ continues in 2016. We should initiate and support more successful projects in the field of cooperative partnerships, non-profit events, and dual careers, to be submitted to the European Commission for funding within the period of 2014-2020.

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 Championships (senior, U23, junior and indoor), Europe offers elite level competitions on the highest level to all age groups.

The European Championships has now become an established event in the FISA calendar with really high participation and, thanks to the support of FISA Council, Executive Committee and staff, the significance of the European Rowing Championships continues to grow.

With all the European member federations, European Rowing and ERMB should be a great contributor to the process of leading change on the world rowing scene.

Ryszard Stadniuk

CONTINENTAL REPRESENTATIVE FOR NORTH AMERICA (INCLUDING CENTRAL AMERICA AND THE CARIBBEAN)

Meetings Attended

PASO Executive meetings, Mexico

FISA Latin American Development Camp, Lake Ilopango, (ESA)

World Rowing Championships, Aiguebelette (FRA)

Pan American Games, Toronto (CAN)

Head of the Charles Regatta, Boston, (USA)

Report on Continental Activities

- **Latin American Development Camp Lake Ilopango, El Salvador.** Conducted by Osvaldo Borchi, Ruben Scarpati, Hernan Leguizamon. El Salvador Rowing Federation and Club Salvadoreña hosted rowers from:
 - Cuba
 - Nicaragua
 - Bahamas
 - Trinidad & Tobago
 - Costa Rica
 - Jamaica
 - St Kitts and Neves
 - Panama
 - Guatemala
 - Puerto Rico
 - Dominican Republic
 - Colombia

More than 35 rowers trained during 14 days preparing for the Pan American Games and Olympic Qualification Regatta. The objective was achieved; record entries in the qualification regatta have been achieved and 78 rowers in total will participate.

- **Pan-American Training Camp.** Prior to the Pan Am games regatta and financed by PASO the athletes that competed

were able to travel in advance and train in Saint Catherine's.

- **2015 Pan American Games regatta, St. Catharines, Canada.** 124 male and 54 female rowers from 14 countries participated in the games. St. Catharines is an iconic venue with great conditions; large crowds were cheering the rowers. The hospitality of Canadians made it special for everyone that participated and the organization was excellent.
- **Head of the Charles, Boston, USA.** More than 8,000 rowers from around the world participated in 55 events in October each year. Thousands of spectators cheered the rowers; the organization and volunteers make this regatta special and the largest in the continent.
- **ACNO AND PASO General Assemblies.** Represented El Salvador but also participated in discussions and meetings related to events and development programs.
- **World Rowing Championships, Aiguebelette, France.** Countries participating from North and Central America included Canada, Cuba, Mexico, Puerto Rico and USA.

Achievements

We consider the following to be achievements in our area:

- Latin American Development Camp.
- Pan American Training camp Toronto financed by PASO
- Development of Puerto Rico, St Kitts and Neves, Jamaica.

- Club Salvadoreño has opened the doors for rowers of all Latin America now for 21 years lending boats, launches and coaching expertise to all the countries in the area.

Opportunities and Challenges:

- For the fourth year in a row FISA has successfully organized ten-day camps for coaches and rowers. The critical factor for the future is to ensure the continuity of all those activities in each country
- FISA World Rowing Championships – increase assistance programs in order to ensure full participation
- In 2016, El Salvador will host the juniors Central American Rowing Championships
- Para-Rowing has not yet started in Central America
- A development program for Coastal Rowing must be executed
- Umpire development
- Creation of a youth championships.

Eduardo Palomo

CONTINENTAL REPRESENTATIVE FOR OCEANIA

Meetings & Events Attended

Joint Commissions' Meeting & National Federations' Conference, London (GBR), March

Sydney International Rowing Regatta (AUS), March

FISA Council, (via Teleconference) Varese (ITA), June

2015 World Rowing Championships, FISA Council & Congress, Aiguebelette (FRA), August

Report on Activities

Australia (Rowing Australia "RA")

In 2015, RA implemented an organisational restructure which generated: progress in high performance planning and operations; greater leadership of development activities; operational enhancement and alignment; and resourcing and capability of RA's commercial activities.

Major achievements for the year included:

- The design and launch of the RA website to provide a central communication portal for the sport of rowing and the launch of the National Communications Network
- Progressing the national strategic plan alignment, the strengthening of governance processes and securing increases in project-specific government funding
- The identification and initial implementation of a national database
- Reviewing the education and accreditation systems of rowing

- Developing whole of sport membership form, policies and national risk management tools
- Conducting initial workshops and reaching an in-principle agreement as to national rowing brand & attributes and national rowing values
- Attracting additional revenue streams from fundraising and other commercial sources
- 2 World Rowing Championship Gold (Paralympic categories) with 2 crews qualified for 2016 Paralympic Games
- 1 Gold and 2 Silvers at the World Rowing Championships with 7 crews qualified for the 2016 Olympic Games.
- Significant progress across a number of planning activities which will provide the framework for future advancement across high performance, participation, commercial and events activities.

New Zealand (Rowing New Zealand "RNZ")

Rowing New Zealand achieved another successful international season attaining a country ranking of 2nd – 5 Gold, 3 Silver and 1 Bronze at the WRCH in France qualifying 9 boats for the Rio 2016 Olympic Games including the M8+ and W8+. This is the first time a New Zealand Women's eight has qualified for the Olympics and it is thirty years since the Men's eight were at an Olympic start line. The NZ U23 team achieved a ranking of 6th and a total of 4 medals. The junior team competed at the Rio test event coming away with one medal.

The strategic priorities continue to be a 14 boat programme for Rio and Tokyo 2020, School and University rowing, and an ongoing

practical investment in coaching pathways. Rowing NZ has secured new funding for a fulltime coach development manager beginning in 2016 and is initiating a more focused training and development programme for our Race Officials.

