



*Minutes of the
XL ICF Ordinary Congress
held in Antalya, Turkey
07-08 November 2024*

INTERNATIONAL CANOE FEDERATION (ICF)

Headquarters:
Avenue de Rhodanie 54, CH 1007,
Lausanne, Vaud, Switzerland



Minutes of the XL ICF Ordinary Congress

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1. Opening of the session

- 1.1. ICF President Thomas Konietzko opened the Congress by expressing heartfelt gratitude to the Turkish Canoe Federation for their warm hospitality in hosting the event. He extended a warm welcome to the distinguished guests, including Valérie Fourneyron, President of the International Testing Agency (ITA); Claudio Schermi, President of the International Dragon Boat Federation (IDBF); Danilo Barmaz, President of the World Rafting Federation (WRF); Jose Perurena, President of the International World Games Association (IWGA) and ICF Honorary President; Helen Brownlee, ICF Honorary Member; as well as representatives of ICF sponsors and partners.
- 1.2. A one-minute silence in memory of members of the global canoeing community who have passed away since the last Congress.
- 1.3. Video message IOC Member and President of the Turkish Olympic Committee Prof. Ugur Erdner.
- 1.4. Video message from IOC President Thomas Bach.

2. Introduction and test of the online voting system

3. Roll call of delegates via online voting system and establishing of the quorum

- 3.1. Roll call of delegates was conducted via the online voting system, with 82 National Federations registering their presence, thereby establishing the quorum.

4. Appointment of scrutineers for the period of the Congress

- 4.1. The resolution to appoint Jose Perurena, Mike Chambers, and Helen Brownlee as scrutineers was approved unanimously.

5. Approval of the agenda of the Congress

- 5.1. In accordance with the relevant provisions of the Statutes, the Congress unanimously approved the agenda of the present Congress as stated in Annex 1 of present minutes.

6. Approval of minutes from previous Congress

- 6.1. The minutes of the previous Congress (see annex 2) was unanimously approved.

7. New member applications

7.1. The Central African Republic Federation was approved as a new ICF member.

Yes	No	Abstain
74	0	4

8. ICF President's report

8.1. Over the past three years, the ICF has overcome significant challenges, including the COVID-19 pandemic and geopolitical tensions, while achieving remarkable progress. Key milestones include organisational restructuring to enhance efficiency, diversification of revenue to reduce dependency on IOC Revenue Distribution, and securing partnerships with major companies such as BYD and Alibaba. Efforts to globalise the sport have resulted in hosting World Championships in new regions, such as Asia and the Americas, while innovative broadcasting strategies have expanded audience engagement. Development programmes were revitalised through regional hubs, and the successful debut of kayak cross at the Paris 2024 Olympics showcased the sport's adaptability. With strengthened partnerships and a clear vision, the ICF is well-positioned to continue expanding canoeing's global reach and influence.

9. ICF Secretary General's report

9.1. The ICF's strategic roadmap, Fit for Future, showcased its key achievements to date, along with the next steps for 2024-2026, focusing on five core priorities under the next phase, Fit for Future – Evolution. These priorities include enhancing administrative support, strengthening governance and decision-making, advancing the development model, evolving event delivery, and expanding digital initiatives. As part of the Fit for Future Evolution strategy, the rebranding initiative to "Paddle Worldwide" was also introduced, with plans to relaunch the Federation under this new name at the 2026 Congress.

10. Name change endorsement

10.1. The Congress voted in favour the new name of the International Canoe Federation as **Paddle Worldwide**, the new name will be applicable from the next ICF Congress in 2026.

Yes	No	Abstain
68	6	4

11. Approval of 2022 and 2023 Auditors reports

- 11.1. The Congress approved the 2022 and 2023 auditors reports (see annex 3) stating that no further audits will be requested.

Yes	No	Abstain
70	0	3

12. ICF Treasurer's report

- 12.1. The ICF's financial position remains strong, with a projected reserve, supported by revenue growth from new sponsorships, media income, event hosting fees, and partnerships. Key initiatives include transitioning accounts to BCV for streamlined financial operations, partnering with Deloitte to modernise accounting processes, launching real-time financial dashboards for better decision-making, and establishing a Finance Commission to enhance governance. A revised budget structure has enabled over €4 million in additional project spending, driving development, innovation, and digitalization. The ICF is well-positioned for future growth and resilience.

13. Vice President reports

- 13.1. Cecilia Farías highlighted significant development achievements, particularly the evolution of the Talent Identification Program, with tailored efforts across continents, including coach education seminars and athlete support. She emphasized the prioritization of gender equality and sustainability, with initiatives such as the ICF Women Symposium and the DECK environmental program, which was a finalist for the IOC Climate Action Awards. She also underscored the importance of the "Fit for Future" strategy, aimed at advancing global development and sustainability within the sport, along with ongoing efforts to enhance coaching and technical expertise in regions like Central America, Africa, and Asia.
- 13.2. Lluís Rabaneda shared key developments in the Olympic Movement included successful progress for Paris 2024, securing canoeing's inclusion in LA28 with 16 medals, and establishing a sustainable whitewater venue for Brisbane 2032. ICF events focused on increasing participation, sustainability, and inclusivity, while TV production strategies aimed at enhancing visibility and reducing costs, with the introduction of a pay-per-view model. Strategic plans emphasize strengthening IOC relations, increasing revenue through TV and sponsorships, and supporting global growth through innovative projects and enhanced event quality. The ICF is on track to build on these achievements for future success in canoeing.

14. Seat transfer & Statutes Proposals

- 14.1. The Congress approved that the headquarters of the Federation shall be relocated to Hungary. From the registration, the Federation shall operate under the jurisdiction of Hungarian law. The headquarters will be situated in Budapest. The exact address shall be determined by the Board of Directors. The Board of Directors is hereby obligated to pass a resolution specifying the precise address and to provide this resolution to the competent Hungarian authorities for the purpose of the registration of the relocation of the headquarters.

Yes	No	Abstain
69	10	2

- 14.2. The Congress approved that all decisions and specific group of amendments to the Statutes related to the relocation of the headquarters to Hungary are hereby made conditional upon the successful registration of the ICF by the competent Hungarian court. The ICF Board of Directors is hereby authorized to unilaterally withdraw from the headquarters relocation process at any time prior to the Hungarian registration, should the Board deem such action necessary to protect the interests of the ICF. In the event of such a withdrawal by the Board of Directors, all decisions and conditional amendments to the Statutes related to the headquarters relocation shall be considered null and void.

Yes	No	Abstain
76	6	0

- 14.3. The Congress adopted the amendments to the Statutes, required to the relocation of the headquarters with effectiveness from the Hungarian registration, as previously presented and listed below: Article 4, Article 19, Article 21.5, Article 18, Article 3, and Article 26.

Yes	No	Abstain
73	4	0

- 14.4. The Congress adopted the amendments to the Statutes, recommended to the relocation of the headquarters with immediate effect after the Congress, as previously presented and listed below: Article 21.1, Article 21.3 and Article 15.2.

Yes	No	Abstain
76	0	2

15. Other Statutes Proposals

- 15.1. The Congress adopted the further amendments to the Statutes with immediate effect after the Congress, as previously presented and listed below: ARTICLE 11.3 & 11.4, ARTICLE 21.5, ARTICLE 38, ARTICLE 29, and ARTICLE 32.1.

Yes	No	Abstain
73	2	2

16. Information of the byelaw modifications

17. Approval of the updated statutes in their entirety

- 17.1. The Congress approved the consolidated text of the Statutes (see annex 4), incorporating all amendments made to date.

Yes	No	Abstain
77	0	1

18. Proposals submitted by National Federations

- 18.1. Christian Jacobsen, on behalf of the Danish, Swedish, Norwegian, and Finnish Federations, requested the withdrawal of the motions previously submitted. After reviewing the presentation by the President and Secretary General at the ICF Congress, they felt the issues raised in the motions were covered within the ICF's future plans, especially concerning the organizational review. They expressed a preference to follow the progress of these developments instead.

19. Discipline Chair reports and questions

19.1. Canoe Sprint

Key achievements include promoting gender equity in ITOs for Olympic, Paralympic, and World Championship events, launching working groups within the committee, and developing future event programs, ranking systems, and competition formats. Significant updates include the inclusion of portages in 5K races at all major ICF events and the introduction of mixed 5K relay races with portage at Junior and U23 WCHs. Looking ahead, strategic plans focus on enhancing the appeal of Canoe Sprint, refining the event program and ranking system, ensuring a fair Olympic qualification process, improving sports presentation with new technology, fostering better communication with Continental Federations, NFs, and stakeholders, and adding two additional events for LA28 – 5K races with portage.

19.2. Canoe Slalom

Key achievements included a successful Olympic qualification process, with a smooth Continental qualification and the Kayak Cross global event in Prague. The quota allocation and re-allocation procedures were executed efficiently, with prompt communication from NOCs and NFs. All quotas were filled, and late-qualified NOCs and athletes were able to train before the Games. The Canoe Slalom events at the Olympics were highly successful, with excellent spectator turnout and a challenging course design that was both exciting for athletes and easy to understand for spectators. Kayak Cross, in its Olympic debut, impressed the public, media, and IOC with its thrilling competition, while the organization and officiating of Canoe Slalom were key to its success.

19.3. Paracanoe

Key achievements include the successful participation of 9 nations and 53 athletes in the 2022 Asian Paralympic Games (delayed to October 2023), and the increase in participation for the 2024 Paris Paralympic Games with 30 nations and 100 athletes (up from 28 nations and 90 athletes in Tokyo), with podium results from all continents. Paracanoe was accepted as a sport for the LA28 Paralympic Games, and development projects like the West Africa project and targeted high-performance efforts for Paris were completed, with Algeria securing a gold medal. Other notable achievements included the completion of Paracanoe promotional videos, successful exhibition competitions at Marathon World Championships, and the inclusion of Special Olympics events in some competitions. Strategic plans for the future focus on applying for LA24 in February 2025, expanding qualification opportunities, increasing the number of National Federations and NPCs participating, promoting inclusion in regional games, expanding education in athlete classification and coaching, and compliance with the new IPC Athlete Classification Code.

19.4. Wildwater Canoeing

Key achievements include the significant growth in the number of nations participating in World Championship events, as well as an increase in participants across canoeing disciplines. A network was established between athletes and coaches from different nations to facilitate support for emerging and overseas nations, providing material and coaching assistance at venues. Strategic plans for future development are organized into three areas: competitors, spectators and venues.

19.5. Canoe Marathon

Key achievements include the introduction of online theoretical examinations, the expansion of marathon events outside of Europe, and the increased inclusion of C boats in the World Cup and World Championships. The implementation of the Talent Identification Program for athletes was also a key achievement, along with the fine-tuning of Para demonstration marathon races in preparation for future World Championships. Additionally, efforts to enhance the clarity of marathon races for both live audiences and viewers at home were successful, with a significant increase in viewership in 2024. Strategic plans for the future include expanding entries in C classes, increasing education and the number of officials in underrepresented regions, promoting a "Marathon Paddling World Tour," incorporating relay races into World Championship schedules, and continuing to work with expert commentators to improve the viewer experience. There will also be a focus on developing marathon masters competitions, refining the program for greater audience engagement, and supporting athletes from the TIP in their development as marathon paddlers and coaches. The continued collaboration with other canoe disciplines and a focus on inclusivity, including Sit Down C1/C2 and Special Olympics races, are also priorities.

19.6. Canoe Polo

Key achievements include providing extensive support to continental championships, such as supplying balls at no cost, conducting referee training and assessments, and attending events in person. Significant contributions were made by the ICF CAP, ICF Events team, and the HOC in organizing the World Championship and ICF Hangzhou Super Cup in China, both of which are expected to be successful. During a recent trip to China, multiple accomplishments were achieved, including supporting the 2024 Asia Pacific Canoe Polo Club Championships, refereeing the final, speaking at a local school with polo facilities, meeting tourism officials, visiting the Super Cup venue, and engaging in discussions with various stakeholders such as the HOC, live-stream manager, and competition organizers.

19.7. Canoe Freestyle

Key achievements include the successful hosting of the ICF Canoe Freestyle World Championships in Columbus, Georgia, USA, and the rollout of Freestyle Community Consultation Surveys. The ICF secured bids for World Championships and World Cups through 2029, and signed a Memorandum of Understanding with Columbus, Georgia, to establish the first National Freestyle Development Hub. Additional accomplishments include the World Cup series in Plattling, Germany, development camps in the USA and Germany, and ITO training seminars. Strategic plans for the future include hosting Continental Championships on five continents, establishing development hubs globally, and expanding development camps. New initiatives include the introduction of an ICF Freestyle Canoe Award Scheme, a Freestyle ranking system, and an under-15s category. Other goals include signing a contract with a computer scoring system company, rolling out coaches and organizers seminars, and continuing community consultation efforts.

19.8. Canoe Ocean Racing

Key achievements include a comprehensive overhaul of the COR rules, which were passed at the London board meeting, and the successful organization of World Championships in Perth, with the highest number of competitors (nearly 600), and in Madeira, which saw participation from a record 35 federations. Additionally, bids for World Championships have been secured and approved through 2028. Ongoing strategic plans for the future involve increasing the number of bids for ICF-sanctioned events by providing value to federations, identifying regions for sustainable development programs, and establishing a forum for input from active Ocean Racing federations. The plans also include supporting ICF's efforts to incorporate Ocean Racing into the Commonwealth Games and other multi-sport events, ensuring that World Championship venues offer good downwind racing conditions and are accessible and affordable, and maintaining the open nature of the World Championships. Other goals include creating a standardized safety protocol for all ICF events, establishing a transparent committee succession plan, and fostering closer collaboration with surfski manufacturers on major event bids.

19.9. Stand-Up Paddling

Key achievements include the participation of 50 countries and over 700 athletes at the 2023 ICF SUP World Championships, organizing high-quality events across three continents, finalizing basic rules for the sport, and holding ITO seminars on two continents. Strategic plans for future implementation focus on supporting National Federations in developing stand-up paddling from the grassroots level, creating TIP opportunities for athletes from non-participating federations, and expanding the network of event organizers to locations that have not yet hosted ICF SUP competitions. Additionally, the plans aim to organize World Ranking events across all five continents, help coaches from other disciplines transition to SUP coaching, and develop ITO seminars to ensure professional supervision of ICF competitions.

19.10. Dragon Boat

The report highlights several key future initiatives for the ICF Dragon Boat community, including maintaining communication with event organizers for the 2025 ICF Dragon Boat Club Crew World Championships in Ruse, Bulgaria, and the 2025 World Games in Chengdu, China. Upcoming competitions include the SEA Games in Thailand and the 2026 World Championships in Regina, Canada. Plans to include the 8-seater boat in the 2025 ICF rules are also underway. Additionally, the report mentions successful events, such as the 2024 Dragon Boat World Cup in Yichang, China, and the World Championships in Puerto Princesa, Philippines. It also notes the success of dragon boat demonstration races held in Paris, where club members, invited guests, and breast cancer survivors participated.

20. Discipline rule changes

- 20.1. The Congress recommended to remove the proposed change on rule No.1.8.6.f (awards distribution clarification) for further discussion and agreed with the changes of the Sport Governance rules, including definitions, rule No.1.1.4 (competition programme in continental games), rule No.1.8.6.e (awards distribution clarification), and rule No.1.11.2 (matters of fact) applicable to all disciplines.

