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INTERNATIONAL CANOE FEDERATION (ICF)

# FUTURE GOVERNANCE OF THE ICF



Always moving forward

**International Canoe Federation  
Future Governance of the ICF**

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This is a draft discussion paper and has not been approved in any format. It is a working document.

# 1. Governance Review – Strategic View

## 1.1 Who is the International Canoe Federation?

The International Canoe Federation is the worldwide governing body for the sport of paddling recognised by the International Olympic Committee, Association of Summer Olympic International Federations (ASOIF) and the International Paralympic Committee. It seeks to provide leadership and a sustainable framework for global development of paddling sports. This includes the delivery of international competitions pursuing a universal set of rules based upon core ethical values and mutual respect applying equally to all its members.

## 1.2 The Vision of the International Canoe Federation

Inspire people to pursue a lifelong passion for paddling.

## 1.3 Mission Statement of the International Canoe Federation

The ICF provides global leadership to enable, inspire and activate people in the pursuit of participation and excellence in paddling.

## 1.4 Core Values of the International Canoe Federation

### ***Leadership***

To take responsibility of the collective ownership of the sport and show initiative by utilising best practices.

### **Excellence**

To pursue high standards in all the ICF's activities.

### **Integrity**

To consistently act in accordance with high ethical values and demonstrate mutual respect and honesty.

### ***Equity***

To act with fairness, impartiality, justice and inclusiveness with regard to race, gender, ability, age, national or ethnic origin and religion.

### **Inspiration**

To act with enthusiasm, passion and pride with the desire to excel in our activities.

## 2. ICF Strategic Objectives

The ICF has created six key strategic objectives to be pursued at a high management level in the pursuit of good governance of the sport of Canoeing. The six areas have specific goals that must be sought to be fulfilled by all stakeholders of the ICF.

The six Key strategic objectives are:

- 1) Competition Ownership
- 2) Development of Canoeing/Paddling
- 3) Stakeholder Relationships
- 4) Media/Marketing/Visibility and Promotion
- 5) Environmental Sustainability/Access
- 6) Management and Administration

### 2.1 COMPETITION OWNERSHIP

**Goal: To create and define best practices for all technical aspects of ICF competitions (i.e.: World Championships, World Cups and ICF Series). The ICF must ensure high level of preparation and event management for all competitions with consistent quality.**

#### ***a) Event Management***

**Goal: To ensure ICF events are run to the highest standards and ensure fair play for all athletes. Events should have similar properties regardless of the location of the event.**

Specific objectives include:

- Technical requirements for venues and competitions
- Contractual requirements for organisers/participants
- Transparent and fair bidding procedure
- Technical evaluation of bids and venues
- Award of events
- Oversee and ensure the standard of competitions
- Control and management of events
- Measurable post-competition assessment

#### ***b) Organisers for ICF competitions***

**Goal: To build solid and reliable working Relationships with organisers of ICF competitions.**

Specific objectives include:

- Implement contract obligations
- Transparent and regular communication
- Defined roles and responsibilities
- Follow specific timeline and deliverables
- Ensure financial accountability

- Conduct Organisers Symposiums
- Evaluation of events

### **c) ICF Rules**

**Goal: To define the ICF Statutes and Competition rules that reflect and showcase the sport whilst controlling fair play and ensuring athlete safety.**

Specific objectives include:

- Analysis and interpretation of existing rules
- Ensuring rules are simple and easy to understand
- Development and direction of change
- Implementation of new rules
- Harmonise institutional rules and terminology across disciplines
- Examine and evaluate new events and formats to develop the progression of the sport

### **d) Facilities and equipment**

Specific objectives include:

- Suitable approval mechanisms for equipment at competitions
- Ensure health and safety procedures for participants
- Maintain quality of equipment suitable for competition in accordance with ICF technical requirements
- Provide equipment where required

### **e) ICF Officials**

**Goal: To optimise the number and quality of Technical Officials that are qualified to carry out the functions required for ICF competitions.**

Specific objectives include:

Categorise the ITOs according with their capabilities and participation.

Defined functions and roles of Technical Officials

- Suitable education and evaluation of Technical Officials
- Justifiable selection of Technical Officials
- Facilitation of recruitment of new officials

## **2.2 DEVELOPMENT OF CANOEING/PADDLING**

**Goal: To develop and improve the standard of paddling around the world.**

Specific objectives include:

- Defined strategic operations for athlete development
- Defined objectives for the ICF Development Programme
- Defined Talent identification practices (ICF Programmes)
- Implement athlete coaching for developing and upcoming nations
- Implement education courses for coaches
- Facilitate mentoring programmes and provide coaching tools

- Create qualitative evaluation procedures for the Development Programme.

## **2.3 MEDIA/ MARKETING/ VISIBILITY AND PROMOTION**

**Goal: Maintain and improve the International media exposure of Paddling. This includes TV, internet, social media and written press.**

### **a) Television and media**

Specific objectives for Television include:

- A refined suitable Television product for distribution globally
- Effective event promotion and publicity (defined international and national policies)
- Create and develop TV markets and determine exposure
- Encourage innovation and specific TV technologies
- Define TV friendly schedules
- Ensure high quality, professional TV product
- Selection of suitable TV events

Specific objectives for Media include:

- Agreed Media messaging statements
- Build media relationships and contact database
- Uniform branding of ICF printed material
- Utilise ICF website and social media extensively

### **b) Promotion and visibility**

Specific objectives include:

- Ensure Canoeing is globally recognised
- Maintain Canoeing as an Olympic and multi-sport event
- Regularly review of the relevance of Canoeing events on the Olympic and Paralympic Games Programme
- Presence in all Multi-sport events around the world
- Presence and/or involvement with external stakeholders (Eg. IOC, ASOIF, IPC, Sport accord, ANOC and continental equivalents and various other International bodies.)
- Close relationships with National Federations (NF) and Continental Associations to promote Canoeing in their territory.
- Promote all paddling disciplines to broaden the scope of potential elite athletes.

### **C) Marketing**

Specific objectives include:

- Seek Marketing and sponsorship opportunities.
- Define the marketing sectors of interest
- Work based on the ICF Core Values defined in point 1.4 in this document

- Refinement of the ICF Strategic Marketing Plan
- Increase the worth of the ICF products
- Complete sponsorship alignment assessment
- Adaptability to increase market share (exposure)
- Co-ordination with stakeholders on marketing topics
- Safeguard reputable manufacturers that benefit ICF

## **2.4 STAKEHOLDER RELATIONSHIPS**

**Goal: To create and maintain close working relationships and communicate openly with NFs/Continents and external partners.**

Specific objectives include:

- Consolidate presence on the Olympic Games, Olympic Youth Games, Paralympic Games, multi-sport Games (World Games, World Beach Games) and Continental Games Programmes
- Ensure open two way communications with NFs
- Reactivating existing NFs
- Supporting new NFs
- Provide examples of good governance
- Monitor activities of the NFs with the purpose of providing the necessary sport and institutional support.
- Support participation of NFs in ICF competitions
- Help promote participation at Congresses and events related to the sport
- Build relationships and reach agreements with other paddling organisations (E.g. Va'a, rafting, Waveski, Dragon Boat)
- Ensure Continental Federation relationships are strongly connected to ICF
- Ensure some ICF presence at external agency meetings (I.e.: IWGA, ASOIF, IMGA, ACNO, WADA) and similar at the Continents

## **2.5 ENVIRONMENTAL SUSTAINABILITY/ACCESS**

**Goal: To develop and implement suitable sustainable environmental policies that reflect the core values and objectives of the ICF.**

Specific objectives include:

- A defined ICF Environmental policy
- Implement the Blue 1000 project
- Advance Paddle for the Planet
- Explore environmental policies of external partners that benefit paddling
- Empathy and association with non-profit organisations with common goals to the ICF
- Expand and promote Environmental day in relation to paddling