Sadly, 2015 marked the passing of a New Zealand rowing legend in Sir Donald Rowland who will be known to many around the world. Sir Don made a positive and professional impact in many areas of New Zealand rowing, both domestically and internationally. He is sadly missed by us all but we were delighted that he is to be inducted into the NZ Sports Hall of Fame in recognition of his wonderful contribution to this great sport.

Vanuatu (Vanuatu Rowing Association "VRA")

Rowing in Vanuatu has maintained its popularity and its local support. The number of active rowers still exceeds 100 with approximately 70% being Ni-Vanuatu rowers. This has largely been achieved by a team of coaches all of whom have learned to row themselves over the six years that rowing has been underway.

Vanuatu's top rower (Luigi Teilemb) is the recipient of an Olympic Solidarity "Rio" Scholarship which provides him with the necessary support for his ambition to represent Vanuatu at the 2016 Olympics. To this end, Luigi spent time early in the year training in New Zealand and he then competed in the Sydney International Rowing Regatta in March. Luigi then left for further training as an adjunct member of the Tunisian Rowing Squad, training in Tunis as well as competing in regattas both in North Africa and in Europe.

In August, Luigi was joined by a lightweight men's double from Vanuatu. They attended first a FISA training camp and then competed

in the 2015 World Rowing Championships at Aiguebelette, France.

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

The Islands' Project

The successful development of rowing in the small South Pacific nation of Vanuatu since 2009 has encouraged the formation of FISA's Islands' Project. The objective is to introduce and develop the sport of rowing in suitable small island nations both in 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.

Feasibility visits were made mid-year to Samoa, American Samoa and Papua New Guinea. The overwhelming impression made was that there is a real appetite for a sport such as rowing in those countries. Additionally, the depth of local athletic talent alongside the few opportunities for athletic development suggests that these countries are unlikely to take too long to make their presence felt in the rowing world. The final pieces of the funding jigsaw puzzle necessary to establish start-up fleets of coastal rowing boats are now being put together. Hopefully, rowing programmes in those three targeted countries will be up and running well before the end of 2016. Attention can then turn to a start-up in other

Pacific Island countries and, in particular, Fiji and Tonga.

The continuing support and guidance of the Development Department of FISA is acknowledged with appreciation.

Lee Spear

CONTINENTAL REPRESENTATIVE FOR SOUTH AMERICA

Report on Continental Activities

During this last year, the South American Rowing Confederation has celebrated its 70th anniversary, having been first established on 28 July 1945.

Since its creation, it has organized a number of successful events such as the South American Championships. In addition, the Confederation has been increasing the number of its affiliated nations; this number has now reached ten following the membership of Bolivia.

Three major international events in 2015 have strengthened rowing in the region:

2015 South American Rowing Championships

The Paraguayan Federation organized the 2015 South American Rowing Championships in an irreproachable way, offering the whole rowing community a wonderful rowing venue, in the city of Encarnacion, including a beautiful lake that was flat as a mirror and other high quality infrastructures. Argentina won this championship, showing its mastery in various trials.

2015 World Rowing Junior Championships

The Brazilian Federation welcomed the World Rowing Junior Championships – an Olympic test event – at the Lagoa Rodrigo da Freitas which will be used during the 2016 Olympic and Paralympic Games in Rio. It has been the first World Rowing Junior Championship carried out in South America and has enabled a lot of our athletes to participate; Chile obtained two silver female medals at this event.

2015 World Rowing Coastal Championships

The Peruvian Federation organized the World Rowing Coastal Championships at the Club de Regatas in Lima. Peru obtained a silver medal in the M1X during this event. This was the first time the event took place in the Americas.

It is important to remember that, thanks to the Bolivarian Games, our continent has already organised different rowing competitions and coastal rowing events, all of which are highly valuable experiences.

Simultaneously with the development of rowing in South America, and to complete the growth of our continent as a major player in this discipline, new FISA umpires were certified in Rio de Janeiro and Curauma, and now help us to organise top level events in our region. Today, our continent can proudly present 25 FISA umpires, and 86 South American umpires, of which the majority are women.

During this last Olympic Cycle, South America has demonstrated constant development in rowing, and a growing and strong support of this sport, as has been seen during all the regional and international events organized across the continent.

Finally, we have collaborated with the Bolivarian and South American NOC Organizations (ODEBO and ODESUR) to ensure that rowing is in the sport programme for the 2017 Bolivarian Games in Santa Marta and the 2018 South American Games to be held in Cochabamba.

José Quiñones

AGENDA ITEMS 8, 9, 10, 11

Financial Reports

Item 8

Accounts, Financial Report and Auditors' Report

- 2015 Financial Report
- 2015 Financial Statements
- Auditor's Report on the 2015 Statements

Item 9

Approval of 2015 Accounts

Item 10

Determination of Entrance Fee and Annual Subscription

- No proposals for changes

Item 11

Budget for the Following Year 2017

- 2017 to 2020 Four Year Financial Plan including 2017 base budget

2015 FISA FINANCIAL REPORT

A. Executive Summary

FISA reported a net small deficit of CHF 4'860 in 2015 (annual expenditure of CHF 7'290'331 was higher than annual income of CHF 7'285'471). This result means that the FISA reserves at the end of 2015 stood at CHF 7,5 million. Cost cutting and close control by the Executive Director and his staff resulted in around CHF 400'000 of savings against the budget, but this excellent result is obscured by a provision for unrealized losses on securities of CHF 405'769. In accordance with Swiss accounting law, such provision is recommended for every security for which the purchase price is above market price at the time of the book closing. No corresponding gain is recognised for securities which were valued above purchase price at year end.