Yes	No	Abstain
63	11	6

- 20.2. The Congress agreed to implement the proposed change to principle rule No.2.2.1 of Canoe Ocean Racing to align the name due to the removal of the world ranking.

Yes	No	Abstain
70	1	4

- 20.3. The Congress agreed to implement the proposed changes on International competition organisation to principle rule No.9.4.2 of Canoe Marathon, to principle rule No.6.4.1, No.6.4.4, No.6.4.5 of Canoe Freestyle, and to principle rule No.9.4 of Canoe Ocean Racing.

Yes	No	Abstain
73	1	3

- 20.4. The Congress agreed to implement the proposed changes on competition programme to principle rule No.4.1.2, No.4.2.1, No.4.2.2, No.4.2.3.a, No.4.2.3.b and No.13b of Paracanoe, to principle rule No.4.1.2, No.13.2.1.a, No.13.2.1.b, No.13.2.1.c, and No.13.12.5 of Canoe Marathon, to principle rule No.4.1.2, No.13.2.1.b, and No.17.1 of Canoe Slalom, to principle rule No.4.1.2 of Canoe Ocean Racing, and to principle rule No.4.2, and No.4.1.3.c of Dragon Boat.

Yes	No	Abstain
67	2	2

- 20.5. The Congress agreed to implement the proposed changes on competition format to principle rule No.13.2.1.b of Canoe Sprint, and to principle rule No.13.2.7, and No.13.2.8 of Canoe Marathon.

Yes	No	Abstain
70	3	2

- 20.6. The Congress agreed to implement the proposed changes on Master World Championships to principle rule No.13.13.3, No.13.13.4, and No.13.13.5 of Canoe Marathon, to principle rule No.12.2.5 of Wildwater Canoeing, and to principle rule No.6.3, No.6.3.2 and No.12.11.4.c of Canoe Ocean Racing.

Yes	No	Abstain
72	1	1

- 20.7. The Congress agreed to implement the proposed changes on Boat specifications to principle rule No.3.2.7 of Canoe Sprint, to principle rule No.3.2.5 of Canoe Marathon, to principle rule No.3.2.2, No.3.1.4, and No.3.1.5 of Wildwater Canoeing, to principle rule No.3.3.2, and No.3.3.3 of Canoe Freestyle, to principle rule No.3.3, No.3.2.4, and No.10.13.2 of Canoe Ocean Racing, to principle rule No.3.1, and No.3.2-appendix2 of Dragon Boat, and to principle rule No.13.1 of Stand Up Paddling. Meanwhile, the Congress rejected the proposed changes on Boat specifications to principle rule No.3.2.1, No.3.2.2, and No.16.1.4 of Canoe Slalom, and to principle rule No.3.1 of Canoe Marathon.

Yes	No	Abstain
56	7	5

- 20.8. The Congress agreed to implement the proposed changes on athletes personal equipment to principle rule No.3.2.11 of Canoe Sprint, to principle rule No.3.2.6, No.3.2.7, and No.3.2.8 of Canoe Marathon, and to principle rule No.3.4 – appendix 3 of Dragon Boat. Meanwhile, the Congress rejected the proposed changes on athletes personal equipment to principle rule No.3.5, No.3.X, No.16.3, and No.16.5 of Canoe Slalom.

Yes	No	Abstain
65	5	4

- 20.9. The Congress agreed to implement the proposed changes on identifications and advertising trademarks to principle rule No.6.2.3 of Canoe Ocean Racing.

Yes	No	Abstain
71	0	2

- 20.10. The Congress agreed to implement the proposed changes on entries policy to principle rule No.13.2.3 and No.15.3.1 of Canoe Slalom and to the principle rule No.2.2.1, and No.12.2.5 of Canoe Ocean Racing.

Yes	No	Abstain
68	4	4

- 20.11. The Congress agreed to implement the proposed changes on process of decision at ICF competition to principle rule No.11.1.9 of Canoe Marathon. Meanwhile, the Congress rejected the proposed changes on process of decision at ICF competition to principle rule No.11.3 and No.11.4 of Canoe Slalom.

Yes	No	Abstain
63	6	1

- 20.12. The Congress agreed to implement the proposed changes on World Cup and World Championships organisation to principle rule No.13.6.10 of Paracanoe, to principle rule No.15.2.4.c, No.15.2.3 and No.15.1 of Canoe Slalom, to principle rule No.13.2.5, No.13.7.1, No.13.10.2, No.13.2.6, and No.13.4.2.e of Canoe Marathon, and to principle rule No.12.2.2, No.12.10.1, No.12.11.3, No.14.3, No.14.1.4, No.14.1.5, and No.14.2 of Canoe Ocean Racing.

Yes	No	Abstain
67	6	3

End of Day 1

- 21. Presentation of Valérie Fourneyron, president of the International Testing Agency (ITA).**
- 22. President of Claudio Schermi, president of the International Dragon Boat Federation (IDBF).**
- 23. President of Danilo Barmaz, president of the World Rafting Federation (WRF).**

Roll call of delegates via online voting system and establishing of the quorum

Roll call of delegates was conducted via the online voting system, with 88 National Federations registering their presence, thereby establishing the quorum.

24. Reports from committee chairs

24.1. Athletes

The committee has achieved notable progress this year, highlighted by the adoption of the Athletes' Bill of Rights, which safeguards fair treatment, equal opportunities, and career development for athletes. Efforts to promote the sport included spotlighting marathon athletes ahead of the Flatwater Marathon World Championships, inspiring the community with their achievements. Participation in the Lausanne International Forum allowed the committee to engage with the IOC's Athlete365 initiative, exploring valuable resources for athlete welfare and career transitions. Additionally, the committee played a key role in supporting Ukrainian athletes during the ongoing conflict, ensuring their continued participation in the sport. Looking ahead, plans are underway to organize a global event for athlete representatives to foster collaboration and strengthen athlete involvement in shaping the sport's future.

24.2. Medical & Anti-Doping

The Medical Committee has focused on two major initiatives: finalizing the ICF Transgender Policy, now under Board review, and drafting a comprehensive head injury assessment policy applicable across all disciplines, which is being prepared for feedback from the Technical Committees. Additionally, the Committee has developed an "Extreme Heat Policy" guidance document, pending Board approval and subsequent review by Technical Committees. Looking ahead, plans include strengthening collaboration with Technical Committees and the Athlete Committee, forming a partnership with the International Testing Authority, and updating anti-doping resources on the Planet Canoe website. A new Health and Wellbeing section on the site will provide guidance on heat management, illness prevention, and athlete health topics.

25. Continental Association reports

25.1. Africa (CAC)

The key achievements include strong participation in the Paris 2024 Olympic and Paralympic Games, marked by the first-ever Paralympic gold medal and two para-athletes reaching Final A, alongside a notable increase in ITOs across disciplines. Looking ahead, plans focus on expanding competitions across Africa, including the inaugural Kayak Cross event in South Africa, the African Youth Games in Angola in 2025, and the first Canoe Ocean Racing and Stand-Up Paddling African Championships in Tunisia in 2024. To support development, multilingual coaching courses will be offered across the continent to enhance technical expertise.

25.2. Asia (ACC)

Key activities of ACC include hosting training camps for Canoe Slalom and Canoe Sprint in Thailand, and organizing major competitions such as the Asian Canoe Sprint and Paracanoe Championships in Japan, which served as a Paris 2024 Olympic qualifier. The first-ever ICF Canoe Sprint World Championships held in Samarkand, Uzbekistan, and the ICF Dragon Boat World Championships in the Philippines further showcased Asia's capability to host international events. Strategic plans focus on promoting dragon boat, enhancing talent development through ICF TIP camps, organizing annual championships across disciplines, and raising the profile of Canoe Sprint and Slalom at regional competitions like the SEA Games. The ACC is also committed to fostering long-term growth through initiatives such as an annual Canoe Slalom Cup to expand participation and support high-performance athlete development.

25.3. Europe (ECA)

Key highlights include the successful 2023 European Games for Sprint and Slalom in Krakow, and the inaugural 2024 European Championships in Szeged, combining Sprint, Paracanoe, SUP, Special Olympics, and Paracanoe Marathon events. Other notable competitions were the Canoe Polo, Ocean Racing, and Wildwater European Championships. The Paris 2024 Olympic Games marked the debut of Kayak Cross and celebrated canoeing's centenary in the Olympics, alongside the ICF's establishment and the French Canoe Federation's new headquarters. ECA plans to approve new statutes and a strategic plan at the 2024 Extraordinary Congress, preparing for the 2025 Congress. Despite challenges like the Russia-Ukraine conflict, the ECA remains focused on advancing paddle sports in Europe.

25.4. Oceania (OCA)

Major highlights included the 2023 ICF Ocean Racing World Championships in Perth, Australia, and the debut of kayak events at the 2023 Pacific Games in the Solomon Islands. Oceania athletes excelled on the global stage, with significant achievements in canoe slalom and sprint at the Paris 2024 Olympics, and notable performances at world championships. OCA also prioritized development programs, including the Canoe Slalom and Sprint Continental Training Programs, while fostering partnerships with National Olympic Committees for regional growth.

26. Presentation of the Code of Ethics

26.1. The Congress unanimously endorsed and approved the proposed Code of Ethics (see annex 5).

Yes	No	Abstain
84	0	0

27. Olympic Qualification Progress Report

- 27.1. The Olympic Qualification Progress working group, chaired by Lluís Rabaneda with members including Richard Pettit, Maree Burnett, John Edwards, Toshi Furuya, Peter Karai, Charles Luckman, Jean-Michel Prono, Jovana Stanojevic, and Brigitte Hartley, aims to expand the number of competition events in the qualification pathway, increase participation, and enhance continental activity to broaden the sport's global reach. The efforts align with the "Fit for Future" strategy and support the broader goals of the IOC's Agenda 2020+5, ensuring fairness and transparency in the qualification process. The next steps involve developing new Olympic Qualification rules, incorporating CSL and CSP World Rankings, and seeking stakeholder consultation before presenting the revised system for adoption.

28. Establishment of the strategic plan

- 28.1. The Congress approved the proposed strategic plan for the next two years (see annex 6).

Yes	No	Abstain
80	2	3

29. Fixing of the membership fee for the next two years

- 29.1. The Congress approved the proposed membership fee for the next two years:
- Low membership fee – 100€
 - Medium membership fee – 250€
 - Full membership fee – 1'500€

Yes	No	Abstain
80	4	1

30. Establishment of the budget for the next two years

- 30.1. The Congress approved the proposed budget for the next two years (see Annex 7).

Yes	No	Abstain
81	0	4

31. Elections

- 31.1. President
- 31.2. Vice Presidents (3)
- 31.3. Treasurer
- 31.4. Standing Committee Chairs
 - Canoe Sprint
 - Canoe Slalom
 - Paracanoe
 - Wildwater Canoeing
 - Canoe Marathon
 - Canoe Polo
 - Medical & Anti-Doping
 - Canoe Freestyle
 - Canoe Ocean Racing
 - Stand Up Paddling

32. Election results

- 32.1. Thomas KONIETZKO was elected as the ICF President.

Yes	No	Abstain
87	0	1

- 32.2. Cecilia FARIAS, Luciano BUONFIGLIO and Lluís RABANEDA I CASELLES were elected as the ICF Vice Presidents.

Cecilia FARIAS	Luciano BUONFIGLIO	Lluís RABANEDA I CASELLES
79	67	68

- 32.3. Xin LI was elected as the ICF Treasurer in the third round of votes.

Peter KARAI	Xin Li	Abstain
34	47	4

- 32.4. Toshi FURUYA was elected as the ICF Canoe Sprint Committee Chair.

Yes	No	Abstain
76	0	10

32.5. Richard FOX was elected as the ICF Canoe Slalom Committee Chair.

Yes	No	Abstain
80	0	5

32.6. Manuela GAWEHN was elected as the ICF Wildwater Canoeing Committee Chair.

Yes	No	Abstain
80	0	2

32.7. Ruud HEIJSELAAR was elected as the ICF Canoe Marathon Committee Chair.

Yes	No	Abstain
82	0	4

32.8. Greg SMALE was elected as the ICF Canoe Polo Committee Chair.

Yes	No	Abstain
84	0	2

32.9. Terry BEST was elected as the ICF Canoe Freestyle Committee Chair.

Yes	No	Abstain
84	0	3

32.10. Marian SARBU was elected as the ICF Canoe Ocean Racing Committee Chair.

Marian SARBU	Colin SIMPKINS	Abstain
54	31	1

32.11. John EDWARDS was elected as the ICF Paracanoe Committee Chair.

Yes	No	Abstain
83	0	0

32.12. Noemi HORVATH was elected as the ICF Stand Up Paddling Committee Chair.

Noemi HORVATH	Martin MARINOV	Abstain
58	28	1

32.13. Jane GIBSON was elected as the ICF Medical & Anti-Doping Committee Chair.

Yes	No	Abstain
80	0	5

33. Speech of the elected President

- 33.1. The President Thomas Konietzko shared his focus on shaping the next four years, with a key emphasis on reviewing ICF governance, structures, and procedures to ensure the Federation is fit for the future. A comprehensive organizational review will be proposed to the board, seeking input on important issues for the sport's future, including the 2032 Olympic program and how to invest in development to address financial and personnel inequalities across continents. The new office aims to make the sport more global by finding new organizers and addressing emerging challenges like artificial intelligence. Gender balance and sustainability remain priorities, and creating a safe environment for athletes is central to the strategy.

34. Votes to award honorary membership

- 34.1. The Congress by showing of hand unanimously approved Jaroslav POLLERT, Jean-Michel PRONO and Istvan VASKUTI as the ICF honorary members, and approved Albert WOODS as the ICF honorary members with one abstention.

35. Decision for next Congress host

- 35.1. The Congress awarded the 2026 ICF Congress to the City of OKLAHOMA CITY (USA).

Yes	No	Abstain
74	5	5

36. Closing remarks

- 36.1. President Thomas Konietzko closed the Congress by expressing his gratitude for the valuable input and support from the National Federations. He emphasized that the success of the ICF Congress, coupled with the celebration of the ICF's centenary anniversary, underscores once again that the ICF is a united and strong Federation.