## **2.6 MANAGEMENT AND ADMINISTRATION**

**Goal: To ensure the professional management of the administrative aspects of the ICF.**

### **a) Administration**

Specific objectives include:

- Reply and maintain correspondence between the ICF office and the Continental Associations
- Ensure professional and efficient administration
- Reliable and efficient reporting
- NF service provision
- Implement decisions of Board and Executive Committees
- Ensure suitable staff welfare
- Attract competent staff

### **b) Decision making and Governance**

Specific objectives include but are not limited to:

- Ensure good governance with transparent decision making procedures
- Accurate assessment and disclosure of facts in decision making process
- Clarify operating procedures and interaction of the ICF Congress, Board, ExCo, Chairs, Technical Committees, Continental Associations and ICF Headquarters
- Evaluation of decisions
- Assess and define roles and responsibilities of all stakeholders

### **c) Anti-Doping Programme**

Specific objectives include:

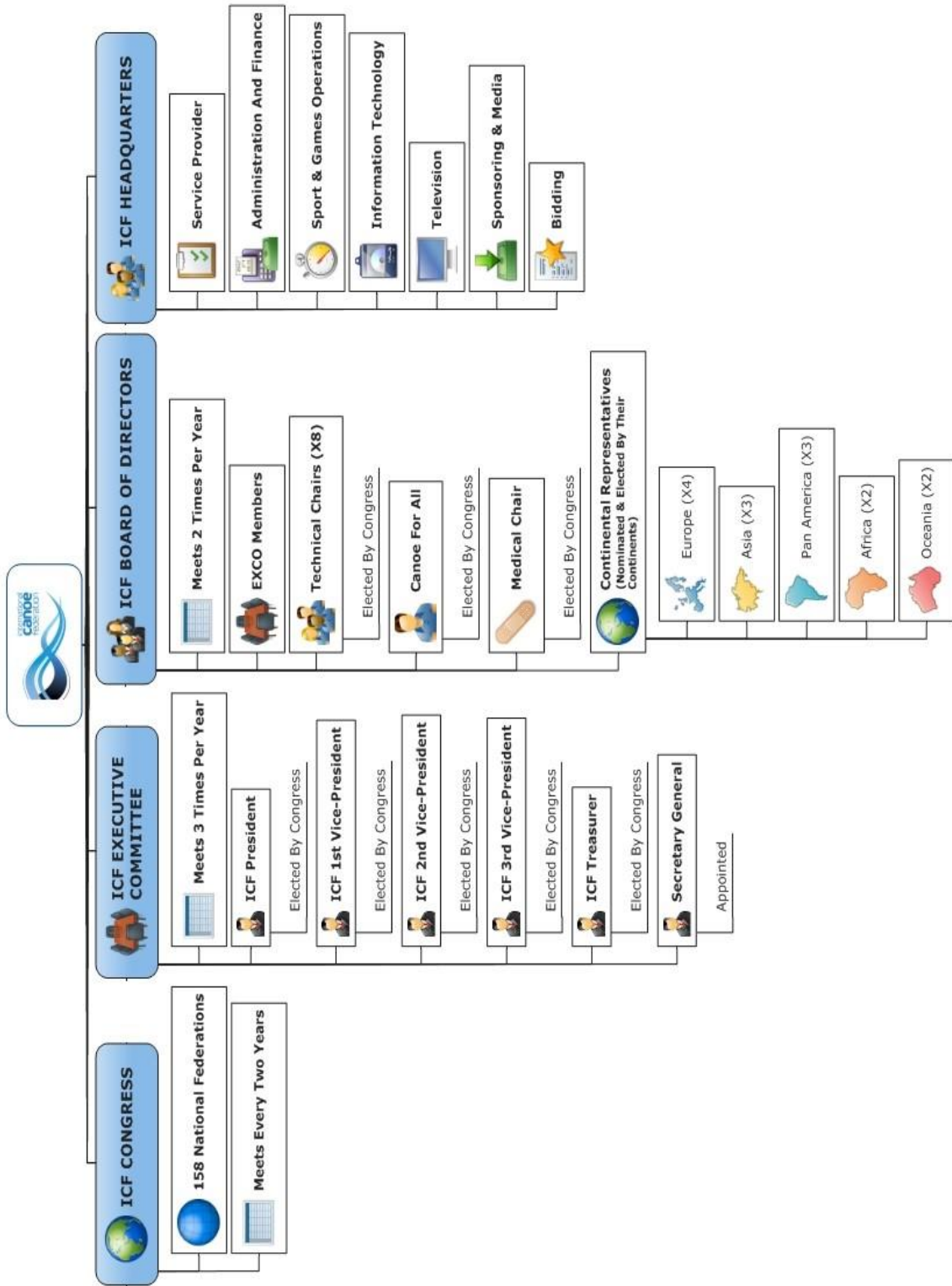
- Ensure all disciplines remain clean from doping issues
- Promote and continue Anti-doping Education programme
- Continue the well-defined Testing programme (out of competition and in competition testing) for athletes
- Uphold the strict enforcement of sanctions and legal follow up on Anti-doping legislation
- Publicise and promote the clean image of Paddling



## **CURRENT SITUATION**

### 3. ICF GOVERNANCE STRUCTURE

As determined by ICF Statutes 2012 (See diagram below)



## **4. ROLES AND RESPONSIBILITIES**

### **4.1 ICF CONGRESS**

As established on the Article 15 of ICF Statutes , the Congress is the supreme authority of the ICF. The Congress consists of delegates of National Federations.

The Congress decides:

1. Elections of suitable positions within the ICF.
2. Rule changes to ICF Statutes, general rules encompassing all disciplines and stakeholders.
3. Establishes and confirms overall ICF Budget and financial strategy.
4. The general philosophy and direction of the ICF and Canoeing.
5. The Congress should be able to amend rules every two years.
6. In principle, elections held every 4 years.
7. Congress hosts every 2 years.

ICF Congress must be the ultimate 'large picture' discussion and decision making body of the ICF.

### **4.2 BOARD OF DIRECTORS**

Article 26 of the ICF Statutes states that the ICF Board of Directors shall deal with all matters of broad ICF policy between Congresses.

The following should be considered to realign the ICF BoD roles and responsibilities and update ICF Statutes:

1. The ICF BoD will determine the mission and purpose of the organisation and the sport. It is the BoD's responsibility to create and review a statement of mission and purpose that articulates the organisation's goals, means, and primary constituents served.
2. Appoint/dismiss the Secretary General. The Board must reach consensus on the Secretary Generals' responsibilities and undertake a careful search to find the most qualified individual for the position.
3. Support and evaluate the Secretary General. The BoD should ensure that the Secretary General has the moral and professional support he/she needs to further the goals of the organisation.
4. Ensure effective planning. The ICF BoD must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.

5. Monitor, and strengthen programs and services. The BoD's responsibility is to determine which programs are consistent with the organisation's mission and monitor their effectiveness.
6. Ensure adequate financial resources. One of the BoD's foremost responsibilities is to secure adequate resources for the organisation to fulfil its mission.
7. Protect assets and provide proper financial oversight. The BoD must assist in developing the annual budget and ensuring that proper financial controls are in place.
8. Build a competent board. The BoD has a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate their own performance.
9. The BoD is ultimately responsible for adherence to legal standards and ethical norms and publish them.
10. Enhance the organisation's public standing. The board should clearly articulate the organisation's mission, accomplishments, and goals to the public and garner support from the sports community and beyond.

