

INTERNATIONAL CANOE FEDRATION

ROLES AND RESPONSIBILITIES

Congress

President

Secretary General

Vice Presidents

Treasurer

Board

Exco

Continental Presidents

Sprint Racing Chair

Slalom Racing Chair

Technical Chairs

Continental Representatives

Finance Commission

Ethics Commission

ROLE OF CONGRESS

The ICF Congress is the supreme authority of the ICF.

All decisions made at congress are final unless the President decides that that the circumstances which prevailed at the time the decision was taken by congress have changed to a material extent. To make changes he must be supported by 80% of the ICF Board of Directors.

The ICF Congress consists of delegates of the National Federations who have paid their ICF Membership fees and shall be chaired by the ICF President and in his absence one of the ICF Vice Presidents.

Key responsibilities of congress are to:

- Conduct elections of ICF Board Members and auditors with the exception of the Continental Presidents and Continental Members
- Approve changes to the ICF Statutes and the general rules that relate to all discipline and constituent parts of the ICF.
- Agree the ICF Strategic Plan as proposed by the ICF Board of Directors
- Approve the indicative budget and financial strategy of the ICF as proposed by the ICF Board of directors

ROLE OF THE ICF PRESIDENT

The ICF President is the highest office holder in the ICF and leads the ICF.

The ICF President is the Chairperson and the leader of the ICF 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 interest of the ICF and with the upmost personnel integrity.

Key responsibilities and duties of the ICF President

- Guide and control the strategy and direction of the ICF as agreed by the ICF Congress.
- Set the agenda for BoD and ExCo meetings
- Chair Congress, Board and ExCo 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 the 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 relationship.
- 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 their 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 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, IMG, IPC)
- Attend World Championships, Olympic Games and other important ICF competitions.
- Keep Members of the ICF Executive Committees, the ICF Board of Directors, and Chair of the ICF Standing Committees informed on all matters affecting their specific responsibilities.

THE ROLE OF THE ICF SECRETARY GENERAL

The role of the ICF 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 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 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 the Board of Directors by advising and informing Board Members, interfacing between Board and staff and advising the 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-

- Oversee 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 manage the ICF's resources within those budget guidelines according to current laws and regulations.

Human Resource Management –

- Responsible for hiring, firing and day to day work programmes and the general conditions of ICF staff. Effectively manage the human resources of the ICF according to authorised personnel policy 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 a strong positive image to the canoeing fraternity, Olympic family, partners and 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 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 OF THE ICF VICE-PRESIDENTS

The role of the ICF Vice Presidents is to understand and be aware of all issues that pertain to the ICF President, in order that should the President be unable to carry out any of their

duties Vice President can temporarily take up the position and represent the ICF President in all aspects of the ICF President's work.

The key responsibilities of the ICF Vice Presidents are

- 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 technical staff.
- Oversee and supervise sponsorship, marketing and public relations.
- To be board champions for Equality and Diversity

ROLE OF THE ICF TREASURER

The role of the ICF Treasurer is to chair the finance commission and represent to the ICF Congress and Board of Directors the commissions views with regard to budgetary and financial matters and to ensure that the board is informed in advance of the financial consequences of future plans, to monitor financial performance and to oversee the appropriate investment of International Canoe Federation Funds. They are to provide an overview and monitor the day to day work of the ICF Office in managing the operational finances.

The key responsibilities of the Treasurer are:

- Pay attention to all financial matters of the ICF.
- Prepare in consultation with the finance commission the budget of the ICF for submission to the ICF Board of Directors and Congress.
- Provide assurance to the ICF Board of Directors regarding the current allocation of budget and the monitoring of operational finances.
- Keeping a general oversight of the ICF's finances

ROLE OF THE ICF BOARD OF DIRECTORS (BoD)

The role of the ICF Board of Directors is to deal with all matters of broad ICF policy between Congresses. The Board should be committed to the legal and ethical requirements of good governance. Board members have a general and fiduciary duty to act honestly, in good faith, and in the best interests of the ICF at all times.

The key responsibilities of the Board of Directors are:

- Be accountable to and supportive of the ICF President
- Regularly attend Board and Committee meetings and other required activities of the ICF Board
- Have a thorough understanding of the governance environment of the ICF including its strategic objectives, compliance requirements and stakeholder relationships.
- Participate fully in the Boards decision-making process.
- Maintain a commitment to the principle of Board collective responsibility.
- Recognise the importance of the ICF Statutes, ICF Rules, ICF 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 in preparation for the board meetings to allow for full and appropriate participation in Board’s decision making.
- Ask pertinent questions at Board meetings, particularly where the issues relate to key risks, financial management, 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 of 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 conflicts of interest, which would compromise that Board Directors ability to contribute to 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 jeopardise its relationship with the ICF’s stakeholders should be reported to the ICF President at the earliest opportunity.
- Will be part of the jury or competition commissions when required at ICF Events
- Sign and abide by the ICF Code of Conduct and ICF Code of Ethics.