Despite modest human and economic resources, compared with other International Federations, our fight against doping is recognised across the Olympic movement. During this pre-Olympic year, out-of-competition

testing and laboratory analysis were higher than budget. Additional resources were considered necessary for anti-doping in order to maintain the current high level of vigilance.

In 2015, FISA, in partnership with the World Wide Fund for Nature (WWF) continued to lead the creation of the Kafue River and Rowing Centre. This ambitious project is very important for our sport; it will enhance the education of future generations of water management professionals and provide solutions for water preservation.

At the time of writing this report, the IOC has not confirmed the amount of Rio 2016 Olympic TV and marketing rights to be allocated to FISA and no major sponsor has been contracted by FISA. Therefore, our projections presented in last year's Ordinary Congress remain unchanged for a permanent reserve of CHF 3 million at the end of the 2013 to 2016 quadrennium.

A more detailed analysis of the 2015 accounts now follows.

B. Analysis of the 2015 Accounts

1. Events

INCOME	2015 ACTUAL	2015 BUDGET	VARIANCE	2014 ACTUAL
World Rowing Events	1'570'817	1'348'800	222'017	2'105'563
European Championships	146'505	226'400	-79'895	243'284
Other Events	0	0	0	0
Youth Olympics	0	0	0	150'557
Total Events Income	1'717'322	1'575'200	142'122	2'499'403
EXPENSES				
World Rowing Events	800'777	863'500	-62'723	1'168'855
European Championships	231'826	273'750	-41'924	257'436
Other Events	21'726	25'000	-3'274	35'793
Olympics	9'676	0	9'676	0
Paralympics	0	0	0	0
Youth Olympics	0	0	0	143'705
Total Events Expenses	1'064'005	1'162'250	-98'245	1'605'789
NET RESULT	653'317	412'950	240'367	893'614

World Rowing Events total income is higher than budget mainly due to re-invoicing of event services to the Organising Committees. These amounts of income and expenditure cannot be anticipated in advance and net off each other in the final balance, so we do not try to estimate them when planning the budget.

In 2015, FISA received CHF 38'911 TV rights revenues from the European Broadcasting Union (EBU) from additional sales of exclusive TV rights in Europe. TV Revenues above the minimum guaranteed contracted amount are shared between FISA and EBU.

CHF 22'048 (EUR 20'000) of unbudgeted commercial rights income from the 2016 World Rowing Cup in Varese was recognised in 2015.

The travel subsidies for Juries attending the Olympic test event in Rio in 2015 were covered by the Rio 2016 Organising Committee.

Budgeted 2018 European Rowing Championships bidding and hosting fees were not received as anticipated in 2015 because this event will be incorporated in the 2018 European Sports Championships project in Glasgow, Great Britain and will be received later.

Actual timing and results services were 31% below budget.

2. Development Programme

INCOME	2015 ACTUAL	2015 BUDGET	VARIANCE	2014 ACTUAL
Masters Fund	11'823	10'000	1'823	4'417
Development Programme	377'930	72'000	305'930	306'497
Total Income	389'753	82'000	307'753	310'913
EXPENSES				
Masters Fund	12'436	20'000	-7'564	10'285
Kafue RRC project	70'064	0	70'064	0
Development Programme	760'255	450'000	310'755	765'906
Total Expenses	842'755	470'000	372'755	776'190
NET RESULT	-453'003	-388'000	-65'003	-465'277

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. The overspend in 2015 comes from unspent amounts from previous years.

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. Costs incurred in 2015 are part of the start-up fundraising and promotion campaign of this ambitious project.

Thanks to very careful management, and despite both income and expenditure in this area being significantly above budget, the Development Programme net cost is slightly higher than planned. The Development Programme budget is set evenly over the four-year period 2013 to 2016 but is spent unevenly, because of the need for expenditure to pick up in the period leading up to Olympic qualifying regattas.

Grant funding received in 2015 from the IPC's Agitos Foundation and Olympic Solidarity towards the costs of training and coaching camps around the world reached CHF 203'514.

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

3. Anti-Doping Programme

EXPENSES	2015 ACTUAL	2015 BUDGET	VARIANCE	2014 ACTUAL
Anti-doping	203'869	100'000	103'869	112'287

During this pre-Olympic year, FISA conducted more out of competition tests and laboratory analysis (principally EPO) than planned.

4. Marketing & Communications

INCOME	2015 ACTUAL	2015 BUDGET	VARIANCE	2014 ACTUAL
Advertising	99'376	70'000	29'376	99'186
Merchandising	63'624	50'000	13'624	59'386
Partnership	116'861	247'500	-130'639	132'370
Other Income	113'189	20'000	93'189	69'958
Total Income	393'050	387'500	5'550	360'901
EXPENSES				
Publications	60'647	80'000	-19'353	73'639
Website	206'185	200'450	5'735	250'957
Promotion/Media/TV	1'060'854	1'080'000	-19'146	1'076'999
Commercial	70'030	50'000	20'030	43'533
Total Expenses	1'397'717	1'410'450	-12'733	1'445'129
NET RESULT	-1'004'666	-1'022'950	18'284	-1'084'229

Marketing & Communications figures are in line with budget, with +1.4% in income and – 0.9 % in expenditures.

Previously budgeted partnership income related to BMW was not recognised in 2015 because of operational difficulties carrying this partnership forward. However, it is hoped that this income will be generated in the future at the time of writing this report. This gap was partially offset by re-invoicing the Organising Committees with the servicing costs of advertising banners.

Savings made in publications (photos and media help) and in Promotion/Media (sports presentation) were offset by sharing the merchandising revenue with the Organising Committees.