End of Day 2

List of Annexes

Annex 1	Agenda of the Congress	See item 5
Annex 2	Minutes of the Previous Congress	See item 6
Annex 3	2022 and 2023 Auditors reports	See item 11
Annex 4	ICF statutes	See item 14 to 17
Annex 5	ICF Code of Ethics	See item 26
Annex 6	ICF Strategic Plan – Fit for Future Evolution	See item 28
Annex 7	ICF Budget for the next two years	See item 30

All other documents related to the ICF Congress can be found on the official website:
<https://www.canoeicf.com/other/antalya-2024/>

Annex 1

Agenda of the Congress

XL ICF Ordinary Congress
7 - 8 November 2024
ANTALYA, Türkiye

Agenda items for approval

#	Items of the agenda
1.	Opening of the session
	<i>a) Welcome from ICF President</i>
	<i>b) Video message IOC Member / NOC President Prof. Ugur Erdner</i>
	<i>c) Video message from IOC President Thomas Bach</i>
2.	Introduction of the online voting system
3.	Roll call of delegates via online voting system and establishing of the quorum
4.	Appointment of scrutineers for the period of the Congress
5.	Approval of the agenda of the Congress
6.	Approval of minutes from previous Congress
7.	New member applications
8.	ICF President's report
9.	ICF Secretary General's report
10.	Name change endorsement
11.	Approval of 2022 and 2023 Auditors reports
12.	ICF Treasurer's report
13.	Vice President reports
	<i>a) Cecilia Farias</i>
	<i>b) Lluís Rabaneda</i>
14.	Seat transfer & Statutes Proposals
15.	Other Statutes Proposals
16.	Information of the byelaw modifications
17.	Approval of the updated statutes in their entirety
18.	Proposals submitted by National Federations
	<i>a) Motion 1 submitted by FIN/DEN/SWE/NOR</i>
	<i>b) Motion 2 submitted by FIN/DEN/SWE/NOR</i>

#	Items of the agenda
19.	Discipline Chair reports and questions
	a) <i>Canoe Sprint</i>
	b) <i>Canoe Slalom</i>
	c) <i>Paracanoe</i>
	d) <i>Wildwater Canoeing</i>
	e) <i>Canoe Marathon</i>
	f) <i>Canoe Polo</i>
	g) <i>Canoe Freestyle</i>
	h) <i>Canoe Ocean Racing</i>
	i) <i>Stand Up Paddling</i>
	j) <i>Dragon Boat</i>
20.	Discipline rule changes
	a) <i>ICF Sport Governance Rules</i>
	b) <i>Principle Rules</i>
21.	International Testing Agency (ITA) Chair of the Board Presentation
22.	International Dragon Boat Federation (IDBF) President Presentation
23.	World Rafting Federation (WRF) President Presentation
24.	Reports from committee chairs
	a) <i>Athletes</i>
	b) <i>Medical & Anti-Doping</i>
25.	Continental Association reports and questions
	a) <i>Africa - Joao Da Costa Alegre</i>
	b) <i>Americas - Sebastian Gomez</i>
	c) <i>Asia - Chainarong Charoenruk</i>
	d) <i>Europe - Jean Zoungrana</i>
	e) <i>Oceania - Maree Burnett</i>
26.	Presentation of the Code of Ethics
27.	Olympic Qualification Progress Report
28.	Establishment of the strategic plan
29.	Fixing of the membership fee for the next two years
30.	Establishment of the budget for the next two years

Always moving forward

#	Items of the agenda
	Elections
	<i>a) President</i>
	<i>b) Vice Presidents</i>
	<i>c) Treasurer</i>
31.	<i>d) Standing Committee Chairs</i> <ul style="list-style-type: none"> Canoe Sprint Canoe Slalom Paracanoe Wildwater Canoeing Canoe Marathon Canoe Polo Medical & Anti-Doping Canoe Freestyle Canoe Ocean Racing Stand Up Paddling
32.	Election results
33.	Speech of the elected President
	Votes to award honorary membership
34.	<i>a) Jaroslav POLLERT (CZE)</i>
	<i>b) Jean-Michel PRONO (FRA)</i>
	<i>c) Istvan VASKUTI (HUN)</i>
	<i>d) Albert WOODS (GBR)</i>
35.	Decision for next Congress host
36.	Closing remarks

Annex 2

Minutes of the Previous Congress

INTERNATIONAL CANOE FEDERATION

ICF XXXIX CONGRESS

NOVEMBER 3-5, 2022 / TIME / LOCATION: PATTAYA, THAILAND

ATTENDEES

NAME	TITLE	ATTENDANCE
THOMAS KONIETZKO (GER)	PRESIDENT	Y
CECILIA FARIAS (ARG)	VICE PRESIDENT	Y
LIU AIJIE (CHN)	VICE PRESIDENT	N
LLUIS RABANEDA (ESP)	VICE PRESIDENT	Y
LUCIANO BUONFIGLIO (ITA)	TREASURER	Y
RICHARD PETTIT (GBR)	SECRETARY GENERAL	Y
MAREE BURNETT (NZL)	PRESIDENT OF OCA	Y
JOAO COSTA ALEGRE (STP)	PRESIDENT OF CAC	N
SHOKEN NARITA (JPN)	PRESIDENT OF ACC	Y
ALBERT WOODS (GBR)	PRESIDENT OF ECA	Y
VICTOR RUIZ (PUR)	PRESIDENT OF COPAC	N
TOSHI FURUYA (JPN)	CANOE SPRINT CHAIR	Y
JEAN-MICHEL PRONO (FRA)	CANOE SLALOM CHAIR	Y
JOHN EDWARDS (CAN)	PARACANOE CHAIR	Y
BRIDGITTE HARTLEY (RSA)	ATHLETE COMMITTEE CHAIR	Y

AGENDA

1. **President's introductory speech**
2. **Speech – Thai Federation President**
3. **Video welcome – IOC President, Thomas Bach**

President Bach said the slalom world championships sent a very important message -sport is back. He offered congratulations on our innovation, on new initiatives in digital presentation, and on stepping up the fight against doping. He said the ICF is making positive steps.

The IOC is ready to shape post-pandemic world with our Olympic values. Focus on strengthening role for sustainable future. Faster, higher, stronger, together.

4. **TK speech**

- The future of our sport clearly lies in streaming, however we don't want to neglect our TV partners.
- There will be no test events for Paris, but we will use World Cups in slalom and sprint on the Olympic venue next year.
- LA28 we are in discussions with hosts and will announce soon our venue for our six slalom events. Sprint will be held in the heart of LA.

Speech from Shoken Narita – Thank you all for your support. I have been involved with Asian Canoeing for almost 40 years. In 1983 we had six countries, now we have 39 countries. It was a great pleasure, but at the same time it was a fun time for me. Last year's Olympics was a very difficult Olympics to host, thank you Mr Jose Perurena and Helen Brownlee for your strong support. Helen's role in keeping slalom in the Olympics because of her fight to have gender equity.

(UKRAINE) – We express our respect and gratitude for the support of ICF during this difficult time and invasion of our territory by Russia and Belarus. UCF thanks all Federations who accepted our teams for free, giving us an opportunity to perform, to ensure Ukraine is not broken on the battlefield or in the sports arena. Special thanks to Canada for their support for helping our team at the Paracanoe and Canoe Sprint World Championships.

(INDIA) – Visa issues. We need help from ICF to help with visa issues, and also with transportation for boats.

5. Congress rules (RP)

6. Roll Call

7. Approval of minutes

8. Approval of two new members

Request from Canoe Federation of Solomon Islands and Comoros, which would take to 171 total members. Both approved.

9. Secretary General (RP)

We had 34 amazing events this year. Fantastic organising committees. Been a difficult but progressive season. We have huge opportunity in this room to look at how we can connect with every paddler on the planet. I want to share best practice among the community, so we can build a stronger future for the sport.

Simplify, unify, amplify.

We continually need to think how we can unite and extend support to the athletes. We need to remain relevant and consider how we can amplify our message. A recent example is Portugal – the marathon world championships – which showed an incredible connection with the local community. It's exciting to hear the views of the athletes.

TK has continued to push forward the sporting agenda beyond the sporting community, important to establish relationships beyond our canoeing community.

10. Finance

Approval of the 2021 auditor report.

11. Treasurer's report

In past three years no-one could imagine what has happened. In March we witnessed bad events, the war in Europe, which produced a real economic crisis. Energy prices skyrocket. All of these events produced great damage. German Government bonds were the best, and were considered a secure investment. But they sustained a 5.75 per cent drop. European bonds dropped 7.8 percent. Globally the downsize is extraordinary. The negative is everywhere.

We condense the losses to about 6.5 per cent, in a market which lost between 12 and 15 per cent, because we choose conservative investments. Our activity can go very well to the Olympic Games in Paris.

12. Vice-President report (CF)

We are very satisfied with the success of our women who have been attending seminars to promote their leadership learnings. Very generous of British Canoeing to help prepare the governance issues with our International Partnership Program.

Time for the ICF to work on a transgender program. We can not be left behind. We will consult all athletes during this process.

Tribute to Helen Brownlee for her work promoting the role of women in the ICF.

We have enough women ITO's, but we need more appointments from the Federations. Important to increase the number of women coaches.

This pathway is not easy, there are many challenges. But it is important in laying the way for our future generations.

(MH) – At the last Paralympics we had more female ITO's than male ITO's. This was a great success in your efforts.

13. Vice-president's report (LR)

Thank you to Chinese Federation for donation of money that enabled us to run a training camp in Barcelona. Need to improve communication between ICF and organisers, provide new IT tools to organisers, better broadcasting distribution, harmonisation of timing and scoring.

Multi-sport Games – we will keep pushing with Commonwealth Games, and also Mediterranean Games and hoping to be back in 2026.

Brisbane 2032 – Thank you very much Paddle Australia for being so active in promoting us. MOU with Redlands on sustainability is close to being signed, building a venue that is sustainable and will create a legacy. Talking with constructors and investors on how to build a venue that it sustainable for the future.

END OF DAY ONE

DAY TWO

14. Paris 2024 video

Tony Estanguet message of support. Our sport team is working daily to ensure we display canoe sprint, paracanoe and canoe slalom in the best possible light. We will continue to strengthen our collaboration. Our sport has all the strengths to grow. Kayak cross has been well received by Olympic movement. In future we need to have strong balance between the traditional and the new.

15. Athletes Commission report (BH)

Goal is to create an atmosphere so athletes can raise their voice when required. We would like to attract more athletes to represent their sport under the ICF umbrella. Create a balance between current and retired athletes.

Adopt and endorse athlete declaration for athlete rights and responsibilities. Unanimous support.

(SGP) Need support from ICF to help our athletes transition back to sport after pandemic.

(BH) Athlete365 has already developed some materials to help with this.

16. Fit for Future

(CF) Eight pillars integral for the future of our sport. We cannot succeed without the support from everyone across our sport. This is a full team process. We have compiled this with a 360 degree view of all elements of our sport. Look to build relationships outside the canoeing community.

Fit For Future is a starting point. A strategic set of principals for our future direction.

(TK) This is not a final document, it is our responsibility to update it in the future when necessary.

(SGP) To develop globally we are affected by politics. How courageous are we going to be? Are we going to take a stand that politics and sport should not mix. It's not just Ukraine. Also China and Taiwan, North Korea. I hope ICF can use FFF strategy and work on something that may push sports forward towards humanity.

(CF) We can not predict the future, but through sport we need to push to make the world better.

(TK) Sport has a very special mission, and we have to be very careful not to mix sport and politics. Of course sport is affected by Government decisions. Sport can help to unite the world.

(SGP) Celebrate emotions – I hope not focus on negative reactions, need to focus on positives.

(RP) There are successes and failures in sport. If we only celebrate success, we don't present a realistic vision of what sport is. Often negative emotions can drive you on for better in the future. We should celebrate all areas of our sport.

(JA) IOC President left clear message for Olympic movement that sport has power to change the world. In our future plan we need to concentrate on the power of the sport. What can we do as a sport to help athletes when they finish their sport?

(BH) Athlete365 program offers so many exciting possibilities for athletes when they finish competing.

ENDORSED UNANIMOUSLY

(TK) This decision sends a strong message that our sport can help create a better world.

17. Budget

(LB) We can look with certainty at our activities in the next two years. Thanks to IOC, but also our conservative management of our investments. We have significant reserves EU \$16m to guarantee our activities for the next two years. We must continue to work together.

Next budget will be indicative budget, because we must be able to change if we receive any negative situations.

(RP) Video from International Testing Agency

Benjamin Cohen – By partnering with ITA the ICF will show its determination towards sports integrity. We will work tirelessly to protect the ICF and your athletes.

How optimise and reallocate the budget based around our strategic priorities.

25 per cent reduction in travel and expenses of President and ExCo.

Decrease cost of Congress by 40k

Saving 45k in HQ costs, and lower cost around financial advice, and lower cost of legal representation. Believe we have strengthened areas where we have been challenged legally in the past.

Savings by internalising tv distributions. Savings in IT fees/website.

Alignment of tv production costs.

Increased investment in anti-doping.

Invest in digital assets management. Digital development and social media promotion.

Appointment of regional development managers.

Key focus areas – Diversity and inclusion, sustainability, campaigns , virtual events, CRM system. Want to be part of the Olympic virtual series.

(SGP) We need to look at inflation risk, costs and expenses will be shooting up. Do we have a safety net in place? Is there a plan to increase membership fees?

(TK) There is no discussion to raise membership fees. We are forced to invest in several areas that are important for us to secure our place in the future.

(IND) ICF should look towards Asian countries for the TIP. We need support in Asia and Africa with TIP. If some big events from Europe can come to our countries.

(TK) We have reached a level in Europe we can't increase any more. Our future focus is in Asia and Africa etc, we need to increase our support. Continental Managers will help us achieve these goals.

Awarding our events from recent years, we have gone to many new countries, including Canada and China. This year we organised several world cups in USA.

(MH) Can you give us a general comparison to the previous period?

(TK) We are spending EU \$1.5m more than previous two years, savings of 450,000, and we try to increase our revenues.

(SRI) Increase revenue – we should also focus on non-Olympic sports like dragon boat, ocean racing. Very big in our areas. We need to enhance the synergies between the dragon boat associations and the ICF. These are the windows of opportunities for the sports.

(IRE) Is there a risk to the changes of levels of money from the IOC.

(TK) After the Games we get in three periods money from the IOC. It's exactly the same amount after Tokyo that we got after Rio. Additionally we can apply for funds from IOC for special projects. We can't expect until 2024 additional funds from IOC. We should be very conservative with our budget proposals.

(IND) Beach Games and Asian Games ICF not involved in dragon boat, it has been given to another federation. ICF dragon boat is dying in India, Sri Lanka and China. We need help to promote.

(TK) I think we can discuss this tomorrow during open session.

BUDGET 61 yes, 2 no, 2 abstain.

18. Continental reports

Europe: (AW) Good to be part of a multi-sport environment. European Championships in Munich. European Games are growing exponentially. Canoe slalom will form part of the Olympic selection, which is good news. Don't have a 1000 metre course for canoe sprint. 550 canoeing athletes.

Oceania: (MB) Covid was particularly challenging for all of us. All our members had long border closures. Looking forward to kayaking being on the program for the Pacific Games for the first time.

Americas: (VR) We are working with the organising committee of Santiago 23, everything working well for slalom and sprint.

(TK) Congratulate Victor and COPAC team for all their hard work. Great progression and promotion of all our sports.

Asia.

Africa: (JA)

(TK) Great to sign this MOU between ANOC and ICF. We want to help local manufacturers to extend their production line to produce sprint boats good enough for beginners to reduce cost of transport.

19. Discipline Chair Reports

Dragon boat – Dr Liu. Thank you to Czech Union for hosting the 2022 World Championships at short notice. Due to the economic situation it is very difficult to travel to inspect all venues. We are trying to work on a closer relationship with IDBF.

(JP) If dragon boat is included in The World Games 2025, it will be through the ICF, because it is recognised by the IOC.

(SRI) Same problem as SUP. What is our approach to sort out governance issues?

Whitewater – Manuela. Objectives to grow the sport, increase international reach, be more adaptive to race rules and boats. Need closer association with continental federations to help grow our sports. Finding new organisers is still a challenge. In future combine more whitewater disciplines, including with freestyle, rafting and extreme rafting.