ROLE OF THE ICF EXECUTIVE COMMITTEE (EXCO)

The role of the ICF Executive Committee is to support the work of the President working through the ICF Secretary General to manage the work of the ICF between meetings of the ICF Board of Directors with particular reference to the organisations objectives as laid down in article 3 and in line with the Strategic Plan agreed by Congress.

In addition to the responsibilities of being an ICF director the key responsibilities of an EXCO member are:

- To ensure the implementation of the decisions made by the Congress and the ICF Board of Directors.
- To ensure the maintenance of proper standards and strive for gender equality in the organisation of the ICF Competitions, Olympic and multi-sports Games, canoeing events and all other events and competitions conducted under the authority of the ICF.
- To ensure the observation of the Statutes, Competition Rules and Regulations of the ICF and whenever necessary interpret these Statutes, Competition Rules and Regulations.
- To ensure the representation of the ICF at all major ICF events by its' President or by one of its' members.
- 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.
- To take any decisions appropriate to the circumstances in the interest of the sport of canoeing.
- To examine the proposals received for submission to the Congress and to express the ICF Executive Committees view on these to the ICF Board of Directors.
- To give directives to the work of the ICF Standing Committees.
- To keep member federations informed as to the position of the ICF and its activities.

ROLE OF FIVE ICF CONTINENTAL PRESIDENTS

The role of the ICF Continental Presidents is

- 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.

ROLE OF ICF SPRINT RACING CHAIR

The ICF Sprint Racing Chair will hold a place on the ExCo to ensure that discussions in respect of the Olympic discipline are well informed and that liaison with future games organisers and the IOC is maintained and prioritised.

In addition to their responsibilities as a technical committee chair the ICF Sprint Racing Chair will:

- Oversee and supervise the technical work for Canoe Sprint.
- 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 the ITOs.
- Will give advice, opinions and direction to the ICF ExCo and BoD in co-operation with the ICF HQ technical staff.

ROLE OF ICF SLALOM RACING CHAIR

The ICF Slalom Racing Chair will hold a place on the ExCo to ensure that discussions in respect of the Olympic discipline are well informed and that liaison with future games organisers and the IOC is maintained and prioritised.

In addition to their responsibilities as a technical committee chair the ICF Slalom Racing Chair will:

- Oversee and supervise the technical work for Canoe Slalom.
- 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 the ITOs.
- 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.

ROLE OF ICF TECHNICAL CHAIRS

For the Olympic and non-Olympic disciplines and for all those specific technical areas important to the development work 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 discipline's 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.
- Within 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 disciplines events (eg Multi-sport Games, World Championships, World Cups etc.)
- Work with the ICF Headquarters, other Technical Chairs and Continental representatives to formalise the 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 on all ICF working groups or commissions related to sport discipline strategy or development.

ROLE OF THE ICF CONTINENTAL REPRESENTATIVES

The role of the ICF Continental representatives is to be objective giving opinions regarding ICF topics that would relate to their continent that could benefit the ICF and the Sport of Canoeing as a whole.

FINANCE COMMISSION TERMS OF REFERENCE

The Finance Commissions principal purposes are to provide oversight of financial matters for the ICF Board, to make recommendations to the Board on budgetary and financial matters, to ensure that the Board is informed in advance of the financial consequences of future plans, to monitor financial performance and to oversee the appropriate investment of International Canoe Federation funds.

Reporting

The Treasurer will report to the board on behalf of the Finance Commission

Membership

The Finance Commission is a commission of the Board. Its members shall usually be no fewer than three people, which shall include at least one member with a professional accountancy qualification. If this expertise is not available within the Board a suitable person from outside the board should be appointed.

The Secretary General will act as the secretary of the Finance Commission.

Relevant members of the senior management team, ICF Board or others requested by the chairman may play a part in the Finance Commission. These people may be called upon to enable the Finance Commission to carry out its functions in an appropriate and timely manner.

Functions

The Functions of the Finance Commission shall be:

1. To propose a short and medium term (3-5 year) financial strategy to the ICF Board for approval.
2. To review and, if appropriate, provide input on International Canoe Federations Annual budgets, including the annual remuneration policy contained within them.
3. To review and if appropriate, provide input on budgets for events.
4. To review and if appropriate, provide input on:
 - (a) any subsequent material changes to ICF budgets
 - (b) any proposals from the Secretary General, which might have a material impact on the income, expenditure or financial situation of International Canoe Federation and
 - (c) any contracts which might have a material impact on the income, expenditure or financial situation of International Canoe Federation.