5. Governance

EXPENSES	2015 ACTUAL	2015 BUDGET	VARIANCE	2014 ACTUAL
Executive Committee	68'714	105'000	-36'286	147'663
Council/Commissions	502'008	575'000	-72'992	539'434
Congress/ExtraCongress	17'879	10'000	7'879	15'254
Total Expenses	588'601	690'000	-101'399	702'351

2015 Council and Executive costs were below budget. In view of FISA's tight financial situation, particular efforts have been made in this area in order to reduce expenses, such as reduced overseas travel. This is reflected in the reduction of expenditure for the Executive Committee and for the Council/Commissions, compared to both budget and 2014.

FISA contributed CHF 38'931 towards the travel costs of delegates attending the 2015 National Federation Conference in London, immediately after the Joint Commissions Meeting. However, it is not envisioned that this subsidy programme will continue in future years.

The production costs (translation, printing and dispatch) of the agenda papers for the Ordinary Congress amounted to CHF 14'050 (+ 40% above budget). FISA will reduce this cost in future by distributing the agenda papers using electronic means.

6. Administration

EXPENSES	2015 ACTUAL	2015 BUDGET	VARIANCE	2014 ACTUAL
Salaries & Staff expenses	1'228'777	1'325'000	-96'223	1'241'049
Office expenses	379'105	330'000	49'105	382'812
Legal & Insurance	79'394	130'000	-50'606	122'005
Total Expenses	1'687'276	1'785'000	-97'724	1'745'867

Reduced staff headcount at headquarters in Lausanne resulted in cost savings. This is partially reflected in the 7% decrease in costs versus budget.

The partnership with BMW includes the provision of two cars for FISA's usage. Due to administrative purposes, the cars were rented by FISA and then re-invoiced to our partner. The costs (included above) amount to CHF 41'686 but were fully recovered in other income.

The Legal and Insurance budget was estimated being at the same level as in 2014. Actual expenditures in legal and trademark services were less than planned.

7. Part-Time Administration

EXPENSES	2015 ACTUAL	2015 BUDGET	VARIANCE	2014 ACTUAL
Consulting fees and exp.	796'691	805'000	-8'309	775'626

FISA classifies all those non full time employees who are not based in Lausanne as consultants for budgeting purposes. Despite some adjustments based on effective needs in the event and media areas, final actual expenditures are very close to budget.

8. Finances

INCOME	2015 ACTUAL	2015 BUDGET	VARIANCE	2014 ACTUAL
Securities revenues	290'923	250'000	40'923	381'802
Capital gain (loss)	94'069	0	94'069	29'786
Release of provision un-realised loss on securities	0	0	0	376'062
Total Income	384'992	250'000	134'992	787'650
EXPENSES				
Bank fees and charges	235'307	130'000	105'307	194'854
Provision unrealized loss on securities	405'769	0	405'769	0
Exchange rate loss	41'515	0	41'515	12'328
Total Expenses	682'590	130'000	552'590	207'182
NET RESULT	-297'598	120'000	-417'598	580'468

Provision for unrealized loss on securities and exchange rate loss of CHF 405'769 negatively impacted the capital gain on sale of securities.

According to Swiss accounting law, from 2015 and forward, a provision should be booked for every marketable security for which the current market price at the end of the year is lower than the purchase price booked in our accounts. Therefore, at the end of 2015, a provision of CHF 405'769 was booked. There is no recognition in these accounts for marketable securities that had a higher market value when compared to purchase price and this amounted to CHF 412'829.

The exchange rate loss is mainly due to the volatility throughout the year of the US Dollar against the Swiss Franc; from the lowest average rate in March 2015 of CHF 0.9349 for USD 1, to the 2015 year end closing rate of CHF 1.001.

9. Others

INCOME	2015 ACTUAL	2015 BUDGET	VARIANCE	2014 ACTUAL
Subscriptions fees	96'787	90'000	6'787	106'124
Other invoicing	90'664	20'000	70'664	115'653
Other invoicing – site visits	24'638	10'000	14'638	14'242
Foreign VAT recovered	30'266	0	30'266	37'525
Total Income	242'354	120'000	122'354	273'544
EXPENSES				
Coaches Conference	13'989	10'000	3'989	32'477
Subscriptions	11'477	10'000	1'477	11'639
Unrecoverable Swiss VAT	1'361	0	1'361	1'735
Bad debtors expenses	0	0	0	6'097
Total Expenses	26'828	20'000	6'828	51'949
NET RESULT	215'526	100'000	115'526	221'595

FISA Membership Subscriptions in arrears from previous years received in 2015 amount to CHF 4'589.

Re-invoicing of expenditures charged to FISA (travel expenses, Joint Commissions Meeting, Ordinary Congress, Council meeting, etc.) amounts to CHF 66'786.

Foreign VAT recovered from Great Britain amount to CHF 20'082 (2013-2014) and CHF 7'487 from the Netherlands (2014).

The budget allocated to the Coaches Conference was not enough due to the event having taken place in the US which increased travel costs.

C. Changes to the 2016 Budget

In September 2015, following the 2015 Congress, the Finance Sub-Committee of the Executive Committee made a line by line review of the 2016 budget and this revision is presented in the budget section. The latest forecast for total reserves at the end of the 2013-2016 quadrennium is CHF 3 million.

D. 2017-2020 Four Year Plan

At the time of writing this report (early June), the final Rio 2016 Olympic Games TV rights sharing has not yet been determined. Accordingly, FISA's four year financial plan 2017-2020 is at an early stage. We have taken the expense and income levels of the 2015 and 2016 revised budgets, along with the IOC TV rights income from London to see the result. As more information on income is known, we will, of course, update and take the appropriate actions.

E. Outlook and Conclusion

The current outlook for income is not positive given the very poor reputation of some sports organisations in the current environment and the doping scandals of Russia and elsewhere, which have reduced sponsors interest. The credibility of all sport is now rather low and this is affecting our marketing and sponsoring income greatly. Additionally, the uncertainties with the budget of the Rio 2016 organising committee may have an impact on our IOC TV rights income. We are looking at a challenging financial future and future plans may have to be based on significantly lower levels of expenditure than in the recent past.