Canoe polo – (GS). Thank you to Egypt for starting canoe polo. Very successful projects there. Thanks to Patxi for everything you have done to promote our sport in the World Games. Amateur athletes spent a lot of time and a lot of money this year.

World Championships in St Omer. To get 26 nations there was a big effort. Zero Covid cases. Eight live stream commentators, did every game. 15,000 people at opening ceremony. 8000 spectators at Sunday's final. NZ won gold, highest scorer women – Singapore. Highest scorer men – Japan.

World Games were a great success. Sold out performances.

Sending 30 boats to South America – 20 Argentina, 10 Paraguay, thanks to support of Yupin Sports.

(SGP) Live streaming can generate revenue. Do you get it from Planet Canoe, or from local country. Can we get canoe polo in the Asian Games?

(GS) Revenue from live streaming – I hope we could generate revenue, but I don't want to deter the 300,000 people watching. Re Asian Games – the big thing is there needs to be a clarity of which sports for which games. I hope it can be in the Asian Games. Next step is to discuss which sports go to which multi-sport games.

(TK) There are Beach Games, Continental Games where we can fight to have our non-Olympic sports added. It is first and foremost a task for the continental federations to lobby as part of continental games.

20. Awards

Honorary memberships – Frank Garner, Don McKenzie, Joao Tomasini, Shoken Narita.

END DAY TWO

DAY THREE

21. RULE CHANGES

VOTED SEPERATELY

Do you approve to amend rules in 1.5.2 concerning Athletes eligibility, with a 1-year period? **YES**

(TF) Sprint presentation

(DEN) Seeking clarification regarding portages 5000.

(TF) We are in a period of transition. We understand athlete opinion. But for TV it is most exciting. We want to try for one more year with the portages.

(FRA) Do you want to work closely with the marathon committee?

(TF) We are very happy to work with all the committees.

(JMP) Slalom presentation

(RF) Have precisions for slalom been communicated? We don't know what changes have been asked to the IOC?

(JMP) We receive written questions after Augsburg. Mostly there is no clarification, just modification. Your concerns have been listed and summarised.

(RF) Simplify and unify – we see doubling up in sprint and paracanoe, but not in slalom. There is a very big difference, there is no unity in approach.

(TK) Our philosophy is not to interfere with our experts. We want to simplify for 2028, the qualification process.

(JMP) We have less quotas, so it does not allow a bigger distribution. We know if we allow multiple entries, we block other countries to progress. We already have 86 per cent of medals going to European nations, and as soon as have double participation you reduce possibility of other nations going through.

(EG) European qualifiers – no athlete consultation regarding quota spot allocation.

(JMP) This change in calendar was proposed to European Association, then we evaluate it would lead us to CAS case. Then became requirement from European Games, the consultation was made within the board. We had no chance to consult with the team, it is more political.

(TK) Athletes will be involved in a working group established next year for 2028 qualification.

(MH) Sustainability. Our world championships are still growing, both slalom and sprint. Why do you still have C4 in the program? This was a long time ago, and we still have it. We should start to think seriously about this sustainability and bring us a little more to reality.

Judging – In slalom we have gate judges and video judges at European championships. The gate judges decision changed 95 times. In present technology we can create a system much faster. In sprint, we have course umpires. They are some times very far behind, sometimes 200 metres behind. Now we have GPS system it is no problem to follow the boats, we can reduce the number of judges.

(TK) You can take this to the ECA committee.

(TF) It's very important to save canoe discipline.

(JE) Paracanoe presentation. Goals – increasing women LA28 – 12 events and 120 athletes. 2032 Brisbane – Inclusion of upper limb impairments into athlete classification. Getting involved in Special Olympics. We have opportunity to bolster and improve in this category.

(RH) Marathon presentation. 2022 we had first paracanoe races, it was fantastic to watch. Suffering a little bit with numbers in canoe. Need to work to increase the numbers.

Future – Relay races. In 2026 have first marathon and SUP world championships combined in Sarasota, Florida.

(LR) Streaming numbers for marathon were some of the biggest for the season. It shows how progressive the sport is.

(CS) Ocean racing presentation. Providing adequate visual coverage for ocean racing presents many challenges. Our aim is to place far higher emphasis on safety, to seek better tracking device, and improve visual recognition.

(MH) Why do we call boats surf ski?

(CS) Discipline originated in South Africa and Australia. In those countries it is called surf ski. For reasons outside our control we can't call it surf ski.

SEPARATE OCEAN RACING VOTE

Do you approve to amend article 6.3.2 using the average age to determine the age group?

(not approved by ICF Board: The Board advises to vote NO)

VOTE SUPPORT BOARD YES 14 NO 36 ABSTAIN 3

(TB) Freestyle presentation

Future – tap into recreational paddlers, paracanoe community, new locations for development camps in Asia and Africa.

(NH) SUP Presentation.

SUP is a very fast-growing industry. We had third largest number of entries by country, because we have an open entry system.

(TK) Board will approve Thailand as host of next year's SUP World Championships

22. Next Congress

Antalya, Turkey bid to host 2024 ICF Congress Two dates proposed for November.

Yes 55 No 0 Abstain 1

NEXT MEETING DETAILS

(TK) Closing address – Antalya will be an election Congress. We intend to apply again for our positions because we feel we are not finished our job yet.

Thanks to ICF staff and board of directors. Most important message is we are staying united and we are able to face all challenges ahead of us. That will be noticed in the world of sport.

ICF APPROVED BY:

SIGNATURE:

Annex 3 2022 and 2023 Auditors reports

INTERNATIONAL CANOE FEDERATION

LAUSANNE

Report of the statutory auditors

at 31st December 2022 (in CHF)

International Canoe Federation
Av. de Rhodanie 54
1007 Lausanne

Assens, 28th of June 2023

***REPORT ON THE REVIEW
OF FINANCIAL STATEMENTS TO THE CONGRESS OF THE
INTERNATIONAL CANOE FEDERATION (ICF), LAUSANNE***

According to your request, we have reviewed the financial statements (balance sheet, income statement and notes) of the International Canoe Federation (ICF), for the period ended 31st December 2022.

These financial statements are the responsibility of the Board of Directors. Our responsibility is to issue a report on these financial statements based on our review.

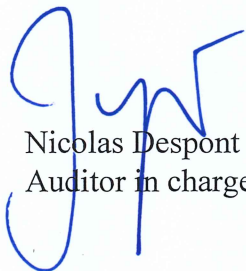
Our review was conducted in accordance with the Swiss Auditing Standard 910, which requires that a review be planned and performed to obtain limited assurance about whether the financial statements are free from material misstatement. A review is limited primarily to inquiries of head quarter personnel and analytical procedures applied to financial data and thus provides less assurance than an audit. We have not performed an audit and, accordingly, we do not express an audit opinion.

./.

Until 2021, International Canoe Federation (ICF) uses the cash basis of accounting in preparing the financial statements. Since 2022, ICF uses the accrual method of accounting in preparing the financial statements.

Based on our review, nothing has come to our attention that causes us to believe that the financial statements are not in accordance with Swiss law.

Fidurev S.A.



Nicolas Despont
Auditor in charge



Jean-Luc Dondénaz

Enclosures:

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

INTERNATIONAL CANOE FEDERATION

Financial Statements (in CHF)

<u>ASSETS</u>	Notes	<u>31.12.2022</u> CHF	Notes	<u>31.12.2021</u> CHF
Current assets				
Cash boxes		4'489.10		6'652.41
B.C.V. account CHF		1'051.48		197'696.64
Since 2022, ICF uses the accrual method of accounting in		140'412.24		252'638.63
Alpha FX EUR		0.00		5'802'440.00
Alpha FX USD		0.65		1'194'292.57
Vontobel Zurich CHF		135'441.46		129'198.98
Vontobel Zurich USD		22'602.43		281'454.67
Vontobel Zurich GBP		0.37		96'202.13
Vontobel Zurich EUR		36'472.34		770'958.91
		<u>340'470.07</u>		<u>8'731'534.94</u>
<u>Accounts Receivables</u>				
Other receivables		559'277.79		147'840.96
<u>Committee's accounts</u>				
Committee's accounts		18'195.31		20'224.62
Total current assets		917'943.17		8'899'600.52
Non-current assets				
Investments EUR	2.4	12'065'994.77	2.4	6'924'657.80
Investments USD	2.4	1'654'887.20	2.4	2'628'546.12
Investments CHF	2.4	2'050'423.14	2.4	2'346'335.00
Total non-current assets		15'771'305.12		11'899'538.92
Total assets		<u><u>16'689'248.28</u></u>		<u><u>20'799'139.44</u></u>

INTERNATIONAL CANOE FEDERATION

Financial Statements (in CHF)

<u>LIABILITIES</u>	Notes	<u>31.12.2022</u> CHF	Notes	<u>31.12.2021</u> CHF
Short-term liabilities				
Accounts payable		261'448.84		975'858.79
Accruals and other liabilities		624'922.24		0.00
Total short-term liabilities		886'371.08		975'858.79
Equity				
Accumulated profits and loss		19'823'280.65		11'211'569.66
Accounting period results		-4'020'403.44		8'611'710.99
Total equity		15'802'877.20		19'823'280.65
Total liabilities		<u>16'689'248.28</u>		<u>20'799'139.44</u>

INTERNATIONAL CANOE FEDERATION

Financial Statements (in CHF)

<u>REVENUES</u>	Notes	<u>2022</u> CHF	Notes	<u>2021</u> CHF
<u>Revenues</u>				
Memberfees		97'793.91		17'248.88
TV Rights-sponsoring		145'858.01		130'875.98
International Olympic Committee & BOCOG	2.1	1'294'388.93	2.1	12'894'216.24
Licensing programme		175'204.85		36'070.08
Various		292'717.19		19'853.32
Total Revenues		2'005'962.90		13'098'264.50
<u>EXPENSES</u>				
<u>Direct Expenses</u>				
Grants paid		75'267.35		53'510.04
Direct expenses		254'785.38		326'426.60
Extra-budget (anti-doping)		160'771.51		119'413.62
		490'824.24		499'350.26
<u>Salaries and Employee Expenses</u>				
Salaries and social contribution		1'888'347.22		1'666'754.57
Other employee expenses		5'876.57		23'429.75
		1'894'223.79		1'690'184.32
<u>Infrastructure Expenses</u>				
Rent and heating		95'126.48		57'418.79
Electricity		1'294.85		734.57
Cleaning supplies		3'027.05		2'131.72
		99'448.37		60'285.08
<u>Administrative Expenses</u>				
Insurances		11'238.93		14'806.42
Telephone and fax		5'353.57		4'636.28
Postage and courier		3'228.33		3'491.34
Other administrative fees		82'027.53		278'662.21
		101'848.37		301'596.26

INTERNATIONAL CANOE FEDERATION

Financial Statement (in CHF)

	Notes	<u>2022</u> CHF	Notes	<u>2021</u> CHF
<u>IT Fees</u>				
Internet website		76'916.60		50'740.51
IT Expenses		16'600.30		2'358.61
		<u>93'516.90</u>		<u>53'099.12</u>
<u>Advertisement and Travel Expenses</u>				
Advertisement		42'684.40		22'219.71
TV production		1'093'864.23		1'212'261.89
Travel and meeting expenses		219'608.58		240'944.50
		<u>1'356'157.22</u>		<u>1'475'426.10</u>
<u>Financial Expenses</u>				
Bank fees, interest and commissions	2.4	<u>65'259.05</u>	2.4	<u>112'791.74</u>
		65'259.05		112'791.74
Total Expenses		<u><u>4'101'277.93</u></u>		<u><u>4'192'732.87</u></u>
Operating Result		<u><u>-2'095'315.03</u></u>		<u><u>8'905'531.62</u></u>
<u>Bank Incomes</u>				
Bank and investments incomes	2.4	<u>36'350.17</u>	2.4	<u>253'958.28</u>
		36'350.17		253'958.28
Operating Result after Interest		<u><u>-2'058'964.86</u></u>		<u><u>9'159'489.90</u></u>
<u>Financial Adjustment</u>				
Expenses previous periods		-54'754.94		0.00
Loss on market value of investments		-1'367'856.90		0.00
Exchange profit / loss	2.2	<u>-538'826.75</u>	2.2	<u>-547'778.92</u>
				-547'778.92
Global Accounting Period Result		<u><u>-4'020'403.44</u></u>		<u><u>8'611'710.99</u></u>

Financial Statements (in CHF)

Notes to the financial statements 2022

1. Activity

The International Canoe Federation (ICF) is the world-wide Canoe sports organisation, the headquarters of which are located in Lausanne, Switzerland.

The main objectives of ICF are to promote and encourage the development of Canoe in all possible manifestations throughout the world, to promote and encourage the development of international relations, to organise World Championships and ICF events and to adopt rules for the various competitions.

2. Summary of significant accounting policies

2.1 Basis of accounting

Since 2022, ICF uses the accrual method of accounting in preparing the financial statements (in 2021 : cash basis method).

First amounts received from the IOC are for the ICF activities 2021 inclusive.

The Olympic Games were held in 2021.

2.2 Accounting for foreign currencies

Assets and liabilities in currencies other than CHF are converted in CHF based on the exchange rates as of 31st December 2022. Transactions completed other than in CHF are recorded at average exchange rates for the fiscal year. All exchange losses and realised exchange gains are recognised in the statement of income and expenditure.

Exchange rates :

1 EURO => 1.03615 CHF at 31st December 2021 - for the closing balance value of assets and liabilities

1 USD => 0.911141 at 31st December 2021- for the closing balance value of assets and liabilities

1 EURO => 0.98745 CHF at 31st December 2022 - for opening value of assets and liabilities

1 USD => 0.925228 CHF at 31st December 2022 - for opening value of assets and liabilities

1 EURO => 1.08101082 CHF average rate - used for the P & L 2021

1 EURO => 1.00481626 CHF average rate - used for the P & L 2022

The assets are mainly in EUROS and USD. As the financial statements are published in CHF, there is a financial exchange loss for these exercises.

2.3 Presentation

The presentation of these financial statements is based on the ICF budget and not exactly in accordance with the new presentation based on the Swiss law.

2.4 Investments and financial results

Following the principle of prudence, the investments are valued at the lowest value between the nominal value and the market value.

INTERNATIONAL CANOE FEDERATION

LAUSANNE

Report of the statutory auditors
at 31st December 2023 (in CHF)

International Canoe Federation
Av. de Rhodanie 54
1007 Lausanne

Assens, 26th of July 2024

***REPORT OF THE STATUTORY AUDITORS ON THE LIMITED STATUTORY
EXAMINATION OF FINANCIAL STATEMENTS TO THE CONGRESS OF THE
INTERNATIONAL CANOE FEDERATION (ICF), LAUSANNE***

As statutory auditors, we have examined the financial statements (balance sheet, income statement and notes) of the International Canoe Federation (ICF), for the financial year ended 31st December 2023.

These financial statements are the responsibility of the Executive Board. Our responsibility is to perform a limited statutory examination on these financial statements. We confirm that we meet the licensing and independence requirements as stipulated by Swiss law.

We conducted our examination in accordance with the Swiss Standard on the Limited statutory Examination. This standard requires that we plan and perform a limited statutory examination to identify material misstatements in the financial statements. A limited statutory examination consists primarily of inquiries of company personnel and analytical procedures as well as detailed tests of company documents as considered necessary in the circumstances. However, the testing of operational processes and the internal control system, as well as inquiries and further testing procedures to detect fraud or the legal violations, are not within the scope of this examination.