## **DUTIES OF THE ICF BOARD OF DIRECTORS (Article 29)**

### **The duties and power of the ICF Board of Directors shall be:**

- a. To take steps as may be necessary to achieve the objectives laid down in Article 3 of the Statutes;
  - b. To ensure the implementation of the decisions made by the Congress;
- The ICF Board of Directors shall have the power to amend or change a decision of Congress provided that:
1. The ICF President has decided that the circumstances which prevailed at the time the decision was taken by Congress have changed to a material extent; and
  2. The decision by the ICF Board of Directors is taken by not less than 80% of the members present.
- c. To appoint or dismiss the ICF Secretary General if deemed necessary following an appropriate review;
  - d. To appoint the Members of the ICF Standing Committees following the recommendations of the Chair of each ICF Standing Committee concerned; to appoint Chairs of ICF Standing Committees who are not members of the ICF Board of Directors;
  - e. To clarify and to adopt where necessary rules and regulations coming from ICF Standing Committees;
  - f. To examine the proposals received from National Federations for submission to the Congress and to take a position on those issues;
  - g. To discuss the budget of the ICF for submission to the Congress;
  - h. To examine the financial situation of the ICF and to submit a proposal for the annual Membership Fee to the Congress;

- i. To submit a proposal for the ICF Working Programme to the Congress;
- j. To appoint commissions or working groups as necessary.

#### Byelaw to article 29

Any ICF Board of Directors member who fails to carry out the reasonable requests of the ICF Executive Committee, provided that the ICF brings the necessary administrative and financial support, may be suspended from the ICF Board of Directors at their next meeting by not less than 80% of the ICF Board of Directors members present.

### 4.3 ICF EXECUTIVE COMMITTEE

The duties of the ICF ExCo according to Statutes:

*To manage the work of the ICF between meetings of the ICF BoD. To ensure the implementation of the decisions made by the Congress and the ICF BoD. To ensure the maintenance of proper standards in the organisation of the ICF Competitions, Olympic and Multi sport Games, canoeing events and all other events and competitions conducted under the authority of the ICF.*

The ICF ExCo should:

1. Advise the ICF HQ and Secretary General on specific operational issues.
2. Maintain a written correspondence with the members of the BOD in what relates to their tasks.  
Represent the ICF at events where presence is required.
3. Play ambassador role where possible ; meeting dignitaries and promoting the sport globally
4. Oversee and ensure that ICF BoD's decisions are implemented by ICF HQ.
5. Ensure adherence to good working practices of the organisation in relation to the interest of all stakeholders.
6. Ensure objectivity of the BoD goals and decisions are carried out for the benefit of the organisation.
7. In emergencies make decisions on behalf of the ICF BoD to ensure the organisation works efficiently and smoothly with no unnecessary delays.

#### **DUTIES OF THE ICF EXECUTIVE COMMITTEE (Article 31)**

- a. To manage the work of the ICF between meetings of the ICF Board of Directors
- b. To take such steps as may be necessary to achieve the objectives laid down in Article 3 to the Statutes;

- c. To ensure the implementation of the decisions made by the Congress and the ICF Board of Directors;
- d. To ensure the maintenance of proper standards in the organisation of the ICF Competitions, International Competitions, Olympic and multi-sport Games, canoeing events and all other events and competitions conducted under the authority of the ICF;
- e. To ensure the observation of the Statutes, Competition Rules and Regulations of the ICF and whenever necessary to interpret these Statutes, Competition Rules and Regulations;
- f. To ensure the representation of the ICF by its President or by one of its Members;
- g. To be responsible for the administrative and financial directives of the ICF. To this end, the ICF Executive Committee may establish administrative offices with remunerated personnel;
- h. To take any decisions appropriate to the circumstance in the interest of the sport of canoeing;
- i. To examine the proposals received for submission to the Congress and to express the ICF Executive Committee's view on these to the ICF Board of Directors;
- j. To give directives to the work of the ICF Standing Committees;
- k. To keep Member National Federations informed as to the position of the ICF and its activities;

### **BYELAW TO ARTICLE 31**

- 1. The ICF Executive Committee shall meet at least three times annually.
- 2. When the ICF President deems it necessary, urgent matters can be dealt by voting in writing or by telephone or internet communications.
- 3. The ICF Executive Committee shall also act as Finance Committee.

## **4.4 ICF PRESIDENT**

The duties of the ICF President according to Statutes, Article 35:

The ICF President is the highest officer of the ICF. He/she must guide and control the entire work of the ICF. Represent the ICF at the highest level at all meetings both in and outside the sport.

The ICF President role includes:

- 1. Represent the organisation
- 2. Political spokesperson for the organisation
- 3. Chair all decision making bodies of the ICF (Eg. Congress, BoD and ExCo meetings)

4. Act as the deciding vote in any tied decision or where a clear decision is not apparent in the workings of the ICF.

## **DUTIES OF PRESIDENT (Byelaw to article 35)**

**The ICF President is the highest officer of the ICF It is incumbent upon the ICF President to:**

- a. Guide and control the entire work of the ICF;
- b. Represent the ICF at the meetings of the IOC, SportAccord, ASOIF and other sport organisations the ICF is affiliated to; including the similar ones in the Continents
- c. Summon meetings of the ICF Executive Committee, the ICF Board of Directors and the Congress;
- d. Call the BOD members and EXCO members for consultation and cooperation with the ICF matters
- e. Establish the agenda for such meetings;
- f. Act as Chair of meetings of the ICF Executive Committee, the ICF Board of Directors, as well as, of the Ordinary and Extraordinary Congress;
- g. Attend World Championships, Olympic Games and other important ICF competitions;
- h. Provide the ICF Secretary General with copies of all official correspondence;
- i. Sign together with the ICF Secretary General all official documents of the ICF;
- j. Keep the ICF Treasurer informed on all matters with financial effects;
- k. Keep Members of the ICF Executive Committee, the ICF Board of Directors and the Chair of the ICF Standing Committees informed on all matters affecting their specific responsibilities;
- l. Propose nominations for the position of the ICF Secretary General;

## **4.5 ICF SECRETARY GENERAL**

Under contract the ICF Secretary General role includes:

**Board Administration and Support** – To implement the strategic goals and objectives of the ICF. Enable the ICF Board of Directors to fulfil its governance function. To support operations and the administration of Board of Directors by advising and informing Board members, interfacing between Board and staff and advising Board on strategy, direction and real time operations. Provide administration support to the ICF President. Executive Committee, Board of Directors and Congress where necessary.

**Program, Product and Service Delivery** - Oversees the design, marketing, promotion, delivery and quality of programs, products and

services agreed by the ICF Board of Directors.

**Financial, Tax, Risk and Facilities Management** - Recommends annual and biannual budget for ICF Board approval. Prudently and diligently manages the ICF's resources within those budget guidelines according to current laws and regulations.

**Human Resource Management** - Responsible for hiring, firing, day to day work programmes and the general conditions for ICF staff. Effectively manages the human resources of the ICF according to authorized personnel policies and procedures that fully conform to current employment and labour laws and regulations.

**Community and Public Relations** - Assures the ICF and its mission, programs, products and services are consistently presented in strong, positive image to the Canoeing fraternity, Olympic Family, partners, international media and external stakeholders. Will represent the ICF at competitions, events, International meetings or other functions that are remitted as part of the position of a Secretary General of an International Sports Federation.

**Problem identification and proposed resolutions** – Provide support and initial platform for problem resolution for canoeing issues and matters related to ICF from all stakeholders.

## 4.6 ICF TECHNICAL CHAIRS

The duties of the Technical Chairs according to ICF Statutes article 32 state that they are consultative organs of the ICF BoD. However, over recent years Technical Chairs have proved to be a full time work alongside ICF HQ to organise and execute ICF competitions.

Technical Chairs require support from the ICF Headquarters to carry out their duties.

According to ICF Statutes, article 32 the Technical Chairs are consultative organs of the ICF BoD

Duties include:

- Overseeing and advising organising committees with preparations for ICF events.
- Determining alongside ICF HQ suitable standards of event operations and deliverables.
- Observing and ensuring the ICF HQ carry out any required event management operations to a level that is required for that discipline.
- To bring approvals, recommendations to the ICF BoD, ExCo for development of the disciplines.



- To make necessary rule change recommendations based on systematic research in the discipline.
- To promote their discipline.