Mike Williams

Treasurer

Matt Smith

Executive Director

Emilio Pastorello

Controller

Financial Report for the 2016 FISA Ordinary Congress					
(amounts in Swiss Francs)					
Fédération Internationale des Sociétés d'Aviron					
International Rowing Federation					
Four year financial plan including 2016 revised budget					
		2013	2014	2015	2016
INCOME		Actual	Actual	Actual	Revised Budget
Subscription fees		90 595	106 124	96 787	90 000
Events and Rights		3 955 932	2 348 846	1 717 322	645 025
Merchandising		88 199	59 386	63 624	30 000
Advertising & Partnership		310 110	231 556	216 238	100 000
Development Programme		318 213	310 913	389 753	82 000
Capital gain		0	29 786	94 069	0
Release Provision Unreal. Loss Mktbl. Secs		0	376 062	0	0
Income from mktbl Securities		227 267	381 802	290 923	195 000
Transfer from Reserves for Future Expenses		2 689 328	3 161 864	2 747 435	3 961 233
Transfer from Permanent Reserves		0	0	1 410 565	595 757
Other income & Olympics		332 973	387 934	258 756	0
TOTAL INCOME		8 012 617	7 394 274	7 285 471	5 699 015
		2013	2014	2015	2016
EXPENDITURE		Actual	Actual	Actual	Revised Budget
Olympics/Paralympics/Youth Olympics		1 246	143 705	9 676	220 000
Senior World Championships		715 453	381 973	278 515	0
Jr. World Championships		154 845	182 818	51 804	53 500
U23 World Championships		91 000	88 863	91 651	85 000
World Cup Series		623 014	456 034	357 175	300 000
Other Rowing Events		304 915	352 397	275 183	348 750
Anti-Doping Programme		158 569	112 287	203 869	100 000
Development Programme		685 513	776 190	842 755	470 000
Publications & Website		287 688	324 597	266 833	207 765
Marketing & Promotions		815 448	714 275	725 098	480 000
Television services		488 225	406 257	405 786	260 000
Congress & Extraordinary Congress		62 484	15 254	17 879	10 000
Coaches Conference		16 210	32 477	13 989	10 000
Executive Committee		108 786	147 663	68 714	80 000
Council & Commissions		473 185	539 434	502 008	525 000
Personnel		1 097 561	1 166 956	1 165 914	1 150 000
Travel and office expenses		386 304	578 911	521 362	535 000
External consultants		899 308	775 626	796 691	684 000
Subscriptions		11 833	11 639	11 477	10 000
Bank fees & charges		140 075	202 686	235 307	170 000
Exchange Rate Loss		0	0	0	0
Unrecoverable Swiss VAT		0	0	1 361	0
Contingency		0	0	0	0
Other expenditures		11 708	0	0	0
TOTAL EXPENDITURE		7 533 369	7 410 044	6 843 048	5 699 015
Surplus (deficit)		479 248	-15 769	442 423	0
Exchange rate gain (loss)		-64 372	-12 328	-41 515	0
Prov. for unreal. loss on mktbl sec.		-376 062	0	-405 769	0
CHANGE IN RESERVES		38 815	-28 096	-4 860	0
Reserves for future expenses		9 870 532	6 708 668	3 961 233	0
Permanent reserves		5 000 000	5 000 000	3 589 435	2 993 678
Result brought forward		38 815	10 719	5 859	5 859
TOTAL RESERVES		14 909 347	11 719 387	7 556 527	2 999 537

Financial Report for the 2016 FISA Ordinary Congress					
(amounts in Swiss Francs)					
Fédération Internationale des Sociétés d'Aviron					
International Rowing Federation					
Four year financial plan 2017-2020					
		2017	2018	2019	2020
INCOME		Budget	Budget	Budget	Budget
Subscription fees		90 000	90 000	90 000	90 000
Events and Rights		1 625 200	1 625 200	1 625 200	645 025
Merchandising		50 000	50 000	50 000	30 000
Advertising & Partnership		317 500	317 500	317 500	100 000
Development Programme		82 000	82 000	82 000	82 000
Income from mktbl Securities		360 000	260 000	180 000	100 000
Transfer from Reserves for Future Exp		4 068 000	4 148 000	4 228 000	4 651 990
TOTAL INCOME		6 592 700	6 572 700	6 572 700	5 699 015
		2017	2018	2019	2020
EXPENDITURE		Budget	Budget	Budget	Budget
Olympics/Paralympics/Youth Olympic		0	0	0	220 000
Senior World Championships		250 000	250 000	250 000	0
Jr. World Championships		100 000	100 000	100 000	53 500
U23 World Championships		100 000	100 000	100 000	85 000
World Cup Series		333 500	333 500	333 500	300 000
Other Rowing Events		378 750	378 750	378 750	348 750
Anti-Doping Programme		100 000	100 000	100 000	100 000
Development Programme		470 000	470 000	470 000	470 000
Publications & Website		290 450	290 450	290 450	207 765
Marketing & Promotions		705 000	705 000	705 000	480 000
Television services		415 000	415 000	415 000	260 000
Congress & Extraordinary Congress		30 000	10 000	10 000	10 000
Coaches Conference		10 000	10 000	10 000	10 000
Executive Committee		105 000	105 000	105 000	80 000
Council & Commissions		575 000	575 000	575 000	525 000
Personnel		1 250 000	1 250 000	1 250 000	1 150 000
Travel and office expenses		535 000	535 000	535 000	535 000
External consultants		805 000	805 000	805 000	684 000
Subscriptions		10 000	10 000	10 000	10 000
Bank fees & charges		130 000	130 000	130 000	170 000
TOTAL EXPENDITURE		6 592 700	6 572 700	6 572 700	5 699 015
Surplus (deficit)		0	0	0	0
Exchange rate gain (loss)		0	0	0	0
Prov. for unreal. loss on mktbl sec.		0	0	0	0
CHANGE IN RESERVES		0	0	0	0
Reserves for future expenses		13 150 250	9 002 250	4 774 250	122 260
Permanent reserves		2 999 537	2 999 537	2 999 537	2 999 537
Result brought forward		0	0	0	0
TOTAL RESERVES		16 149 787	12 001 787	7 773 787	3 121 797