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Based on our limited statutory examination, nothing has come to our attention that causes us to believe that the financial statements and the proposed appropriation of available earnings do not comply with Swiss law and the Federation's articles of incorporation.

Fidurev S.A.



Nicolas Despont
Auditor in charge



Jean-Luc Dondénaz

Enclosures:

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

INTERNATIONAL CANOE FEDERATION

LAUSANNE

Financial Statements at 31st December 2023

INTERNATIONAL CANOE FEDERATION
Lausanne

BALANCE SHEET AT 31st DECEMBER 2023 & 2022

		<u>31.12.2023</u>	<u>31.12.2023</u>	<u>31.12.2022</u>	<u>31.12.2022</u>
<u>ASSETS</u>	Notes	EUR	CHF	EUR	CHF
Cash and cash equivalents		1 295 807	1 204 712	344 797	340 470
Cash		1 295 807	1 204 712	344 797	340 470
Accounts receivable		843 376	784 087	531 787	525 113
Other receivables CHF		232 071	215 757	71 569	70 671
Other receivables EUR		608 420	565 648	460 218	454 442
Other receivables GBP		2 884	2 682	0	0
Other receivables USD		0	0	0	0
Financial fixed assets		4 840	4 500	4 557	4 500
Rental guarantee		4 840	4 500	4 557	4 500.00
Prepaid expenses		123 282	114 615	30 041	29 664.46
Prepaid expenses CHF		59 627	55 435	26 102	25 774.11
Prepaid expenses EUR		63 655	59 180	3 940	3 890.35
Committee's accounts		0	0	18 427	18 195
Canoe Sprint		0	0	19 835	19 586
Marathon		0	0	-1 408	-1 390
Total current assets			2 107 914		917 943
Non-current assets		11 555 053	10 742 733	15 971 751	15 771 305
Investments EUR	2.4	8 216 420	7 638 806	12 219 348	12 065 995
Investments USD	2.4	1 123 996	1 044 979	1 675 920	1 654 887
Investments CHF	2.4	2 214 637	2 058 948	2 076 483	2 050 423
Total non-current assets			10 742 733		15 771 305
Total assets			12 850 647		16 689 248

INTERNATIONAL CANOE FEDERATION
Lausanne

BALANCE SHEET AT 31st DECEMBER 2023 & 2022

		<u>31.12.2023</u>	<u>31.12.2023</u>	<u>31.12.2022</u>	<u>31.12.2022</u>
<u>LIABILITIES</u>	Notes	EUR	CHF	EUR	CHF
Accounts payable		124 186	115 455	264 772	261 449
Accounts payable CHF		60 299	56 060	148 019	146 161
Accounts payable EUR		44 760	41 613	0	0
Accounts payable USD		2 195	2 040	0	0
Accounts payable GBP		6 969	6 479	0	0
VAT to pay		9 963	9 263	113 103	111 684
VAT breakdown		0	0	3 650	3 604
Accruals and other liabilities		23 878	22 199	632 865	624 922
Total short-term liabilities			137 654		886 371
Equity					
Accumulated profits and loss		16 003 724	15 802 877	19 131 637	19 823 281
Accounting period results			-3 089 885		-4 020 403
Total equity			12 712 992		15 802 877
Total liabilities			12 850 647		16 689 248

INTERNATIONAL CANOE FEDERATION
Lausanne

PROFIT AND LOSS 2023 & 2022

	Notes	<u>2023</u> EUR	<u>2023</u> CHF	<u>2022</u> EUR	<u>2022</u> CHF
Revenues		452 549	439 719	1 996 348	2 005 963
Memberships		151 413	147 120	97 325	97 794
TV Rights-sponsoring		126 954	123 355	145 159	145 858
Manufacturer Partnership		81 500	79 190	0	0
International Olympic Committee & BOCOG	2.1	64 845	63 006	1 288 185	1 294 389
Licensing programme		8 200	7 968	174 365	175 205
Various		19 638	19 081	291 314	292 717
Direct Expenses		889 498	864 281	488 472	490 824
Grants paid		45 000	43 724	74 907	75 267
Direct expenses		529 994	514 969	253 564	254 785
Extra-budget (anti-doping)		314 504	305 588	160 001	160 772
Salaries and Employee Expenses		1 393 548	1 354 042	1 885 144	1 894 224
Salaries and social contribution		1 151 733	1 119 082	1 879 296	1 888 347
External staff		238 728	231 961	0	0
Other employee expenses		3 086	2 999	5 848	5 877
Infrastructure Expenses		97 115	94 362	98 972	99 448
Rent and heating		84 726	82 324	94 671	95 126
Electricity		708	688	1 289	1 295
Office operations and supplies		11 681	11 350	3 013	3 027
Administrative Expenses		105 196	102 214	101 360	101 848
Insurances		11 922	11 584	11 185	11 239
Telephone and fax		5 960	5 791	5 328	5 354
Postage and courier		1 514	1 471	3 213	3 228
Other administrative fees		85 801	83 368	81 634	82 028
IT Fees		124 487	120 958	93 069	93 517
Internet website		67 692	65 773	76 548	76 917
IT Expenses		56 795	55 185	16 521	16 600
Advertisement and Travel Expenses		952 088	925 097	1 349 657	1 356 157
Advertisement		20 108	19 538	42 480	42 684
TV production		798 096	775 471	1 088 621	1 093 864
Travel and meeting expenses		133 884	130 088	218 556	219 609
Financial Expenses		59 316	57 634	64 946	65 259
Bank fees, interest and commissions	2.4	59 316	57 634	64 946	65 259

Operating Result		-3 168 699	-3 078 868	-2 085 272	-2 095 315
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INTERNATIONAL CANOE FEDERATION
Lausanne

PROFIT AND LOSS 2023 & 2022

	Notes	<u>2023</u> EUR	<u>2023</u> CHF	<u>2022</u> EUR	<u>2022</u> CHF
Bank Incomes			328 169		36 350
Bank and investments incomes	2.4	337 744	328 169	36 176	36 350
Operating Result after Interest		-2 830 955	-2 750 700	-2 049 096	-2 058 965
Financial Adjustment		501 526	-339 185	-1 078 817	-1 961 439
Expenses previous periods		-2 574	-2 501	-54 492	-54 755
Gain / Loss on market value of investments		456 990	444 035	-1 361 301	-1 367 857
Exchange profit / loss	2.2	47 110	45 775	336 976	338 599
Closing exchange rate variation			-826 494		-877 425
Global Accounting Period Result		-2 329 429	-3 089 885	-3 127 913	-4 020 403

NOTES TO THE FINANCIAL STATEMENTS 2023

1. Activity

The International Canoe Federation (ICF) is the world-wide Canoe sports organisation, the headquarters of which are located in Lausanne, Switzerland.

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2. Summary of significant accounting policies

2.1 Basis of accounting

Since 2022, ICF uses the accrual method of accounting in preparing the financial statements (in 2021 : cash basis method).

The Olympic Games were held in 2021.

2.2 Accounting for foreign currencies

Assets and liabilities in currencies other than CHF are converted in CHF based on the exchange rates as of 31st December 2023. Transactions completed other than in CHF are recorded at average exchange rates for the fiscal year. All exchange losses and realised exchange gains are recognised in the statement of income and expenditure.

Exchange rates :

1 EURO => 0.98745 CHF at 31st December 2022 - for the closing balance value of assets and liabilities

1 USD => 0.92522800 at 31st December 2022- for the closing balance value of assets and liabilities

1 EURO => 0.92970 CHF at 31st December 2023 - for opening value of assets and liabilities

1 USD => 0.81462400 CHF at 31st December 2023 - for opening value of assets and liabilities

1 EURO => 1.00481626 CHF average rate - used for the P & L 2022

1 EURO => 0.97165064 CHF average rate - used for the P & L 2023

The assets are mainly in EUROS and USD. As the financial statements are published in CHF, there is a financial exchange loss for these exercises.

2.3 Presentation

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2.4 Investments and financial results

Following the principle of prudence, the investments are valued at the lowest value between the nominal value and the market value.

Annex 4 - ICF statutes



INTERNATIONAL CANOE FEDERATION

STATUTES 2024

Taking effect from November 2024 and approved provisions marked with * are effective from the Hungarian Court registration.

INTRODUCTION

The purpose of this document is to provide the rules that govern the way of running the International Canoe Federation.

LANGUAGE

The English written language is the only acceptable language for all official communications relating to these Statutes and the conduct of ICF competitions.

For the sake of consistency, British spelling, punctuation and grammatical conventions have been used throughout.

Any word which may imply the masculine gender, also includes the feminine.

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CHAPTER 1 - GENERAL PROVISIONS

ARTICLE 1 - NAME PRINCIPALS AND RECOGNITION

A.1.1. With the object of encouraging the development of the sport of canoeing and of strengthening the bonds of friendship that unite those who practice in it, the Austrian, Danish, German and Swedish Canoe Associations founded the **INTERNATIONALE REPRÄSENTANTSCHAFT FÜR KANUSPORT (IRK)** in Copenhagen on 20th January 1924.

A.1.2. The Congress held in Stockholm from 7th to 10th June, 1946 decided that the Federation be called **THE INTERNATIONAL CANOE FEDERATION (ICF)**.

A.1.3. The ICF is an international non-governmental non- profit world organisation for multidiscipline canoeing and paddling activities of unlimited duration.

A.1.4. The ICF is recognised by the **INTERNATIONAL OLYMPIC COMMITTEE (IOC)**, the **International Paralympic Committee (IPC)**, the **GENERAL ASSOCIATION OF INTERNATIONAL SPORTS FEDERATIONS (GAISF)** and the **ASSOCIATION OF SUMMER OLYMPIC INTERNATIONAL FEDERATIONS (ASOIF)**, as the sole controlling body for international canoeing and paddling.

A.1.5. The ICF recognises Continental Associations / National Federations under the following conditions:

- a) National Federations may group themselves into Continental Associations for the purpose of promoting and regulating canoe sports within their respective Continent.
- b) The Continental Associations must establish a constitution. The general principles, rules and policy must conform to those of the ICF and be approved by the ICF Executive Committee.
- c) Only National Federations that are members of the ICF may affiliate to Continental Associations.
- d) Continental and Regional Championships must be conducted under the guidance of the Executive Committee of the respective Continental Association in full compliance with the ICF Statutes and Competition Rules.
- e) The ICF President or his delegate may attend meetings of the Board of Directors and Congresses of the Continental Associations recognised by the ICF.

- f) Representatives elected by each Continental Association (where applicable) are members of the ICF Board of Directors and will be the ICF Board of Directors Members for that Continent.
- g) The Continental Associations are advisors to the ICF on matters concerning their members. They assist the ICF in the supervision of any international events held in the given Continent and report to the ICF on these events.
- h) During Continental Championships, the Continental Associations have the authority to suspend competitors or officials and to take disciplinary action against them. They must report these facts to the ICF who in turn may extend these disciplinary measures to a worldwide level. Continental Associations may not suspend National Federations but may propose such measures to the ICF.
- i) Continental Associations cannot issue ICF International Technical Official Cards.

BYELAW TO ARTICLE 1

B.1.1. The ICF is a multi-sport organisation, which consists of all canoeing and paddling activities. The ICF embraces every activity in which a paddler is facing the direction of travel with a single or double bladed paddle.

B.1.2. Continental Associations may develop new disciplines that are not part of the ICF official disciplines, always requiring the approval of the ICF Executive Committee.

ARTICLE 2 - PURPOSE

A.2.1. The principles of the ICF shall be:

- a) General unity of action, mutual respect of National Federations in their dealings with one another;
- b) Rejection of discrimination of any kind including but not limited to racial, gender, political, or religious grounds;
- c) Rejection of all forms of harassment and abuse
- d) Paddling is a competitive and recreational activity for all, regardless of race, age, gender, religion or ability.

A.2.2. The ICF shall observe the general and fundamental principles of the Olympic Charter and Paralympic Charter, the IOC manual on sport and the environment and no provision of these Rules shall be deemed to conflict with or derogate from those principles.

A.2.3. The ICF shall not interfere with its National Federations, however, shall monitor all activities, which affect the ICF either in part or in its entirety.

A.2.4. All meetings and competitions of the ICF shall be held in countries, which guarantee unhindered, equal access to all officials, competitors and officers of the ICF under the correct denomination of their countries.

A.2.5. The ICF and its members will support a fair representation and equality (eg. gender, religion, race, disability etc) in all canoeing activities and in the management of the sport. .

BYELAW TO ARTICLE 2

B.2.1. All NF members, continental members, ICF Staff and members of the ICF Executive Committee, members of the ICF Board of Directors and members of the ICF Standing Committees must strictly adhere to and observe the ICF Code of Ethics and the IOC Code of Ethics (as referred to in the Olympic Charter).

B.2.2. In particular they must declare direct or indirect pecuniary or non-pecuniary interests and may not profit directly or indirectly from the sport. Any member having a pecuniary interest of any kind may not be directly involved in any financial transactions on behalf of the ICF. If any interest is not declared, then the ICF Board of Directors may expel the Member.

B.2.3. The ICF Executive Committee or Board of Directors members may not participate in the discussion or vote in respect of a matter in which they may have financial, conflictual interests or any mutual benefits relating to canoeing and themselves.

B.2.4. Prevention of the manipulation of Competitions

B.2.4.1. This rule incorporates by reference the Olympic Movement Code on the Prevention of the Manipulation of Competitions of 8 December 2015 as well as any amendments made thereafter by the IOC.

B.2.4.2. Every reference to “sporting Organisation” in the Code shall mean “the International Canoe Federation and its affiliated members”.

ARTICLE 3 - OBJECTIVES

The objectives of the ICF shall be:

A.3.1. At an international level with the priority given to maintaining canoeing as an Olympic sport.

A.3.2. To ensure that both genders are represented on all decision-making bodies, including working committees appointed from time to time.

A.3.3. To settle disputes that may arise within the sport among its National Federations and to be the highest authority.

A.3.4. To ensure that international competitions are governed by Competition Rules adapted to the development of the sport of canoeing.

A.3.5. To encourage and safeguard the organisation of international competitions open to all National Federations.

A.3.6. *To promote cordial and friendly relations between its members, to uphold proper operating procedures of the member Federations and Continental Associations to lead and organise paddling activities throughout the world.

A.3.7. *To organise ICF events, to supervise events organised by its members and to participate in the organisation of Olympic and international championship events.

A.3.8. *To promote the ideals and objectives of the Olympic movements.

A.3.9. To co-operate with the Organising Committee of Olympic, Paralympic, Continental and Regional Games.

A.3.10. To encourage the establishment of National Federations in countries where no such organisation exists.

A.3.11. To take measures to prevent endangering the health of athletes.

A.3.12. To encourage the development of recreational canoeing as a contribution to the healthy development of all ages.

A.3.13. To protect nature and pursue the rights of access for the sport of canoeing by adopting environmentally friendly practices within the sport and respecting other users.

ARTICLE 4 - HEADQUARTERS AND GOVERNING LAW

A.4.1. The ICF Headquarters shall be in the country decided by the ICF Board of Directors and ratified by the Congress.