## 5. ANALYSIS OF ICF STRUCTURE

### *Positives*

- Excellent balance between Technical members and Continental Members
- Board members generally are well informed paddlers with a passion for the sport. They have a good understanding of the issues and generally want what is good for the sport.
- Due to the size there is less personal bias and there is a large diversity of opinions. This usually results in more reasonable decisions and balanced thought in decision making.
- Decisions tend to be made with discussion and reasoning which generally have been helpful in governing the ICF.

### *Negatives*

- The Board has 'redundancies'. Some members can coast easily without contributing or having input into issues.
- Board members have limited accountability.
- The Board can be too cumbersome. The decision process can be slow.
- Decisions can be open to 'backroom deals' between members and often consensus can be difficult to achieve.

### *Identifiable issues and implications:*

- There is a lack of structure and decision making protocols during the meetings
- The Meeting Agenda is seen as old fashioned and during meetings it is often not detailed enough or followed sufficiently to be beneficial for clear decision making.
- Lack of precise discussion of issues at Board Meetings mainly due to time restraints.
- Lack of responsibility, ownership and accountability by the BoD to ICF issues can cause inertia on certain topics
- Lack of conclusions from meetings that can be followed up by the ICF HQ.

# PROPOSALS

## 6. ICF GOVERNANCE STRUCTURE

### Executive Board

|    |  |
|----|--|
| 1  | <b>ICF President</b> (Elected by the ICF Congress)   |
| 1  | <b>ICF Senior Vice-President</b> (Elected by the ICF Congress)<br>(Role of representing the ICF President when required and coordination with other Paddle Associations) |
| 1  | <b>ICF Vice-President</b> Calm Water (Elected by the ICF Congress)<br>(Flat-water coordinator including Sprint)  |
| 1  | <b>ICF Vice-President</b> White Water (Elected by the ICF Congress)<br>(White-water coordinator including Slalom)  |
| 1  | <b>ICF Vice-President</b> Marketing and Finance (Elected by the ICF Congress).<br>(Financial Audit and Coordinator Marketing and Communication)                          |
| 5  | <b>Continental Presidents</b> (Elected by the Continental Congress)  |
| 1  | <b>ICF Secretary General</b> (Executive Director) (Appointed)  |
| 11 | Total  |

### Board of Directors

|    |  |
|----|--|
| 11 | <b>Executive Board</b>   |
| 8  | <b>Continental Representatives</b> (Elected by the ICF Congress by Continental members) 2 Europe, 2 America, 2 Asia, 1 Africa, 1 Oceania |
| 1  | <b>Chair ICF Athletes Commission</b> (Athlete Elected by Congress)   |
| 1  | <b>Chair Canoe Marathon</b> (Elected by Congress)  |
| 1  | <b>Chair Canoe Ocean Racing</b> (Elected by Congress)  |
| 1  | <b>Chair Wildwater Canoeing</b> (Elected by Congress)  |
| 1  | <b>Chair Canoe Polo</b> (Elected by Congress)  |
| 1  | <b>Chair Paracanoe</b> (Elected by Congress)   |
| 1  | <b>Chair Canoe Freestyle</b> (Elected by Congress)   |

|    |  |
|----|--|
| 1  | <b>Chair Medical</b> (Elected by Congress) |
| 27 | Total                                      |

## Technical Committees

### Canoe Sprint

|   |   |
|---|---|
| 1 | Chair Vice-President Calm water             |
| 1 | ICF HQ (eg. Flatwater Technical Manager)    |
| 4 | Members Sprint (Elected Confirmed by Board) |

### Canoe Slalom

|   |   |
|---|---|
| 1 | Chair Vice-President Whitewater             |
| 1 | ICF HQ (eg. Whitewater Technical Manager)   |
| 4 | Members Slalom (Elected Confirmed by Board) |

### Canoe Marathon

|   |   |
|---|---|
| 1 | Chair Marathon (Elected by the Congress)      |
| 1 | ICF HQ (eg. Flatwater Technical Manager)      |
| 4 | Members Marathon (Elected Confirmed by Board) |

### Canoe Ocean Racing

|   |   |
|---|---|
| 1 | Chair Canoe Ocean Racing (Elected by the Congress)      |
| 1 | ICF HQ (eg. Whitewater Technical Manager)               |
| 4 | Members Canoe Ocean Racing (Elected Confirmed by Board) |

### Wildwater Canoeing

|   |   |
|---|---|
| 1 | Chair Wildwater Canoeing(Elected by the Congress) |
| 1 | ICF HQ (eg. Whitewater Technical Manager)         |
| 4 | Members Wildwater (Elected Confirmed by Board)    |

### Canoe Freestyle

|   |  |
|---|--|
| 1 | Chair Canoe Freestyle (Elected by the Congress)      |
| 1 | ICF HQ (eg. Whitewater Technical Manager)            |
| 4 | Members Canoe Freestyle (Elected Confirmed by Board) |

### Canoe Polo

|   |   |
|---|---|
| 1 | Chair Canoe Polo (Elected by the Congress)      |
| 1 | ICF HQ (eg. Flatwater Technical Manager)        |
| 4 | Members Canoe Polo (Elected Confirmed by Board) |

### Paracanoe

|   |  |
|---|--|
| 1 | Chair Paracanoe (Elected by the Congress)      |
| 1 | ICF HQ (eg. Flatwater Technical Manager)       |
| 4 | Members Paracanoe (Elected Confirmed by Board) |

### Athletes

|   |   |
|---|---|
| 1 | Chair Athletes Commission (Athlete Elected by the Congress) |
| 2 | Sprint athletes (1 man and 1 woman)                         |
| 2 | Slalom athletes (1 man and 1 woman)                         |
| 2 | Paracanoe athletes (1 man and 1 woman)                      |
| 2 | Non Olympic Disciplines (1 man and 1 woman)                 |

## Commissions

### ICF Development Program and Continental Games

|   |   |
|---|---|
| 1 | Chair ICF Senior Vice President                     |
|   | 1 ICF Vice President Calm water                     |
|   | 1 ICF Vice President whitewater                     |
|   | 5 Continental Presidents or Representatives         |
|   | 1 Athletes Committee Chair                          |
|   | ICF HQ (eg. Executive Director and technical staff) |

### ICF Technical Sports Commissions:

#### Flatwater Sport Commission

|   |                                     |
|---|-------------------------------------|
| 1 | Chair ICF Vice President Calm-water |
|   | 1 Chair Marathon                    |
|   | 1 Chair Paracanoe                   |
|   | 1 Chair Canoe Polo                  |
|   | 1 Chair Dragon Boat                 |
|   | 1 Member Athletes Commission        |

|   |                          |
|---|--------------------------|
| 1 | ICF HQ Technical Manager |
|---|--------------------------|

**Wildwater Sport Commission**

|   |                                    |
|---|------------------------------------|
| 1 | Chair ICF Vice President Wildwater |
| 1 | Chair Wildwater                    |
| 1 | Chair Freestyle                    |
| 1 | Chair Canoe Ocean Racing           |
| 1 | Member Athletes Commission         |
| 1 | ICF HQ Technical Manager           |

**Women**

|   |   |
|---|---|
| 1 | Chair Member of the Board (proposal by President) |
| 3 | Members (Elected Confirmed by Board)              |

**Canoe for All**

|   |   |
|---|---|
| 1 | Chair Canoe for All (Elected by the Congress) |
| 4 | Members (Elected Confirmed by Board)          |

**Dragon Boat**

|   |   |
|---|---|
| 1 | Chair Dragon Boat (Elected by Congress) |
| 1 | ICF HQ Flatwater Technical Manager      |
| 4 | Members Officials (Elected by Board)    |

**Chair Medical and Anti-Doping**

|   |                                 |
|---|---------------------------------|
| 1 | Chair (Elected by the Congress) |
| 4 | Members (Elected by Board)      |