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

***Report of the statutory auditor
to the Congress
on the financial statements 2015***



Report of the auditor
to the Congress of
Fédération Internationale des Sociétés d'Aviron (FISA)
Lausanne

On your instructions, we have audited the financial statements of the Fédération Internationale des Sociétés d'Aviron (FISA), which comprise the balance sheet, statement of income and expenses, statement of changes in general surplus, statement of changes in the “reserves for future expenses” and “permanent reserves” and notes, for the year ended 31 December 2015.

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 effectiveness of the entity’s internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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Opinion

In our opinion, the financial statements for the year ended 31 December 2015 comply with Swiss law.

PricewaterhouseCoopers SA



Dominique Lustenberger
Audit expert
Auditor in charge



Lionel Gross
Audit expert

Lausanne, 6 June 2016

Enclosure:

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

BALANCE SHEET AS OF DECEMBER 31, 2015 AND 2014

ASSETS	2015	2014
	CHF	CHF
Current assets		
Cash and cash equivalents and short-term investments	7'612'529	11'215'045
Cash and cash equivalents	424'049	1'222'758
Marketable securities	7'188'480	9'992'287
Trade receivables	463'777	676'941
Other current receivables	2'511	1'361
Rent deposit	2'511	1'361
Accrued income and prepaid expenses	240'009	155'089
Total current assets	8'318'826	12'048'436
Non-current assets		
Furniture and equipment	219'512	349'985
Total non-current assets	219'512	349'985
TOTAL ASSETS	8'538'338	12'398'421
 LIABILITIES AND FUNDS		
Short-term liabilities		
Accrued expenses and provisions	576'042	679'034
Provision for unrealised loss on marketable securities	405'769	-
Total short-term liabilities	981'811	679'034
Total liabilities	981'811	679'034
Funds		
Permanent Reserves	5'000'000	5'000'000
Reserves for future expenses	2'550'668	6'708'668
Total surplus brought forward	5'859	10'719
General surplus brought forward	10'719	38'815
Result of the year	-4'860	-28'096
Total funds	7'556'527	11'719'387
TOTAL LIABILITIES AND FUNDS	8'538'338	12'398'421

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 2015 AND 2014 (con't)

	2015 CHF	2014 CHF
Excess of surplus / charges for the year before allocation to provisions	400'909	-28'096
Add / Less :		
Allocation to provision for unrealised loss on marketable securities	-405'769	-
Excess of income / loss for the year	-4'860	-28'096

**STATEMENT OF CHANGES IN GENERAL SURPLUS FOR THE YEARS ENDED
DECEMBER 31, 2015 AND 2014**

	2015 CHF	2014 CHF
General surplus at the beginning of the year	10'719	38'815
to add/less :		
Result for the year	-4'860	-28'096
less :		
Capital allocated to "reserves for future expenses"	-	-
General surplus at the end of the year	5'859	10'719

**STATEMENT OF CHANGES IN THE "RESERVES FOR FUTURE EXPENSES" AND
"PERMANENT RESERVES" FOR THE YEAR ENDED DECEMBER 31, 2015 AND 2014**

	2015 CHF	2014 CHF
Total Reserves at the beginning of the year	11'708'668	14'870'532
to add :		
Capital allocated to General surplus	-	-
Income allocated to General surplus	-	-
less :		
Allocation against operating expenditure for the year 2015 / 2014	-4'158'000	-3'161'864
Total Reserves at the end of the year	7'550'668	11'708'668

NOTES TO THE FINANCIAL STATEMENT 2015

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 global 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 2012 Olympic Games was received in 2012 and in 2013.

NOTES TO THE FINANCIAL STATEMENT 2015 (con't)

Foreign currencies

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

Foreign currency	2015 P&L	31.12.15 B/S
EUR	1.0922	1.0874
USD	0.9704	1.0010
GBP	1.4900	1.4753

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 2015 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

	2015	2014
Bank rent deposit	2'511	1'361

3. Detailed information on the structure of financial statements

3.1 Fixed assets

	2015	2014
Furniture and equipment	117'591	191'679
Computer hardware and software	101'921	158'305
	219'512	349'984

AGENDA ITEM 13

Place and Date of the 2017 Ordinary Congress

The FISA Council proposes that the 2017 Ordinary Congress be held on Monday 2 October 2017 in Sarasota, USA.

AGENDA ITEM 14

Attribution of future FISA Events in accordance with Rule 6

No bids will be presented to the Congress at this time.

AGENDA ITEM 15

Reports on Applications for Affiliation and Voting Consequent Thereon

Requests for FISA Membership from:

- a. Fiji – Fiji Outrigger Association

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

AGENDA ITEM 17

Council Elections in accordance with Article 39

1. CHAIR OF THE SPORTS MEDICINE COMMISSION

To anticipate the retirement of Dr. Alain Lacoste at the end of 2016, the election of his successor will take place at the 2016 Congress.