A.4.2. The ICF headquarters is in Budapest, Hungary and the ICF is governed by Hungarian law. The exact location of the headquarters within Budapest shall be determined by the Board of Directors in a Board meeting resolution.

ARTICLE 5 - EMBLEM AND FLAG

A.5.1. The ICF has the full authority and complete rights for the use of its Flag and Emblem and to assure that they appear at every ICF activity.

A.5.2. The ICF may design and use additional types of ICF logo for development, marketing and merchandising purposes.

ARTICLE 6 - ICF AWARDS

A.6.1. The ICF may honour its Members and people and/or associations from outside the sport for their distinguished services with the awards of the following priority:

- a) Honorary Life President (Eligible after 12 years of service to the ICF)
- b) Honorary Membership (Eligible after 12 years of service to the ICF)
- c) Order of Merit
- d) Medals

BYELAW TO ARTICLE 6

B.6.1. National Federations, the ICF Executive Committee, and the ICF Board of Directors may make nominations for all awards.

B.6.2. The ICF Board of Directors shall consider all awards.

B.6.3. The final decision for Honorary Life President, Honorary Membership lies with the Congress and Order of Merit will be decided by the Board of Directors. The ICF Executive Committee will be responsible for deciding Medals.

ARTICLE 7 - LANGUAGES

A.7.1. The official languages of the ICF are English, French, German, Spanish and Russian. In case of discrepancy, the English text shall prevail.

A.7.2. All official ICF documents shall be produced in English.

A.7.3. At the meetings of the ICF, Members or delegates are entitled to speak in the language of their country provided that a competent interpreter translates their speech into English.

BYELAW TO ARTICLE 7

B.7.1. All expenses of the translator must be borne by the representatives themselves.

CHAPTER 2 - MEMBERSHIP

ARTICLE 8 - ELIGIBILITY

A.8.1. Members of the ICF are those National Federations, which have been approved by the Congress.

A.8.2. Between Congresses, the ICF Executive Committee has the right to accept a National Federation into provisional Membership, subject to ratification by the Congress.

A.8.3. A provisional Member is entitled to compete in all international and ICF competitions and to attend the Congress without the right to speak or vote until their approval.

ARTICLE 9 - ADMISSION TO MEMBERSHIP

A National Federation wishing to become a Member of the ICF shall:

A.9.1. Make a formal application, signed by its President and Secretary General, to the ICF Executive Committee.

A.9.2. Submit with its application:

- a) A copy of its Statutes in English
- b) A list of its officers
- c) A certificate from its Olympic Committee or highest sport authority stating that the National Federation is recognised as being the controlling body for canoeing in its country
- d) Information on the number of clubs and Members and on their activity in the various disciplines
- e) A Strategic plan and a formal undertaking to observe the Statutes, Competition Rules and Regulations of the ICF.

BYELAW TO ARTICLE 9

B.9.1. The formal application with all necessary documents and Membership Fees (if any) are to be sent to the ICF Headquarters.

B.9.2. The ICF Executive Committee shall examine the application and submit to the Congress a recommendation on its acceptance.

B.9.3. Applications for Membership shall be considered by the next Congress and must be accepted by at least two- thirds (2/3) majority of the votes.

B.9.4. If the application for Membership is rejected, any amount paid will be refunded.

B.9.5. If the application for Membership is accepted, the first 5 years of Membership (starting from the year after the Congress of acceptance) are free of Membership Fee.

ARTICLE 10 - RESIGNATION

A.10.1. A National Federation wishing to withdraw from the Membership in the ICF shall give notice of resignation in writing to the ICF Executive Committee.

A.10.2. An affiliated National Federation cannot be regarded as having renounced its Membership of the ICF until all outstanding dues have been paid.

BYELAW TO ARTICLE 10

B.10.1. After the decision of the ICF Executive Committee the ICF Secretary General shall immediately inform the National Federations affiliated to the ICF on any resignations submitted.

ARTICLE 11 - MEMBERSHIP FEE

A.11.1. Members of the ICF shall pay an annual Membership Fee.

A.11.2. There are 3 (three) categories of the Membership Fee:

- a) 1st category - low Membership Fee
- b) 2nd category - medium Membership Fee
- c) 3rd category - full Membership Fee

A.11.3. The Congress shall fix the annual Membership Fee for each category payable to the ICF every 4 years during the Congress of the third year of the Olympiad.

A.11.4. The ICF Board of Directors shall establish the list of National Federations in each category every 4 years during the Congress of the third year of the Olympiad. The decision about the classification of each country will be based on International Economic Indicators.

BYELAW TO ARTICLE 11

B.11.1. The annual Membership Fee is to be paid to the ICF Headquarters.

B.11.2. In order to retain the ICF Membership, a National Federation must pay the annual Membership Fee (if applicable) during the first quarter of each year, no later than the 31st March, to the ICF Headquarters.

ARTICLE 12 - LATE MEMBERSHIP FEE

A.12.1. National Federations whose Membership Fee and all other outstanding fees/debts are unpaid by the latest 90 days prior to the Congress shall be able to attend the Congress but will not be eligible to vote or take part in discussions at the Congress or give a proxy vote to another National Federation.

A.12.2. National Federations whose Membership Fees/debts are unpaid may not take part in ICF Competitions and any other international competition until all outstanding monies have been paid.

ARTICLE 13 - EXPULSION

A.13.1. If a National Federation does not continue the Membership duties of the ICF or continues to have unpaid debts and does not rectify the situation by a date fixed by the ICF Executive Committee, or if there is any other justified reasons, (e.g. The violation of written agreements between a National Federation and the ICF or the non-compliance with any financial obligation to the ICF) the Congress may expel that National Federation. See Art. 43/44.

CHAPTER 3 - ADMINISTRATION

ARTICLE 14 - ADMINISTRATION

A.14.1. The administration of the ICF shall consist of:

- a) The Congress.
- b) The ICF Board of Directors.
- c) The ICF Executive Committee.

ARTICLE 15 - CONGRESS

A.15.1. The Congress is the supreme authority of the ICF.

A.15.2. All decisions of the Congress are final.

A.15.3. The Congress consists of delegates of National Federations who have paid their ICF membership fees/debts in due time.

A.15.4. The Congress shall be chaired by the ICF President or, in the absence of the ICF President, one of the ICF Vice- Presidents.

BYELAW TO ARTICLE 15

B.15.1. The Chair of the Congress decides the number and the duration of the speeches allowed to the delegates.

B.15.2. The organiser of the Congress has to provide facilities and interpreters for simultaneous translation in the official languages of the ICF and when applicable, in its own language.

ARTICLE 16 - DELEGATES

A.16.1. Each National Federation has the right to appoint up to three (3) delegates from its National Federation to the Congress one of whom has the right to vote. If there are three (3) delegates, at least one (1) should be from the other gender.

A.16.2. Delegates must be official members of that particular National Federation (Eg. Staff, Board Member, official).

A.16.3. A National Federation may be represented at the Congress by another Member association.

A.16.4. Members of the ICF Board of Directors may represent their own National Federation as delegates to the Congress.

A.16.5. Delegates must give proof of their identity.

BYELAW TO ARTICLE 16

B.16.1. At least thirty (30) days before the opening of the Congress, each National Federation shall forward to the ICF Headquarters the names of its delegates and any proxy they hold, indicating the delegate exercising the voting right.

B.16.2. The National Federations must notify the ICF Secretary General of any change of their delegates at the latest by the accreditation time for the Congress. This must be done in writing and signed by the President and/or Secretary General of the National Federation concerned.

B.16.3. Before the opening of the Congress, a commission made up of three (3) persons will verify the credentials of the delegates. This commission consists of the ICF Secretary General and two Members of the ICF Board of Directors.

ARTICLE 17 - ORDINARY CONGRESS

A.17.1. An ordinary Congress shall take place every even year at the place and date decided by the preceding Congress.

A.17.2. Should circumstances dictate, the ICF Board of Directors may change the date and/or venue of the Congress or hold the Congress electronically if no other suitable option is available.

A.17.3. There will be a Congress every four years in the year of the Olympic Games for all elected positions to the ICF. There will be a Technical Congress that concentrates on the requirements for the sport held every four years between Election Congresses.

A.17.4. The Congress has the responsibility to:

- a) Conduct elections of ICF Board Members with the exception of the Continental Presidents and Continental Members
- b) Approve changes to the ICF Statutes, Sports Governance Rules (CR) and give direction to ICF Principle Rules (PR) that relate to all disciplines of the sport
- c) Agree the ICF Strategic Plan as proposed by the ICF Board of Directors
- d) Approve the indicative budget and financial strategy of the ICF as proposed by the ICF Board of Directors
- e) Consider the proposals submitted by National Federations, ICF Executive Committee and the ICF Board of Directors

ARTICLE 18 - EXTRAORDINARY CONGRESS

A.18.1. An Extraordinary Congress may be called when:

- a) at least one third of Members submit a request in writing/electronically to the ICF Secretary General giving reasons thereof; or
- b) when the ICF Executive Committee considers that circumstances have arisen warranting an Extraordinary Congress.

A.18.2. The ICF Executive Committee shall fix the place and date of an Extraordinary Congress. *The ICF may hold the Extraordinary Congress electronically.

A.18.3. An Extraordinary Congress shall only deal with such matters, which have caused the meeting to be convened.

ARTICLE 19 - *SPECIAL CONGRESS

A.19.1. *A Special Congress may adopt written resolutions for:

- a) the approval of the annual financial report,
- b) the entry into force of a previous Congress decision.

A.19.2. *The delegates to the Special Congress are entitled to pass written decisions via mail or electronic means, i.e. without a formal meeting of the Congress. Decisions made via written decision-making procedure (postal or electronic) have the same value as those made during a meeting of the ICF Congress.

A.19.3. *The agenda and the motions for the Special Congress shall be sent out by the ICF Secretary General via e-mail, which must contain information regarding the fact that voting will take place via electronic means, and the consequences of failure to send the vote within the deadline. The members of the Special Congress have 15 days to send their written votes to ICF via e-mail. If a member of the Special Congress does not send its written note within the deadline, the proposal shall automatically be considered as accepted by the member.

A.19.4. *The ICF is obliged to accept its annual financial report every year. The financial, tax and accounting period of the ICF shall start on 1 January and end on 31 December each year. The acceptance of the financial report falls under the competence of the members of the Congress.

A.19.5. *The Special Congress is also entitled to decide on the entry into force of one or more previously adopted but not yet effective Congress decisions on any topic (including amendments to the Statutes).

ARTICLE 20 - AGENDA FOR ORDINARY CONGRESS

A.20.1. The agenda for an ordinary meeting of the Congress shall at least include:

- a) Opening of the session
- b) Roll-call of delegates and establishing of the quorum
- c) Appointment of scrutinisers for the period of the Congress
- d) ICF President's report
- e) ICF Secretary General's report
- f) ICF Treasurer's report on financial matters and approval
- g) Auditors' report and approval
- h) Discussions and resolution on the proposals submitted by National Federations, the ICF Executive Committee and the ICF Board of Directors
- i) Reports on Membership applications
- j) Election of the ICF President
- k) Election of the ICF Vice-Presidents
- l) Election of the ICF Treasurer
- m) Election of the Chairs of the ICF Standing Committees
- n) Presentation of Continental Representatives as applicable by their respective Continental Associations or by delegates present at the Congress from a Continent where there is no Continental association recognised by the ICF
- o) Establishment of the ICF Strategic Plan for the coming years

- p) Fixing the annual ICF Membership Fee for the next two years
- q) Establishment of the Budget for the next two years
- r) General information
- s) Establishing time and place for the next Congress
- t) Closing of the Congress

BYELAW TO ARTICLE 20

B.20.1. The ICF Executive Committee must approve the items on the agenda of the Congress and their order of discussion.

B.20.2. The Congress may only discuss items on the agenda.

B.20.3. In exceptional circumstances, the ICF Executive Committee may request a simple majority approval by Congress to include additional relevant agenda items.

ARTICLE 21 - SUBMISSION OF PROPOSALS TO THE CONGRESS

A.21.1. Each Member of the ICF, the ICF Board of Directors and the ICF Executive Committee has the right to submit proposals to the Congress.

A.21.2. Proposals originating from National Federations signed by their President and/or Secretary General must be received by the ICF Secretary General not later than 1st March of the year during which the Congress is held.

A.21.3. All applications and proposals have to be produced in English and must be sent in written and/or electronic form with the appropriate signatures (i.e. electronic signature).

A.21.4. Candidates for election to the ICF Board of Directors may be nominated by their National Federation, which should notify the ICF Headquarters three (3) months before the Congress. This must be done in writing or electronically and signed by the President and/or Secretary General of the National Federation concerned.

A.21.5. The ICF Board of Directors with the agreement of the National Federation concerned may also make nominations.

A.21.6. A National Federation may not nominate the same person to more than one position on the ICF Board of Directors.

A.21.7. Applications for the next Congress (to be hosted in 2 years time) may be submitted by the National Federations to the ICF Headquarters up until three (3) months before the Congress.

ARTICLE 22 - AMENDMENTS TO THE STATUTES AND COMPETITION RULES

A.22.1. The Congress may amend the Statutes.

A.22.2. The Congress may amend Sport Governance Rules (CR) and Principle Rules (PR) every two years.

A.22.3. The ICF Board of Directors may amend the Byelaws of the Statutes.

A.22.4. The ICF Board of Directors may amend the ICF Sports Rules (SR) every two years during the first ICF Board of Directors meeting in the year of the Congress.

A.22.5. The Standing Committees (upon approval of the ICF Board of Directors) may amend the appendices of the Competition Rules every year between October 1st and December 31st but not before the discipline's last major event of the season. The changes of the appendices go into effect the following January 1st.

A.22.6. Proposals for changes to the Statutes and Byelaws, Sport Governance Rules (CR), Principle Rules (PR), and ICF Sports Rules (SR) originating from National Federations signed by their President and/or Secretary General must be received by the ICF Secretary General not later than 1st March of the year during which the Congress is held.

BYELAW TO ARTICLE 22

B.22.1. In exceptional circumstances where clearly ICF Sports Rules (SR) need to be amended in order for the sport to function efficiently rules can be decided upon in the first ICF Board of Directors meeting of that year.

ARTICLE 23 - QUORUM

A.23.1. The Congress has the power to act if at least one half of the recognised National Federations entitled to vote are represented.

ARTICLE 24 - VOTING

A.24.1. When voting each National Federation will be entitled to have one (1) vote.

A.24.2. A voting delegate is entitled to carry only one (1) proxy vote. Voting in writing without representation in person is not permitted.

A.24.3. Members of the ICF Board of Directors are entitled to be present at the Congress and to speak but not to vote unless such Member of the ICF Board of Directors represents his/her National Federation as a delegate with the right to vote.

A.24.4. Voting for personal elections shall be by secret ballot (electronic or paper form). To have a secret vote for other matters requires a simple majority.

A.24.5. Voting at the Congress other than in election may also take place by roll call in alphabetical order, except where the Chair is satisfied after a show of hands then such procedure is not necessary.

ARTICLE 25 - MAJORITIES

A.25.1. The Congress shall pass resolutions, unless stated otherwise in these Statutes, by means of voting with simple majority of votes of the Members represented.

A.25.2. The election of Members to different seats shall take place with absolute majority of votes of the Members represented. If additional ballots are necessary, the candidate obtaining the lowest number of votes in each ballot shall be eliminated until one candidate obtains an absolute majority.