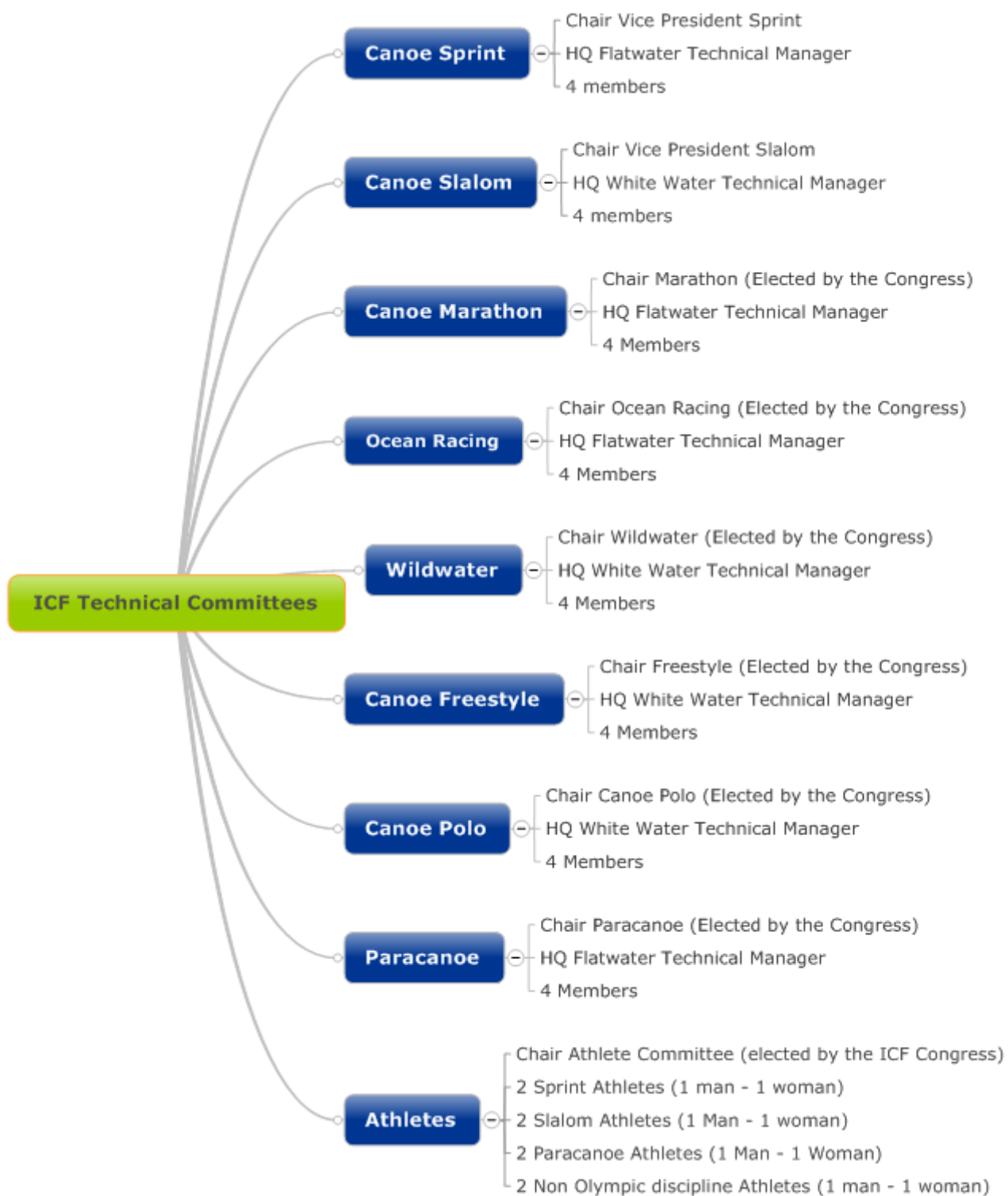
**Meetings:**

**Executive Board: 3 meetings (2 in the year and 1 together of Board).  
Board of Directors: 1 meeting (in the last trimester of the year)**