Candidates: Dr. Jo Hannafin (USA)
Dr. Henning Bay Nielsen (DEN)
Dr. Jürgen Steinacker (GER)
Dr. Michael Wilkinson (CAN)

AGENDA ITEM 19

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

AGENDA ITEM 20

Report of the Development Department

1. Development Programme Report

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FISA DEVELOPMENT PROGRAMME

Overview

In 2015, FISA prioritized time and resources on completing the quadrennial Development goals and objectives. In addition, a review of the sustainability of the projects that the FISA Development Programme is delivering began in the last quarter of 2015.

The FISA Development Programme, in co-ordination with the other departments and FISA Commissions, Olympic Solidarity, the IOC, partner National Federations and organizing 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.

FISA and its partners have achieved very good results on all of these objectives.

FISA also continues to strongly reinforce the principles set out in the IOC's Agenda 2020 strategic review.

Results details follow.

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

In 2015, FISA admitted six new members; Djibouti, Haiti, Malawi, Malta, Luxembourg and Trinidad & Tobago. FISA and the respective continental confederations are working with these new members to provide them with equipment, coaching education, and athlete training and competition opportunities where necessary.

Through the new federations, we work with the National Olympic Committees, the Ministries of Sport and others to target the best type of rowing for the country and encourage a strategy to grow the sport and establish roots within the communities. This has proven to be most successful by fostering a relationship with schools and universities in addition to the club structures.

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

In 2015, a large number of activities were initiated to achieve this objective:

- FISA World Championships Event Development Programme – FISA annually reports World Championships participation and offers free accommodation for gender-balanced teams of up to five persons to encourage more women from developing countries to participate. In 2015, FISA supported 56 female athletes' participation in World Championships (Senior, U-23 and Junior). From 2013 to 2015, the number of Nations with female participation at World Championships has more than doubled. At the 2015 World Rowing Junior Championships in Rio the female participation topped 40% for the first time.
- From London to Rio, FISA doubled the percentage of Olympic Solidarity scholarships for women.
- Development and implementation of the biennial data collection from NFs to study and keep track of women's participation in rowing (i.e., athletes, coaches, umpires

and administrators). The first data sets (2013 vs 2015) were compared and presented showcasing a sustainable growth of women at all roles and levels within World Rowing, while identifying areas that can be clearly improved for future.

- FISA National Federations Conference. Four Conferences were organised in 2014/2015 to assist and support National Federations in better understanding the implications for rowing of the IOC Agenda 2020. Gender balance was one of the key agenda items at each conference, demonstrating FISA's commitment to achieving 50/50 participation at events and equal quotas for men and women.
- FISA has developed a gender equal Learn to Row booklet to further integrate gender equality in its Education programme
- The Athlete Career Project was developed by FISA's Development Department, Athlete's Commission and the IOC. This led to the delivery of the first FISA IOC ACP outreach pilot programme in Chile with 80 participants which took place in March 2016.

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

At the time of writing this report, FISA will be on target for having 116 nations taking part in the 2016 Olympic Qualification Process. Each region has experienced an overall increase in both participating national federations and an increase in the number of women:

Africa

24* Nations, 38% of total athletes are women, compared to 18 Nations in 2011 (39% growth) (*25 Nations including RSA)

Americas

24* Nations, 47% of total athletes are women, compared to 16 Nations in 2012 (50% increase)

(*26 Nations including Canada and the USA)

Asia and Oceania

25* Nations, 45% of total athletes are women, compared to 22 Nations in 2012 (14% increase)

(*27 Nations, including AUS and NZL)

All nations attending these events are requested to have a national championship for both men and women as well as a selection system. In many cases these are very basic systems but FISA will be working to provide more examples and encouragement for minimum standards to be in place in all its member federations.

Within this context, indoor rowing is being used more frequently for both selection and national events and the FISA Development team has been working closely with the Communications, Events and Marketing teams to encourage the use of indoor rowing to reach more people world-wide.

The Development Programme continues to work closely with the Events Team and the Host Organizing Committees to make sure as many male and female athletes as possible can take part in World Senior, U23, Junior and European Championships as well as Coastal and other events. Overall these numbers continue to increase. At the 2015 World Championships at Aiguebelette, we saw the largest ever participation from a Development group: 156 persons, 32 NFs, 4 from the Paralympic teams. This was due to the excellent collaboration and support of the Organizing Committee. They are to be applauded for this result.

European and Coastal Championships are also, via their Organizing Committees and the Events team, working towards providing support for Development nations which is greatly facilitating participation. This support can take the form of low cost or free accommodation and access to free boat equipment for the competition.

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

The FISA Development Programme continues to increase the number of training camps offered for rowers from developing countries. In 2015 we offered training activities in Seville, San Salvador, Piediluco, Bled, Aiguebelette and Tunis. In many cases these activities were partially supported by the host national federation.

FISA has the highest number ever of Olympic Solidarity Scholarship holders preparing for Rio with 51 individuals from 28 nations having received a scholarship: 29 men and 22 women. We are currently ranked between seventh and eighth overall against the 28 other Summer International Federations with regards to allocation of these Olympic Scholarships for athletes. FISA will be aiming to improve its ranking going into the Tokyo 2020 Olympic cycle to be in the top four or five International Federations.

For Coaching Education as well as Development activities, two new sections have been added to the website. The website continues to evolve, in collaboration with the Competitive Commission and the Communications Team, to better reach a wider audience, providing access to important educational materials for coaches and the general public.

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

The Development Programme in collaboration with the Youth and Competitive Commission and the FISA Development Coaches continues to develop projects and provide links to materials to encourage the growth of rowing in clubs, schools and universities as well as other organizations. The needs of coaches and sports leaders in these settings are being considered and addressed by the FISA Development Programme.

Going forward, FISA and its members must consider how to best grow these areas that provide a foundation for rowing world-wide. FISA has been working with several national federations as well as specialized rowing education organizations to better address these groups and their needs.