A.25.3. A decision to alter any of the Statutes can only be taken at a Congress with two thirds (2/3) majority of all National Federations represented at the Congress and entitled to vote.

A.25.4. Alteration of the ICF Byelaws can be agreed by simple majority of the ICF Board of Directors.

A.25.5. A decision to alter the Sport Governance Rules can be taken at a Congress by absolute majority.

A.25.6. If there is a tied vote on any matter the Chair shall have a casting vote.

BYELAW TO ARTICLE 25

B.25.1. The candidate obtaining the lowest number of votes in each ballot shall be eliminated until an absolute majority is achieved for the place or places available. If an absolute majority is not achieved, then the place or places will not be filled. (For example, if there are three places available and only two candidates achieve an absolute majority, then only two of the places will be filled.)

B.25.2. Two-thirds majority is $\frac{2}{3}$ of the total number of National Federations present with the right to vote.

B.25.3. Absolute majority is half the number of National Federations present with the right to vote plus one.

B.25.4. Simple majority is more votes cast in favour than against.

ARTICLE 26 - DATE OF TAKING EFFECT

A.26.1. All decisions of the Congress including changes to Statutes and Bye-laws take effect immediately after the Congress, except for:

- a) The amendment of Sport Governance Rules (CR), Principle Rules (PR) and ICF Sport Rules (SR), which take effect as of 1st January of the following year.
- b) New Members of the ICF, once approved, may participate in the Congress with full voting rights.

ARTICLE 27 - ICF BOARD OF DIRECTORS

A.27.1. The role of the ICF Board of Directors is to deal with all matters of broad ICF policy between ICF 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.

A.27.2. The ICF Board of Directors is composed of the following persons:

a) Elected persons ICF President:

- Three ICF Vice Presidents, represented by both genders,
- ICF Treasurer,
- Up to four (4) Members of the European Continent represented by at least one female,
- Up to three (3) Members of the African, American and Asian Continents represented by at least one female, Up to two (2) Members of the Oceanic Continent represented by at least one female,
- Chairs of the ICF Standing Committees (See Art 33.1).

b) Appointed Member:

- ICF Secretary General

A.27.3. The ICF Board of Directors will actively strive to achieve equitable representation of both genders.

A.27.4. *The ICF President and ICF Secretary General shall be entitled to sign on behalf of ICF and represent the ICF towards third parties. Both of them shall have independent representation right.

BYELAW TO ARTICLE 27

B.27.1. The ICF Board of Directors shall meet at least once a year.

B.27.2. The ICF Board of Directors shall form a quorum if and when, after being duly summoned, at least half of its members are present.

B.27.3. The National Federations shall bear the travelling expenses of their Members taking part in the sessions of the ICF Board of Directors as at ICF Congresses.

B.27.4. If necessary, ICF Board of Directors meetings and voting may be held via e-mails and conference calls.

ARTICLE 28 - ELECTION OF MEMBERS TO THE ICF BOARD OF DIRECTORS

A.28.1. The ICF President, Vice Presidents, and the ICF Treasurer shall be elected at the Congress held in the year of the Olympic Games.

A.28.2. The ICF President shall be elected individually. The ICF Vice-Presidents and the ICF Treasurer will be elected collectively. The Chairs of the ICF Standing Committees will also be elected collectively.

A.28.3. If a member of the Board of Directors is a successful candidate for another position on the Board then he/she has to resign from a position.

A.28.4. Assembly of the respective Continental Association shall elect the Continental Members of the ICF Board of Directors for a period of four (4) years. When such Continental Association does not exist, only the delegates of the respective Continent present shall elect the Continental Members to the ICF Board of Directors. The Congress shall elect the Chairs of the ICF Standing Committees for a period of four (4) Years. Except the Chair of the Athlete's Committee who will be elected by their own members.

A.28.5. The Continental Members of the ICF Board of Directors must come from different countries and at least one must be female.

A.28.6. A Member of the ICF Board of Directors may only hold one function on the ICF Board of Directors; as ICF Executive Committee Member, Continental Representative, or Chair of an ICF Standing Committee.

A.28.7. A Member of the ICF Board of Directors may not serve as member of an ICF Standing Committee at the same time. Therefore, after the election the member has to resign from the other position.

BYELAW TO ARTICLE 28

B.28.1. All elected Members of the ICF Board of Directors are eligible for re-election if duly nominated.

B.28.2. All members of the ICF Board of Directors can serve a maximum of 3 consecutive terms of office in the same position.

B.28.3. Members of the ICF Board of Directors are not able to discuss or vote on any issue or subject in which they could have pecuniary interests, benefits or advantages or give rise to conflictual interests relating to canoeing and the member's role. Each member must abide by the ICF's Code of Ethics, Code of Conduct and declare all conflicts of interest.

ARTICLE 29 - VACANCIES

A.29.1. In the case of death, resignation or suspension (by the ICF Board of Directors after consultation with the National Federation concerned see Article 43) of a Member of the ICF Board of Directors, a substitute can be nominated by the ICF Board of Directors or the appropriate Continental Association until the next ordinary or Extraordinary Congress.

A.29.2. If and when the ICF President is temporarily prevented from fulfilling the duties of office, the position shall be taken by a nominated ICF Vice President. If no ICF Vice President is available, the ICF Board of Directors shall appoint one of its Members to take the position of the ICF President.

A.29.3. The ICF Board of Directors shall appoint one of its Members to take the place of the ICF Treasurer if required.

A.29.4. The ICF Board of Directors shall appoint a Member of the respective ICF Standing Committee to act as Chair if required.

ARTICLE 30 - DUTIES OF THE ICF BOARD OF DIRECTORS

A.30.1. The duties and responsibilities of the ICF Board of Directors shall be at least:

- a) To be accountable and supportive to the ICF President;
- b) To take steps as may be necessary to achieve the objectives laid down in Article 3 of the Statutes;
- c) To ensure the implementation of the decisions made by the Congress;
- d) Recognise the importance of the ICF Statutes, ICF Rules, ICF Strategic Plan, employment contracts and relevant laws in line with ICF Congress resolutions whilst making decisions in the interest of the sport;
- e) Have a thorough understanding of the governance environment of the ICF including its strategic objectives, philosophy and stakeholder relationships;
- f) Maintain a commitment to the principle of Board collective responsibility and to represent the ICF in a positive, professional and appropriate manner including the commitment to accepting Board decisions;
- g) 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;
- h) To clarify and to adopt where necessary rules and regulations coming from ICF Standing Committees;
- i) To examine the proposals received from National Federations for submission to the Congress and to take a position on those issues;
- j) To discuss and propose the budget of the ICF for submission to the Congress;
- k) To examine the financial situation of the ICF and to submit a proposal for the annual Membership Fee to the Congress;
- l) Select host cities for ICF events based on objective criteria and analysis provided in reports from the Technical Committees and the ICF Headquarters;
- m) Agree and submit the ICF Strategic Plan to the Congress;
- n) To appoint commissions or working groups as necessary;

- o) 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 and the ICF Code of Ethics;
- p) Observe the confidentiality of non-public information acquired in the role as Board Directors;
- q) To appoint or dismiss the ICF Secretary General if deemed necessary following an appropriate review
- r) Be part of the jury or competition commissions when required at ICF Events;
- s) Sign and abide by the ICF Code of Ethics and Code of Conduct;
- t) Select the Chair and members of the finance commission.

BYELAW TO ARTICLE 30

B.30.1. Any ICF Board of Directors member who fails to carry out the reasonable requests of the ICF Executive Committee 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.

ARTICLE 31 - ICF EXECUTIVE COMMITTEE

A.31.1. An Executive Committee consisting of the following persons shall manage the ICF:

- a) The President
- b) Three Vice-Presidents representing both genders
- c) The Treasurer
- d) Five Continental Presidents
- e) Canoe Sprint Chair
- f) Canoe Slalom Chair
- g) Chair of Paracanoe
- h) Athletes Chair
- i) The non-voting Secretary General

ARTICLE 32 - DUTIES OF THE ICF EXECUTIVE COMMITTEE

A.32.1. The role of the ICF Executive Committee is to support the work of the ICF President, facilitated through the ICF Secretary General and to manage the work of the ICF between meetings of the ICF Board of Directors; with particular reference to the organisation's objectives as laid down in article 3 of the ICF Statutes and in line with the Strategic Plan agreed by the ICF Congress.

A.32.2. In addition to the responsibilities of being a Member of the ICF Board of Directors the key duties of an Executive Committee member are at least:

- a) To ensure the implementation of the decisions made by the Congress and 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 maintenance of proper governance 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;
- d) 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;
- e) To ensure the representation of the ICF at all major ICF events by its President or by one of its Members;
- f) To be responsible for the administrative and financial directives of the ICF. To this end, the ICF Executive Committee will work with the administrative offices with remunerated personnel to achieve the strategic plan outlined by the ICF Congress;
- g) To take any decisions appropriate to the circumstances in the interest of the sport of canoeing;
- h) 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;
- i) To give directives to the work of the ICF Standing Committees;
- j) To keep Member National Federations informed as to the position of the ICF and its activities;

A.32.3. The role of the ICF Continental Presidents is

- a) To represent the interests and views of the continent within the ICF Executive Committee discussions and decisions that are made.
- b) To represent the ICF within their Continents as part of the ICF Executive Committee.

A.32.4. The ICF Canoe Sprint, Canoe Slalom and Paracanoe Chairs will hold a place on the ICF Executive Committee to ensure that discussions in respect of the Olympic and Paralympic disciplines are well informed and that liaison with future Games organisers and the IOC/IPC is maintained and are prioritised.

A.32.5. In addition to their responsibilities as a technical Chair to the Executive Committee their duties will be at least:

- c) To co-ordinate and oversee the technical work of the Olympic and Paralympic Disciplines;
- d) To chair the Olympic and Paralympic Disciplines Technical Committees;
- e) Work closely and advise the ICF Headquarters technical work for Olympic and Paralympic Disciplines;
- f) To be responsible for operations of International Technical Officials at events;
- g) To give advice, opinions and direction to the ICF Executive Committee and to the Board of Directors in co-operation with the ICF Headquarters staff.

BYELAW TO ARTICLE 32

B.32.1. The ICF Executive Committee shall meet at least three times annually.

B.32.2. When the ICF President deems it necessary, urgent matters can be dealt by voting electronically or by telephone.

B.32.3. The ICF Executive Committee shall invite the Chair of the ICF Standing Committees to the discussion of issues that fall within the competence of their particular Committee.

B.32.4. The ICF Executive Committee is responsible for reaching objectives, particularly those which are not directly executed by an ICF Standing Committee, and principally those which are coordinated by the IOC.

B.32.5. The ICF Executive Committee shall form a quorum if and when, after being duly summoned, at least half of its members are present.

B.32.6. The National Federations shall bear the travelling expenses of the ICF Executive Committee.

ARTICLE 33 - ICF STANDING COMMITTEES

A.33.1. All ICF Standing Committees are consultative organs of the ICF Board of Directors and of the ICF Executive Committee and are responsible for carrying out their policies.

A.33.2. The ICF Standing Committees (except the Athletes' Committee and the Medical and antidoping committee) are composed of up to four (4) Members, of which at least one (1) member should be of the other gender, nominated by the National Federations prior to the deadline as set by the ICF Executive Committee and appointed by the ICF Board of Directors for a period of four (4) years, which may be renewed.

A.33.3. The ICF Board of Directors appoints these members for the same four-year periods as the Chair of that committee.

A.33.4. Regarding the ICF Standing committees for sport disciplines, the Congress will only elect a Chair if the participation at World Championships in the previous 4 years contains an average of 20 participating National Federations from at least 3 continents.

A.33.5. If there are fewer participating National Federations or Continents, then the Chair will be appointed by the ICF Board of Directors and he/she will not be a member of the ICF Board of Directors.

A.33.6. The ICF Medical and anti-doping Committee shall be composed of five (5) members of which at least two (2) are doctors and at least two (2) are experts in any of the Allied Professions such as Sports Physiology, Sports Science, Sports Physiotherapy and Sports Psychology. At least one (1) member should be of the other gender. The members are nominated by the National Federations prior to the deadline as set by the ICF Executive Committee and appointed by the ICF Board of Directors for a period of four (4) years, which may be renewed.

A.33.7. The Athletes Committee consists of 8 members including a Chair. The Committee is elected as follows:

- a) 2 representatives of the Canoe Sprint discipline (1 man and 1 woman); 2 representatives of the Canoe Slalom discipline (1 man and 1 woman) and 2 representatives of Paracanoe (1 man and 1 woman) elected by athletes the year after the Summer Olympic and Paralympic Games.
- b) 2 representatives of the non-Olympic disciplines will be elected or appointed by the ICF Board of Directors based on the recommendations of the ICF Athletes Committee.
- c) The election process and the counting of the votes will be monitored by an independent individual
- d) The Athletes Committee Chair is elected from amongst its elected members.
- e) National Federations will be informed about the election rules 3 months prior to the World Championships. The candidates will be presented to the ICF at least 30 days prior to the competition where the elections will occur
- f) Members of the Athletes Committee automatically become part of the ICF Standing Committee in their respective disciplines, with a maximum of one (1) member per discipline.

A.33.8. In the case of forming a new ICF Standing Committee at the Congress, the ICF Board of Directors appoints the Chair and the members for the first 4 years.

A.33.9. New disciplines introduced need to be established for 4 years before they may have representation on the ICF Board of Directors, but they may be represented by the Competition Commission.

BYELAW TO ARTICLE 33

B.33.1. A Chair who is not a member of the ICF Board of Directors will be appointed by the ICF Board of Directors from nominations received from the National Federations.

B.33.2. Members are appointed by the ICF Board of Directors from nominations by National Federations sent to the ICF Secretary General.

B.33.3. For the sake of fulfilling their working plan the ICF Standing Committees shall hold at least one session a year.

B.33.4. The ICF Board of Directors may co-opt members to the ICF Standing Committees for periods up to two years renewable by the ICF Board of Directors.

B.33.5. The ICF Board of Directors may appoint advisors to the ICF Standing Committees for up to two years renewable by the ICF Board of Directors.

B.33.6. The Members of the ICF Executive Committee and Athlete's Committee may attend the meetings of all ICF Standing Committees.

B.33.7. At all meetings minutes must be kept and a list of attendance signed.

B.33.8. The sessions of all ICF Standing Committees are closed.

B.33.9. The participation in the meetings is compulsory for the Members. Members absent for justified reasons must advise of their absence prior to the meeting.

B.33.10. The ICF Board of Directors has the power to suspend those Members of ICF Standing Committees who have been absent for two consecutive meetings without a written justification.

B.33.11. In case of necessity, the ICF Executive Committee has the right to replace Members of the ICF Standing Committees being unable to satisfy the working requirements of the ICF Board of Directors or having discontinued to serve the ICF in the ICF Standing Committees. The new Members serve until the next appointment of the ICF Standing Committee.

B.33.12. The National Federations shall bear the travelling expenses of their Members taking part in the sessions of the ICF Standing Committees. The ICF will pay the travelling expenses for the members of the Athletes' Committee for their annual meeting.