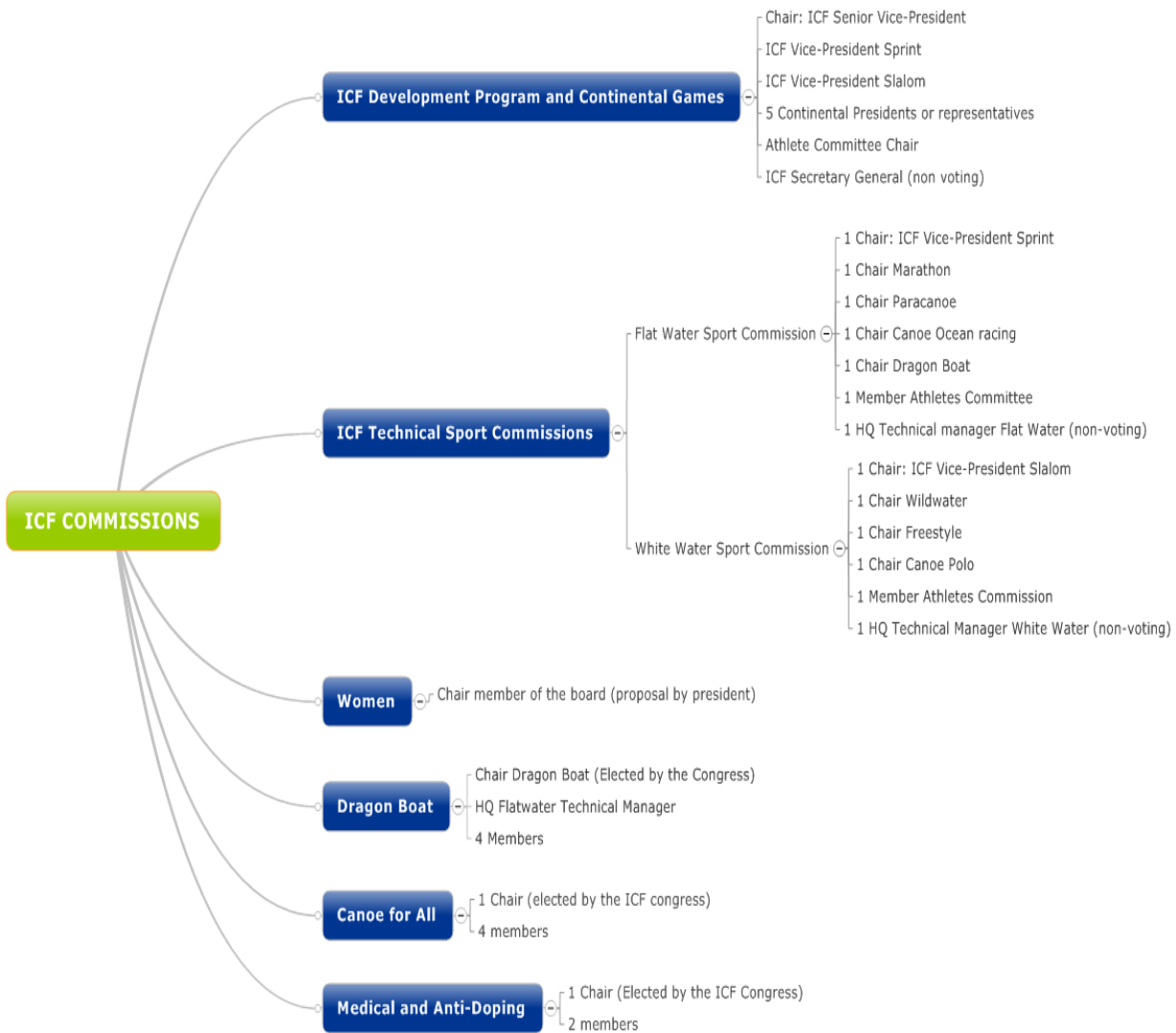


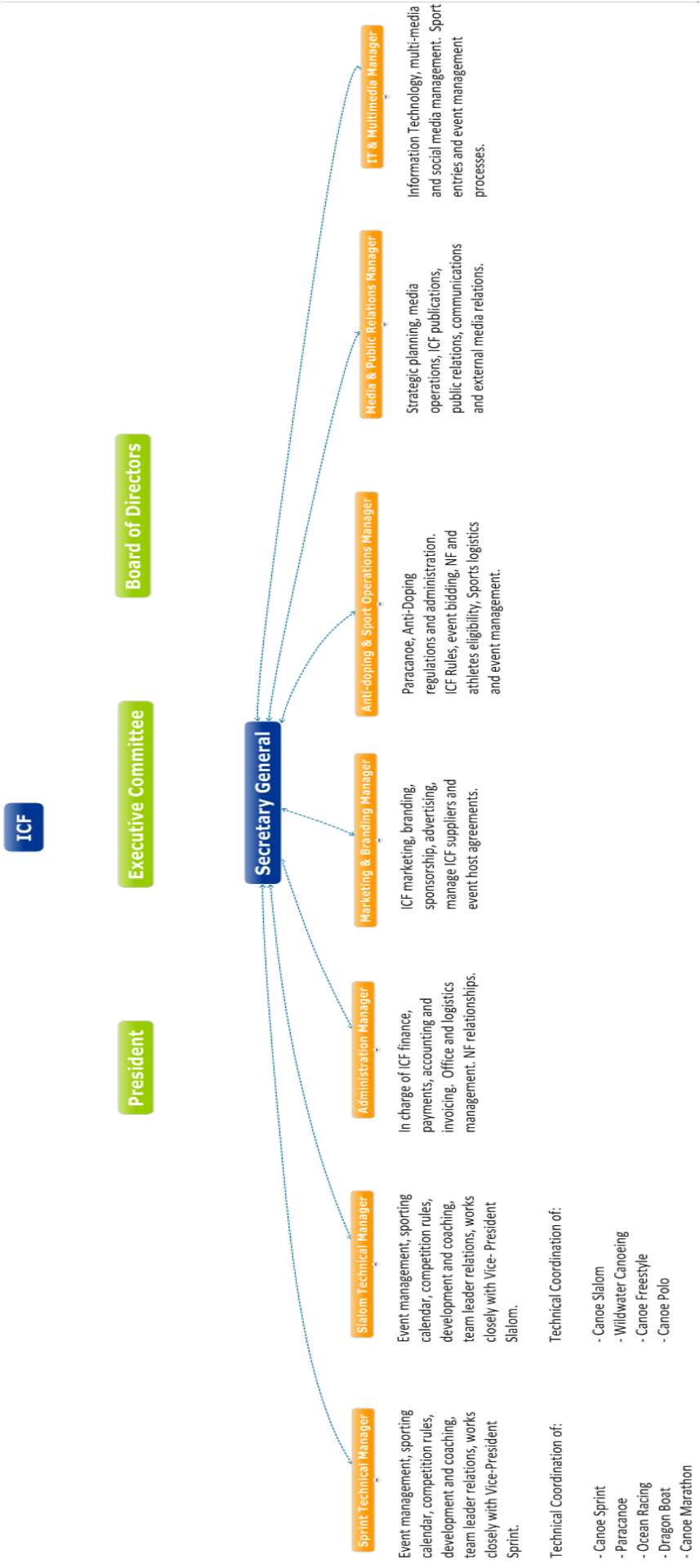
**Executive Board: 3 meetings (2 in the year and 1 during the ICF Board meeting)**

**Board of Directors: 1 meeting (in the last trimester of the year)**









## **ICF ROLES AND RESPONSIBILITIES**

### **ICF CONGRESS**

**(As covered Article 15 until 25 of the ICF Statutes)**

The ICF Congress is the supreme authority of the ICF. The ICF Congress consists of delegates of National Federations.

The ICF Congress responsibilities are to:

- a. Hold elections of suitable positions within the ICF.
- b. Approve rule changes to ICF Statutes, general rules encompassing all disciplines and stakeholders.
- c. Establish and confirm the overall ICF Budget and financial strategy.
- d. Determine the general philosophy and direction of the ICF and Canoeing.
- e. The Congress should be able to amend rules every two years.
- f. In principle, elections held every 4 years.
- g. Congress hosts every 2 years.

ICF Congress must be the ultimate authority in discussion and decision making body of the organization.

### **ROLE OF THE ICF PRESIDENT**

The ICF President is the maximum authority of the ICF and as such leads the ICF.

The ICF President serves as the Chairperson and is the leader of the Board of Directors (BoD) carrying overall responsibility for the integrity of the Board's processes and actions. The President's role is to create and maintain an environment of unity, common purpose, and harmony within the BoD.

At all times, the ICF President must act in the best interests of the ICF.

#### **Key responsibilities and duties of the ICF President**

- Guide and control the direction and strategy of the ICF.
- Set the agenda for Exco and BoD meetings.
- Chair ExCo, Board and Congress meetings, developing and adhering to meeting procedures.
- Ensure information flows to and from the Board/Executive allowing for objective decision making and understanding of the Federation's activities.
- Ensure new Board members are inducted appropriately.
- Ensure there is a programme in place for professional development and succession planning of the BoD.
- Deal with disputes and conflicts referred to the ICF President.
- Communicate with key internal and external stakeholders.

- Oversee the general performance of the Board.
- Have a thorough understanding of the governance environment of the ICF including its strategic objectives, compliance requirements, and stakeholder relationships.
- Ensure the Executive and Board members both know and operate within their governance role.
- Establish and build a strong working relationship with the Secretary General (Executive Director) in accordance with his/her contract.
- Provide appropriate support to and actively monitor the performance of the Secretary General (Executive Director).
- Ensure that there is an appropriate co-operation between the Board/Executive and the Secretary General (Executive Director).
- Ensure the BoD's processes and actions are in line with best practice methods in corporate governance and make recommendations to the BoD about prudent governance.
- Ensure the BoD regularly reviews its own performance with a view of measuring its own development and quality assurance.
- Represent the ICF where required (Eg. IOC, ASOIF, SPORTACCORD, IWGA, ANOC, IMGGA, IPC).
- Attend World Championships, Olympic Games and other important ICF competitions.
- Keep Members of the ICF Executive Committee, the ICF Board of Directors and the Chair of the ICF Standing Committees informed on all matters affecting their specific responsibilities.

## **EXECUTIVE COMMITTEE**

### **THE ROLE OF ICF EXECUTIVE COMMITTEE**

The ICF Executive Committee members have a general fiduciary duty to act honestly, in good faith and in the best interest of the ICF at all times.

In addition to their role as an ICF Board member, the ICF Executive Members and Vice Presidents have specific duties as an ICF Executive Committee member.

The role of Executive Committee is to:

- Regularly attend ICF Executive Committee meetings.
- To attend other required ICF activities and take an active role as an ambassador of the ICF.
- To deal with issues in accordance with the Statutes, which are referred to the attention of the ExCo
- To provide strategic decisions for the ICF in line with the wishes of the ICF Congress and the BoD.

## **RESPONSIBILITIES OF THE ICF VICE PRESIDENTS**

### **Senior Vice President (1<sup>st</sup> Vice President)**

- To understand and be aware of all issues that pertain to the ICF President, in order that should the President designate or be unable to carry out any of his/her duties the 1st Vice President can temporarily take up the position and represent the ICF President. This applies to all aspects of the ICF President work.
- Represent the ICF and the ICF President when required.
- Oversee and supervise the technical work for special projects including World Games, Universiade, Mediterranean Games and any activities identified by the BoD.
- Work closely to supervise and advise the ICF HQ on special projects.
- At world events will be responsible to oversee protocol and public relations role as a representative of the ICF.
- Will be part of the Jury or competition commissions when required at events.
- Will give advice, opinions and direction to the ICF ExCo and BoD in co-operation with the ICF HQ technical staff.
- Will form part of the ICF Finance committee.