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

The Development Programme is continuing to support the work of the Rowing for All Commission specifically in the areas of Indoor Rowing and Coastal Rowing/Tour Rowing.

The World Rowing Indoor Sprints are a new initiative between Concept2 and World Rowing. The Sprints are virtual indoor rowing championships. This initiative promoted both Indoor Rowing and significantly contributed to the Universality of our sport (individuals from 52 countries raced in the inaugural World Rowing Indoor Sprints, already in 2016)

New funding and support opportunities are needed to continue to develop all types of rowing.

Coaching Education – update

Each year, FISA and the Development team work to increase the number of coaching education opportunities. In 2014 we collaborated with Olympic Solidarity on nine coaching education courses in Greece, Georgia (with Armenia and Moldova present), Latvia, Lithuania, Morocco, Namibia (with Zambia present), Nicaragua, Paraguay and Sri Lanka.

FISA continues to work with the larger national rowing federations to deliver coaching courses using their coaching experts and providing access to their educational materials. The United States Olympic Committee, through their International Coaching Education Certification Programme (ICECP) in cooperation with Olympic Solidarity, had two rowing graduates in 2014: Shahid Nazir of Pakistan and Yuri Calderon of El Salvador. Both have taken part in FISA Development activities since their graduation. In 2015, another three rowing coaches graduated from the ICECP programme: Rodrick Muhumza of Uganda, Marcello Varialle of Brazil and Bei Zhang of China.

A scholarship was awarded to Rowing after FISA's successful application to the 2015-16 NSSU-ICCE Coach Developer Course. Jan Illar will graduate in 2016 and has been taking part in FISA Development activities.

Development Programme Training Camps – update

2015 Seville Training Camp. Crews from Algeria, Cuba, Iran, Israel, Pakistan, Peru, Qatar and Tunisia attended. They focused on training and physiological testing with their coaches. Thank you to the Seville "CAR" Training Centre and the staff.

- **2015 Piediluco Training Camp and Paola D'Aloja Memorial Regatta.** Crews from Cuba, Vanuatu, Malta, Zambia, Zimbabwe, UAE and Uganda took part. This regatta was a great success and the support from the Italian Rowing Federation and the Organising Committee was very much appreciated.
- **2015 FISA Olympic Solidarity Americas Training Camp El Salvador.** With 30 athletes from 13 NFs in attendance, crews from Bahamas, Colombia, Costa Rica, Cuba, Dominican Republic, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Puerto Rico, and Saint Vincent took part. It became the first gender equal training camp in the history of FISA. Thank you to Olympic Solidarity, El Salvador NOC and Rowing Federation for the support.
- **2015 Pan Am Training Camp, London, Ontario.** This pilot project was jointly organised by FISA and Rowing Canada Aviron with the support of the Pan Am Organising Committee, including financial support (USD 29,000). The Continental Training camp benefited six Nations (El Salvador, Nicaragua, Guatemala, Uruguay, Paraguay, Peru); of the 34 participants, 26 were athletes and 8 were coaches.
- **2015 World Rowing Junior Championships, Rio de Janeiro.** A total of 18 NFs and 55 participants (43 athletes) benefitted from the support provided by the Rio Organising Committee and FISA. Crews from Bahamas, Bolivia, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Israel, Nicaragua, Paraguay, Peru, Puerto Rico, Tunisia, Uruguay, Venezuela, Vietnam and Zimbabwe were offered development support for the competition.

The support of the 2015 World Rowing Junior Championships OC was also crucial in the success.

- **2015 World Rowing Championships, Aiguebelette.** A total of 32 NFs and 156 athletes benefited from the support provided by the Organising Committee and FISA. Crews from Angola, Armenia, Azerbaijan, Benin, Bulgaria, Ivory Coast, Cuba, Egypt, Georgia, Greece, Indonesia, Iran, Iraq, Kazakhstan, Kenya, Libya, Lithuania, Moldova, Mexico, Morocco, Nigeria, Pakistan, Peru, Puerto Rico, Togo, Thailand, Tunisia, Uruguay, Uzbekistan, Vanuatu, Vietnam and Zimbabwe were offered development support for the competition. The support of the Aiguebelette OC was very much appreciated. FISA achieved a new participation record at Worlds.
- **2015 FISA / Olympic Solidarity Training Camp and Olympic Qualification Regatta, Tunis.** FISA had the biggest training Camp in the history of Africa with 68 participants from 24 NOCs including: 30 male athletes, 16 female athletes, 21 male coaches, one (1) female coach.

The 24 Nations were: Algeria, Angola, Benin, Cameroon, Cote d'Ivoire, Djibouti, Egypt, Ghana, Kenya, Libya, Madagascar, Mali, Mauritius, Morocco, Namibia, Niger, Nigeria, Senegal, Sudan, Togo, Tunisia, Uganda, Zimbabwe and Zambia.

Equipment Donation

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

that were able to raise funds for equipment purchase received a subsidy towards their purchase. Currently budgets are limited for larger equipment donations from FISA and as of 2016 all national federations will need to source some of their own funding before requesting support.

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 federations such as Australia, Canada, France, Germany, Great Britain, New Zealand, South Africa, Tunisia and United States provides important support around coach education, athlete training and development, equipment donation, officials support and other aspects of rowing that are key to our on-going growth.

The Development Programme could not achieve what it has achieved without the enormous dedication and work of the FISA Experts, consultants, volunteers and the FISA Commissions who engage year round in development activities.

So much has been achieved, even with limited resources. Working together we will continue our progress in development; development which is so critical to a strong and healthy sport, a strong sport in the Olympic Movement, and a sport which can provide so much to those who have the opportunity to practice it.

Tricia Smith

Vice President

Thor Nilsen

Development Director

Sheila Stephens

Development Manager

AGENDA ITEM 21

Any other business