5. To review and, if appropriate, provide input on the recommended level of membership fees for the forthcoming two years following a biannual congress in conjunction with the budget.
6. To review and, if appropriate, provide input on the recommended level of reimbursement of expenses for the forthcoming year in conjunction with the budget.
7. To monitor financial performance throughout the year against budgets and prior years and, where appropriate, receive reports explaining any variances or unusual items.
8. To ensure that value for money is achieved in contracts entered into by International Canoe Federation.
9. To review budgeted capital expenditure, as part of the review of the annual budgets, and to review any major capital expenditure plans.
10. To make recommendations to the board regarding the appointment of a professional auditing company.
11. To oversee appropriate investments of International Canoe Federations Reserves.
12. To oversee an appropriate handling of International Canoe Federations, foreign exchange exposure and investments;
13. To make recommendations to the Board and to advise them generally on financial matters; and
14. To undertake any other tasks appropriate for a Finance Commission.

Meetings

The Finance Commission shall meet as often as may be appropriate but in any case not less than three times per year. Meetings may be held by telephone but shall be attended in person not less than twice per year. A quorum shall be 3 members entitled to vote at the meeting.

In the absence of the chairman of the Finance Committee, another member will be nominated to chair the meeting of the Finance Commission.

ICF ETHICS COMMISSION

The ICF Ethics Commission forms a part of the ICF Court of Arbitration and is charged with defining and updating a framework of ethical principles, including a Code of Ethics, based upon the values and principles enshrined in the Olympic Charter. In addition, it investigates complaints raised in relation to the non-respect of such ethical principles, including breaches of the Code of Ethics and, if necessary, proposes sanctions to the ICF Board.

The ICF Board on the recommendation of the ICF President appoints the Chair of the ICF Ethics Commission. The members of the commission are drawn from the list of ICF appointed arbitrators who will follow the procedures established for a Court of Arbitration in article 44, excepting the appointment of the Chair.

CODE OF ETHICS

Board Members

1. Shall act honestly and in good faith at all times in the interest of the ICF and its owners/stakeholders, ensuring that all stakeholders are treated fairly according to their rights.
2. Shall carry out their duties in a lawful manner and ensure that the ICF carries out its business in accordance with the law.
3. Shall avoid conflicts of interest in as far as this is possible. Where such conflicts arise, the Board member(s) concerned will act within the terms of the Board's Conflict of Interest Policy.
4. Shall be diligent, attend Board meetings, and allow sufficient time to prepare for Board meetings to allow for full and appropriate participation in the Board's decision making.
5. Shall observe the confidentiality of non-public information acquired by them in their role as Board members and not disclose to any other person such information.
6. Shall act in accordance with their fiduciary duties, complying with the spirit as well as the letter of the law, recognising both the legal and moral duties of the role.
7. Shall be loyal and supportive to the Board, abiding by Board decisions once reached.
8. Shall observe the IOC Code of ethics as referred to in the Olympic Charter.

The Board

1. Shall meet according to the ICF Statutes to monitor the management and performance of the ICF.

2. Shall ensure that there is an appropriate separation of duties and responsibilities between the Board & Executive, and the Secretary General and that no one has unfettered powers of decision-making.
3. Shall ensure that the independent views of Board members are given due consideration and weight.
4. Shall ensure that stakeholders are provided with an accurate and balanced view of the ICF's performance including both financial and service provision.
5. Shall regularly review its own performance as the basis for its own development and quality assurance.
6. Shall ensure that the ICF's assets are protected.

Ethics Commission Chair

Notice of all Complaints and Disputes in respect of ethical matters shall be given to the Ethics Commission Chair. The Notice shall be given in writing as soon as practicable and within 15 days of the alleged breach of ethics.

On receipt of the Notice, the Ethics Commission Chair shall consider whether or not the Notice shows that there is on the face of it sufficient evidence for the case to be decided. The Ethics Commission Chair shall make such decision (having carried out such investigations as he deems appropriate) in his complete discretion and as soon as practicable.

If the Ethics Commission Chair decides that there is a case, he shall forthwith either:

- (i) refer the matter for mediation, by appointing an appropriate mediator or by appointing an organisation to mediate the dispute and inform the parties and any Interested Parties of such referral;
- (ii) convene a court of arbitration and ethics resolution in accordance with Article 44 to consider the matter in accordance with the ICF's Code of Ethics.

If the Ethics Commission Chair in his complete discretion does not consider that the Notice shows a case, the person making the Complaint or having the Dispute and the complainant shall be so informed and no further action taken.

The ICF Ethics Commission shall strictly respect the principle of confidentiality.

All parties to a complaint or Dispute in respect of ethical matters shall keep all matters confidential, particularly information related to a violation Of the ICF Code of Ethics.

Any disclosure of information must not be for personal gain or benefit, nor be undertaken maliciously to damage the reputation of any person or organisation.

The ICF Code of Ethics will be subject to automatic quadrennial review or such shorter notice as the ICF board requires. Such reviews will be lead by the Ethics Commission Chair who will seek support, as they deem necessary.

Recommendations for changes to the ICF Code of Ethics will be set before the ICF Board for approval.

The ICF Ethics Commission shall strictly respect the principle of confidentiality.