### **Vice President for Canoe Sprint and Calm Water disciplines (2<sup>nd</sup> VP)**

- Oversee and supervise the technical work for Canoe Sprint and be the co-ordinator for the other calm water disciplines.
- Will chair the Canoe Sprint Technical Committee.
- Work closely to supervise and advise the ICF HQ Canoe Sprint Technical work.
- At Canoe Sprint events will be responsible for the operations of ITO's.
- Will be part of the Jury or competition commissions when required at ICF events.
- Will give advice, opinions and direction to the ICF ExCo and BoD in co-operation with the ICF HQ technical staff.

### **Vice President for Canoe Slalom and White water disciplines (3<sup>rd</sup> VP)**

- Oversee and supervise the technical work for Canoe Slalom and be the co-ordinator for the other white water disciplines.
- Will chair the Canoe Slalom Technical Committee.
- Work closely to supervise and advise the ICF HQ Canoe Slalom Technical work.
- At Canoe Slalom events will be responsible for the operations of ITO's.
- Will be part of the Jury or competition commissions when required at ICF events.
- Will give advice, opinions and direction to the ICF ExCo and BoD in co-operation with the ICF HQ technical staff.

### **Vice President for Marketing and Finance (Treasurer)**

- Oversee and supervise ICF finances, sponsorship, marketing and public relations.
- Will chair the ICF Finance Committee
- Work closely to supervise and advise the ICF HQ on financial matters.

- Will work closely with ICF HQ to facilitate sponsorship, marketing and public relation activities.
- Will give advice, opinions and direction to the ICF ExCo and BoD in co-operation with the ICF HQ technical staff.

## **Executive Committee Members - Five Continental Representatives**

- To represent the interests and views of the continent within the ICF ExCo discussions and decisions that are made.
- To represent the ICF within their Continents as part of the ICF ExCo.

### **DUTIES OF THE ICF EXECUTIVE COMMITTEE (Article 31)**

- To manage the work of the ICF between meetings of the ICF Board of Directors
- To take the necessary actions to achieve the objectives established in Article 3 of the Statutes;
- To ensure the implementation of the decisions made by the Congress and the ICF Board of Directors;
- To ensure the observation of the Statutes, Competition Rules and Regulations of the ICF and whenever necessary to interpret these Statutes, Competition Rules and Regulations;
- To examine the proposals received for submission to the Congress and to express the ICF Executive Committee's view on these to the ICF Board of Directors;
- Be accountable to and supportive of the ICF President.
- Produce the ICF Strategy for submission to the ICF Congress.
- Implement the ICF Strategy approved by the Congress.
- Have a thorough understanding of the governance environment of the ICF including its strategic objectives, compliance requirements, and stakeholder relationships.
- Participate fully in the Executive's decision making process.
- Maintain a commitment to the principle of Executive collective responsibility.
- Represent the ICF in a positive, professional, and appropriate manner.
- Observe the confidentiality of non-public information acquired by them in their role as Executive Board.
- Comply with the spirit as well as the letter of the law, recognising both the legal and moral duties of the role of Executive Committee.
- Appropriate management of relations with ICF staff, colleagues and stakeholders.
- Abide with the Executive decisions once reached.
- Advise the Executive of any potential conflict of interest, which would compromise that Executive Committee member's ability to contribute on any issue before the Executive, in accordance with the Conflicts of Interest Policy.

- Accept that they have a duty to exercise care when carrying out Executive functions.
- Accept a commitment of acting in a manner befitting Executive membership status. This principle requires that members consider whether conduct in professional or private life will reflect adversely on the Executive. Any matters that may bring the Executive into disrepute or jeopardize its relationship with the ICF's stakeholders should be reported to the ICF President at the earliest opportunity.
- Sign and abide by the ICF Code of Conduct and ICF Code of Ethics.

### **BYELAW TO ARTICLE 31**

- The ICF Executive Committee shall meet at least three times annually.
- When the ICF President deems it necessary, urgent matters can be dealt by voting in writing or by telephone or by internet.
- The ICF Executive Committee shall also act as Finance Committee.

## **ICF BOARD OF DIRECTORS**

### **THE ROLE OF ICF BOARD DIRECTORS**

The role of Board Director is to:

- Regularly attend Board and Committee meetings.
- Attend other required activities of the Board and take an active role as a member of the Board.
- Be informed and participate in professional development to enhance his/her governance ability within the context of the ICF.
- Deal with disputes and conflicts in accordance with the Statutes, which are referred or come to the attention of the Board.
- Plan for the succession of new Board members.

### **RESPONSIBILITIES OF THE BOARD OF DIRECTOR MEMBERS**

The Board should be committed to the legal and ethical requirements of good governance. Board members have a general fiduciary duty to act honestly, in good faith, and in the best interest of the ICF at all times.

Board of Directors will:

- Be accountable to and supportive of the ICF President
- Have a thorough understanding of the governance environment of the ICF including its strategic objectives, compliance requirements, and stakeholder relationships.
- Participate fully in the Board's decision making process.
- Maintain a commitment to the principle of Board collective responsibility.

- Accept the importance of the ICF Statutes, ICF Rules, strategic plan, employment contracts and relevant laws when making decisions.
- Represent the ICF in a positive, professional, and appropriate manner.
- Be diligent and devote sufficient time to preparation for Board meetings to allow for full and appropriate participation in the Board's decision making.
- Ask pertinent questions at Board meetings, particularly where the issues relates to key risks, financial mismanagement, the ICF's reputation, or suspected misconduct, conflicts of interest or breaches of confidentiality.
- Observe the confidentiality of non-public information acquired by them in their role as Board Directors.
- Comply with the spirit as well as the letter of the law, recognising both the legal and moral duties of the role of Board Director.
- Accept and support Board decisions once reached.
- The right to freedom of opinion is the right to hold opinions without interference, and cannot be subject to any exception or restriction Advise the Board of any potential conflict of interest, which would compromise that Board Director's ability to contribute on any issue before the Board, in accordance with the Conflicts of Interest Policy.
- Accept that they have a duty to exercise care when carrying out Board functions. The standard of care required is that Board members exercise the degree of care, skill and diligence reasonably expected from a person of his or her experience or knowledge.
- Accept a commitment of acting in a manner befitting Board membership status. This principle requires that members consider whether conduct in professional or private life will reflect adversely on the Board. Any matters that may bring the Board into disrepute or jeopardize its relationship with the ICF's stakeholders should be reported to the ICF President at the earliest opportunity.
- Sign and abide by the ICF Code of Conduct and ICF Code of Ethics.

## **DUTIES OF THE ICF BOARD OF DIRECTORS (Article 29)**

### **The duties of the ICF Board of Directors shall be:**

- a) To take the necessary actions to achieve the objectives established in Article 3 of the Statutes.
- b) To ensure the implementation of the decisions taken by the Congress; The ICF Board of Directors shall have the power to amend or change a decision of Congress provided that:



- 1) The ICF President has decided that the circumstances which prevailed at the time the decision was taken by Congress have changed to a material extent;
  - 2) The decision by the ICF Board of Directors is taken by not less than 80% of the members present.
- 
- c)** To appoint or dismiss the ICF Secretary General if deemed necessary following an appropriate review.
  - d)** To appoint the Members of the ICF Standing Committees following the recommendations of the Chair of each ICF Standing Committee concerned.
  - e)** To appoint Chairs of ICF Standing Committees who are not members of the ICF Board of Directors.
  - f)** To clarify and to adopt where necessary rules and regulations coming from ICF Standing Committees.
  - g)** To examine the proposals received from National Federations for submission to the Congress and to take a position on those issues.
  - h)** To discuss the budget of the ICF for submission to the Congress.
  - i)** To examine the financial situation of the ICF and to submit a proposal for the annual Membership Fee to the Congress.
  - j)** To submit a proposal for the ICF Working Programme to the Congress.

### Byelaw to article 29

Any ICF Board of Directors member who fails to carry out the reasonable requests or does not respect the role and responsibility as outlined as a Board member may be suspended from the ICF Board of Directors at their next meeting by not less than 80% of the ICF Board of Directors members present.

## THE ROLE OF THE ICF SECRETARY GENERAL (EXECUTIVE DIRECTOR)

The role of the ICF (Executive Director) Secretary General is to implement policies and plans to ensure the strategic direction of the Board are achieved within the policy framework. The Secretary General (Executive Director) is to professionally lead and manage the ICF within the parameters established by the Board. The Secretary General must establish all operational practices essential for the effective management of the ICF.

Under contract the ICF Secretary General (Executive Director's) role includes:

**Board Administration and Support** – To implement the strategic goals and objectives of the ICF. Enable the ICF Board of Directors to fulfil its governance function. To support operations and the administration of Board of Directors by advising and informing Board members, interfacing between Board and staff and advising Board on strategy, direction and real time operations. Provide administration support to the ICF President, Executive Committee, Board of Directors and Congress where necessary.

**Program, Product and Service Delivery** - Oversees the design, marketing, promotion, delivery and quality of programs, products and services agreed by the ICF Board of Directors.

**Financial, Tax, Risk and Facilities Management** - Recommends annual and biannual budget for ICF Board approval. Prudently and diligently manages the ICF's resources within those budget guidelines according to current laws and regulations.

**Human Resource Management** - Responsible for hiring, firing, day to day work programmes and the general conditions for ICF staff. Effectively manages the human resources of the ICF according to authorized personnel policies and procedures that fully conform to current employment and labour laws and regulations.

**Community and Public Relations** - Assures the ICF and its mission, programs, products and services are consistently presented in strong, positive image to the Canoeing fraternity, Olympic Family, partners, international media and external stakeholders. Will represent the ICF at competitions, events, International meetings or other functions that are remitted as part of the position of a Secretary General of an International Sports Federation.

**Problem identification and proposed resolutions** – Provide support and initial platform for problem resolution for canoeing issues and matters related to ICF from all stakeholders.

## **ROLE AND DUTIES OF TECHNICAL MANAGERS**

The Technical Managers are responsible for technical and sports-related matters including the establishment, direction and co-ordination of the ICF Development Program.

The Technical Managers act as the ICF Headquarters contact person to the sport-related discipline standing committees.

The Technical Managers shall report to the ICF Secretary General (Executive Director).

Each ICF Technical Manager is obliged to draw up and submit all the documents to the ICF Secretary General for submission of the ICF President, ICF Executive Board and the Board of Directors;

The ICF Technical Managers must attend to all duties instructed by the ICF Secretary General (Executive director).

### **Technical Role**

- Management and delivery of all Technical & Competition aspects of ICF registered events.
- Management and delivery of the Olympic and Youth Olympic Qualification Systems.
- Overseeing the implementation of competition courses and facilities in line with the disciplines requirements.
- Contact point for all ICF related events and work with the ICF Secretary General (Executive Director) with the bidding, hosting and event organising process of major international events.
- Ensure that the ICF Competition Rules, as defined by the Board of Directors are up to date and communicated to all relevant parties.
- Monitor, analyse and report to the ICF Secretary General and relevant Vice President on the motions submitted by National Federations concerning Competition Rules.
- Attend Technical Committee meetings and provide reports where required.
- He/she will work closely with the Secretary General on all bidding and hosting city processes of major international events.

### **Development Role**

- Responsible for the management and implementation of the development strategy as outlined by the Technical Committee and Board of Directors.
- Prepare and manage budgets for the ICF Development projects.
- Assess performance of the ICF Development projects.
- Provide leadership and guidance to National Federations on Athlete Development and Coaching.

- To help implement performance pathways within National Federations to maximize high performance potential.
- Administration of training camps and other Development Programme initiatives.
- Produce an interactive coaching development plan to engage member coaches to produce developmentally appropriate training plans through consultation, workshops and presentations.
- To produce an annual Coaching Development task analysis to identify the discrepancies in coaching development throughout the world.
- The organisation of coaching programmes, training seminars and development activities on behalf of ICF members.
- Management and administration of the training of International Officials.

## **ROLE OF THE TECHNICAL CHAIRS**

For the non-Olympic disciplines and for those specific Technical areas important to the development of ICF work Chairs will hold a place on the ICF Board of Directors

The role of the Technical Chair is to advise the ICF on the direction, strategy and technical aspects of their discipline in order to promote and develop the sport.

The Technical Chair will produce a working plan for 4 years and an annual report on the disciplines activities.

## **RESPONSIBILITIES OF THE TECHNICAL CHAIR**

- Chair and lead the Technical Committee.
- Consult with the Technical committee and participants to prepare proposals for ICF Competition Rules for the discipline in a ready to print format.
- With the co-operation of the ICF Headquarters the Technical Chair will enforce ICF regulations and Competition Rules for ICF events.
- Ensure the minimal standards set for ICF competitions are met (eg. course, boats, IT systems and equipment) and ensure the preparations for events are adequate.
- With the ICF Headquarters assess bids from National Federations for ICF competitions and provide an objective and unbiased opinion to the ICF BoD on the suitability of the bids.
- Working with the ICF Headquarters the Chair must submit proposals to the BoD for the programme of the disciplines events (eg Multi-sports Games, World Championships, World Cups etc.).
- Work with the ICF Headquarters, other Technical Chairs and Continental Representatives to formalise a Competition Calendar.
- Determine the ITO lists for the World Cups and World Championships
- Arrange and organise officials' courses and examinations.
- Organise and conduct International coaches' seminars.

- Be a representative of any ICF Working Groups or Commissions related to sport discipline strategy or development.

### **ROLE OF THE COMMISSION CHAIR**

The role of the Commission Chair is to advise the ICF on the direction, strategy and technical aspects of their discipline or area of expertise in order to promote and develop the sport.

The Commission Chair will produce a working plan for 4 years and an annual report on their activities.

### **RESPONSIBILITIES OF THE COMMISSION CHAIR**

- Chair and lead the Technical Commission.
- Consult with the Commission members to prepare proposals for ICF Rules, activities and initiatives connected with the Technical Commission.
- With the co-operation of the ICF Headquarters the Commission Chair will enforce ICF regulations and rules for ICF activities.
- Ensure the minimal standards set for ICF activities.
- With the ICF Headquarters assess bids from National Federations for ICF competitions and provide an objective and unbiased opinion to the ICF BoD on the suitability of the bids.
- Working with the ICF Headquarters the Chair must submit proposals to the BoD for ICF regulations and rules.
- Determine the ITO lists for the World Cups and World Championships if appropriate.
- Arrange and organise officials' courses and examinations if appropriate.
- Organise and conduct International coaches' seminars if appropriate.
- Act as a representative of any ICF Working Groups or Commissions related to sport discipline strategy or development.

### **ROLE OF THE CONTINENTAL REPRESENTATIVE**

To be objective and give opinions and direction regarding ICF topics that would relate to their continent that could benefit the ICF and the sport of Canoe as a whole.

The Continental Representative must report, give observations and updates regarding Canoeing activities from their continent to the ICF BoD. They must be active in their continent as a representative of the ICF BoD, through the promotion and development of Canoeing and the ICF.

As an ICF BoD member the Continental Representative is first and foremost responsible to the ICF.

### **RESPONSIBILITIES OF THE CONTINENTAL REPRESENTATIVE**

- To represent the interests of Canoeing in their Continent.

- To represent the interests and views of the continent within the ICF BoD discussions and decisions that are made.
- To organise canoeing events within their continent.
- To promote and develop athletes within the continent.
- Provide information and support for the ICF Development programme and work closely with the objectives of this project.
- Identify athletes from their continent that are worthy of ICF Development support.
- Responsible for developing coaches and officials in their continent that can operate the sport at Continental level and also represent the continent at world level competitions.
- To work with ICF Headquarters and ICF Technical Chairs to develop athletes and the sporting disciplines within the continent.