B.33.13. The following ICF Standing Committees shall deal with, but are not limited to specific activities of the ICF:

- a) Canoe Sprint
- b) Canoe Slalom
- c) Wildwater Canoeing
- d) Canoe Marathon
- e) Canoe Polo
- f) Dragon Boat
- g) Medical & Anti-Doping Athletes
- h) Canoe Freestyle Canoe Ocean Racing Paracanoe
- i) Stand Up Paddling

ARTICLE 34 - DUTIES OF THE ICF STANDING COMMITTEES

A.34.1. The Byelaws of the ICF Statutes shall define the duties, authority and field of activity of each ICF Standing Committee.

BYELAW TO ARTICLE 34

B.34.1. Each ICF Standing Committee is obliged to draw up and submit the following documents to the ICF Executive Committee for submission to the ICF Board of Directors;

- a) The draft of its working plan and budget for four (4) years;
- b) An annual report on its activity, with accounts, and any other reports required;

B.34.2. All these documents shall be sent to the ICF Headquarters.

B.34.3. The duties of the ICF Standing Committee of the competitive disciplines are:

- c) To prepare the ICF Competition Rules of their discipline in a ready-to-print form;
- d) To issue regulations for the enforcement of the ICF Competition Rules and submit proposals for their changes, including the setting of standards for the organisation of international competitions, for boats, courses etc.;
- e) To express an opinion on the applications for World Championships submitted by National Federations;
- f) To express an opinion on the motions submitted by National Federations concerning their Competition Rules;
- g) To help the preparations, and organisation of World Championships (and of Olympic Games in the case of Olympic disciplines);
- h) To make proposals to the ICF Board of Directors as to the programme for World Championships (and for Olympic Games in the case of Olympic disciplines);
- i) To approve competition courses;
- j) To establish an International Competition Calendar for each year;
- k) To submit proposals for the officials of World Championships (and of Olympic Games in the case of Olympic disciplines);
- l) To propose and help the organisation of international coaches' and officials' seminars and courses;
- m) To organise and conduct examinations for International Technical Officials candidates in their disciplines;
- n) To submit proposals for the development of their discipline;
- o) The Chairs of all competitive disciplines and Athlete Committee (including the Chairs who are not the ICF Board of Directors members) constitute the Competition Commission, which is chaired by an ICF Executive Committee member. The purpose of the Competition Commission is coordination of competition matters (calendar, officials, bidding process, education, examinations, safety, organisation guidelines...).

B.34.4. The duties of the Medical & Anti-Doping Committee are:

- a) To advise the ICF, its affiliated National Federations and the ICF Standing Committee on medical and Anti-Doping matters;
- b) To monitor the medical services at World Championships;
- c) To investigate and promote the prevention of sports injuries;
- d) To study, monitor and publicise biological aspects of training;
- e) To assist in the basic medical and Anti-Doping education of

- coaches;
- f) To formulate and publish guidelines for medical services;
 - g) To plan and process educational Anti-Doping measures for athletes and National Federations;
 - h) To give medical advice to the ICF Executive Committee and monitor the Doping-control panel in Anti-Doping matters;
 - i) To establish Doping-control research programmes and participate in medical working groups on an international level (IOC etc.);
 - j) To nominate the ICF Medical officers for international competitions, World Cups and World Championships (ICF Competitions) and Olympic Games;
 - k) To establish Anti-Doping test procedures;
 - l) To conduct scientific measures and seminars.

B.34.5. The duties of the Athletes' Committee are:

- m) To represent the athletes in the decision making bodies of ICF;
- n) To act as a mediator between active athletes and the ICF Organisms;
- o) To represent the athletes in the meetings of the discipline related ICF Standing Committees and in the ICF Medical & Anti-Doping Committee;
- p) To form the official opinion of the athletes concerning actual issues and to pass resolutions of the athletes;
- q) To work for the athletes' representation in the National Federations;
- r) To represent the athletes during the ICF Competitions of the discipline as a spokesman/spokeswoman.

B.34.6. All proposals by the Athletes' Committee are ratified by the ICF Board of Directors.

B.34.7. The additional duties of the Paracanoe Committee are:

- a) To encourage the practice of disabled athletes in Canoeing and support the efforts and development of National Federations involved in Paracanoe,
- b) Oversee the rules and organisation of Paracanoe events and classification of athletes.

ARTICLE 35 - OFFICERS OF THE ICF

A.35.1. The Officers of the ICF shall be:

- a) The ICF President
- b) The ICF Vice Presidents
- c) The ICF Secretary General
- d) The ICF Treasurer
- e) Chairs of Standing Committees
- f) Continental Representatives

ARTICLE 36 - DUTIES OF THE ICF PRESIDENT

A.36.1. The ICF President is the highest office holder in the ICF and leads the ICF.

A.36.2. The ICF President is the Chairperson and leader of the ICF Board of Directors carrying overall responsibility for the integrity of the Board's processes and actions.

A.36.3. The President's role is to create and maintain an environment of unity, common purpose and harmony within the Board.

A.36.4. At all times the ICF President must act in the best interest of the ICF with the utmost personal integrity.

BYELAW TO ARTICLE 36

B.36.1. It is incumbent upon the ICF President to:

- a) Guide and control the strategy and direction of the ICF as agreed by the ICF Congress;
- b) Set the agenda for the Executive Committee and Board of Directors meetings;
- c) Represent the ICF at the meetings of the IOC, GAISF, ASOIF, IPC, IWGA and other sport organisations the ICF is affiliated to;
- d) Chair meetings of the ICF Executive Committee, the ICF Board of Directors and the Congress or Extraordinary Congress;
- e) Deal with issues, disputes and conflicts referred to the ICF President or Board of Directors;
- f) Communicate with key internal and external stakeholders;
- g) Oversee the general performance of the Board of Directors. Ensure new Board members are inducted appropriately;

- h) Attend World Championships, Olympic Games and other important ICF competitions;
- i) Ensure information flows to and from the Board/Executive allowing for objective decision making and understanding of the Federation's activities;
- j) Ensure the Executive and Board members operate within their governance role;
- k) Establish and build a strong working relationship with the Secretary General in accordance with their contract;
- l) Provide appropriate support to and actively monitor the performance of the Secretary General;
- m) Ensure that there is an appropriate co-operation between the Board/Executive and the Secretary General;
- n) Have a thorough understanding of the governance environment of the ICF including its strategic objectives, compliance requirements, and stakeholder relationship;
- o) Keep Members of the ICF Executive Committee, the ICF Board of Directors and the Chairs of the ICF Standing Committees informed on all matters affecting their specific responsibilities;
- p) Ensure the Board of Directors regularly reviews its own performance with a view of measuring its own development and quality assurance;
- q) Form ad-hoc ICF Commissions or working groups suitable to the needs of the sport and selecting experienced members for the commission.

B.36.2. The travelling and accommodation expenses of the ICF President in connection with the duties of office are paid by the organising National Federation or by the ICF.

ARTICLE 37 - DUTIES OF THE ICF VICE PRESIDENTS

A.37.1. The role of the ICF Vice Presidents is to understand and be aware of all issues that pertain to the ICF and any topic of importance determined by the ICF President.

A.37.2. Should the President be unable to carry out any of their duties a Vice President can temporarily take up the position and represent the ICF President.

BYELAW TO ARTICLE 37

B.37.1. It is incumbent upon the ICF Vice President to at least:

- a) Represent the ICF and the ICF President when required;
- b) Help and supervise the work of the ICF Standing Committees according to the directives given by the ICF President and the Executive Committee;
- c) Fulfil the specific tasks allocated to them by the ICF Executive Committee or the ICF President and to report on their activities to the ICF Executive Committee or the ICF President;
- d) At world events, be responsible to oversee protocol and public relations role as a representative of the ICF;
- e) Be part of the Jury or competition commissions when required at events;
- f) Give advice, opinions and direction to the ICF Executive and Board of Directors in co-operation with the ICF technical staff;
- g) Work closely with the ICF Headquarters and Secretary General on technical work that promotes and develops the sport.

ARTICLE 38 - DUTIES OF THE ICF SECRETARY GENERAL

A.38.1. The role of the ICF Secretary General is to implement policies and plans to ensure the strategic direction of the Board of Directors is achieved within the policy framework.

A.38.2. The Secretary General is to professionally lead and manage the ICF within the parameters established by the Board.

A.38.3. The Secretary General must establish all operational practices essential for the effective management of the ICF.

A.38.4. The ICF Secretary General's role and responsibility will include at least:

- h) Implementation of the strategic goals and objectives of the ICF;
- i) Support of 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;
- j) Provide administration support to the ICF President, Executive Committee, Board of Directors and Congress where necessary;
- k) Oversee the design, marketing, promotion, delivery and quality of programmes, products and services agreed by the ICF Board of

Directors;

- l) Manage prudently and diligently, the ICF's resources within defined and agreed budgets by the Board of Directors and according to current laws and regulations;
- m) Responsibility for hiring, firing, day to day work programmes and the general working conditions of ICF staff according to authorised personnel policies and procedures.
- n) Ensure that 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
- o) 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;
- p) Provide support and an initial platform for problem resolution for canoeing issues and matters related to ICF from all stakeholders.

BYELAW TO ARTICLE 38

B.38.1. The ICF Secretary General directs the administrative work of the ICF according to his contract of employment.

B.38.2. The travel and accommodation expenses of the ICF Secretary General, in connection with the duties of office, are paid by the ICF.

ARTICLE 39 - DUTIES OF THE ICF TREASURER

A.39.1. The ICF Treasurer is member of the Finance Commission and presents the Commission's views to the ICF Congress and Board of Directors.

A.39.2. The Treasurer ensures that the Board of Directors are informed in advance of the financial consequences of future plans, monitors financial performance and oversees the appropriate investment of International Canoe Federation Funds.

A.39.3. The Treasurer will provide an overview and monitor the day to day work of the ICF Office in managing the operational finances.

BYELAW TO ARTICLE 39

B.39.1. The ICF Treasurer is responsible at least to:

- a) Pay attention to all financial matters of the ICF;
- b) Prepare in consultation with the ICF Executive Committee the budget of the ICF for submission to the ICF Board of Directors and Congress;
- c) Work with the ICF Secretary General to review and oversee that expenditure is kept within the limits laid down in the agreed budgets of the ICF;
- d) Have general oversight of the financial records of the ICF;
- e) Ensure the ICF accounts and the report of the auditors are presented to the ICF Executive Committee, the ICF Board of Directors and the Congress;
- f) Provide the ICF Executive Committee and the ICF Board of Directors with a financial report at each meeting.

ARTICLE 40 - DUTIES OF CONTINENTAL REPRESENTATIVES

A.40.1. The role of the ICF Continental representatives is to provide objective opinions regarding ICF topics which relate to their continent, that could benefit the ICF and the Sport of Canoeing as a whole.

BYELAW TO ARTICLE 40

B.40.1. It is incumbent upon the Continental Representative to:

- g) Be active in their respective continent or region as representative of the ICF;
- h) Carry out all tasks which have been allocated to them by the ICF Executive Committee and by the ICF President;
- i) Promote the development of canoeing in their continent;
- j) Contribute to the media promotion of the sport in their continent;
- k) Report regularly on their activity to the ICF Executive Committee and the ICF Board of Directors.

ARTICLE 41 - DUTIES OF CHAIRS OF THE ICF STANDING COMMITTEES

A.41.1. The Chairs of the Olympic and non-Olympic disciplines and all those specific technical areas important to the development work of the ICF will hold a place on the ICF Board of Directors.

A.41.2. 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.

A.41.3. The Technical Chair will produce a working plan for 4 years and an annual report on the discipline's activities.

BYELAW TO ARTICLE 41

B.41.1. The Chairs of the ICF Standing Committees shall be responsible at least to:

- a) Lead and Chair the Technical Committee;
- b) Work with their Committee in accordance with the decisions of Congress and the directives received from the ICF Board of Directors, and the ICF Executive Committee;
- c) Consult with the Technical Committee and relevant stakeholders to prepare proposals for ICF Competition Rules for the discipline;
- d) Enforce ICF regulations and competition rules for ICF events in co-operation with the ICF Headquarters. Ensuring the minimal standards set for ICF competitions are met (eg. Course, boats, IT systems and equipment) and ensure the preparations for events are adequate for athletes;
- e) Co-operate with the ICF Headquarters in assessing bids from National Federations for ICF competitions and providing an objective and unbiased opinion to the ICF Board of Directors on the suitability of the bids;
- f) Work with the ICF Headquarters, other Technical Chairs and Continental representatives to formalise the ICF Competition Calendar and more specifically the disciplines sporting calendar and programme;
- g) Determine the ITO lists for the World Cups and World Championships to propose to the ICF Board of Directors;
- h) Arrange and organise officials' courses and examinations;

- i) Organising and conducting international coaches seminars and courses in co-operation with the ICF Headquarters;
- j) Act as a representative on ICF working groups or commissions related to the sport where needed.

ARTICLE 42 - AUDITING OF ICF FINANCES

A.42.1. The ICF must have a professional auditing company.

A.42.2. The company will audit the accounts of the ICF.

A.42.3. The company will inspect and report on all ICF finances.

A.42.4. The company will act, if requested by the ICF, as a financial adviser to the ICF Executive Committee.

CHAPTER 4 - DISCIPLINARY REGULATIONS

ARTICLE 43 - DISCIPLINARY MEASURES

A.43.1. The disciplinary measures of the ICF are:

- a) Caution
- b) Reprimand
- c) Exclusion of some or all Members of a National Federation from participation in the international competitions and ICF Competitions
- d) Suspension
- e) Expulsion
- f) The imposition of a fine

A.43.2. These disciplinary measures can be taken against individuals, Members of a National Federation or National Federations in their entirety for breach of the ICF Statutes, Sport Governance Rules, Principle Rules and ICF Sport Rules, having harmed the interests of the ICF, bringing the sport into disrepute, tarnishing the image or good name of the ICF or for the non-payment of Membership Fees and any other financial obligations to the ICF arising from contractual agreements or any other duties.

A.43.3. Disciplinary measures may also be taken against:

- a) Any athlete, official or member of a National Federation who by word or gesture threatens any Referee, staff, volunteer or other official during the competition and
- b) Athletes, referees and officials who violate the ICF Statutes or Competition Rules during an ICF Competition.

A.43.4. Suspension bars individual Members of a National Federation or the National Federation itself from all rights and prerogatives until the suspension is lifted.

A.43.5. In the case of expulsion of a National Federation its Membership of the ICF ceases.

A.43.6. Disciplinary measures a, b, c, d and f can be taken by the ICF Executive Committee or the ICF Board of Directors. Disciplinary measure (e) must be by the ICF Congress with a two thirds majority of the National Federations represented at the Congress and entitled to vote.

A.43.7. The National Federation can make appeals against a decision of the ICF Executive Committee to the ICF Board of Directors whose decision is final.

A.43.8. A National Federation can make appeals against a decision of the ICF Board of Directors to the Congress whose decision is final.

ARTICLE 44 - DISCIPLINARY PROCEDURES

A.44.1. When a National Federation penalises an athlete or official in connection with an international competition, the ICF Secretary General must be advised immediately. The ICF Secretary General informs all other National Federations.

A.44.2. When an athlete commits a violation of the rules while participating in an international competition held in another country the organising National Federation, must send a detailed report to the ICF Secretary General. The ICF Secretary General informs the ICF Executive Committee which, in turn, decides on the appropriate penalties. The organising National Federation cannot penalise athletes from another country, except for eliminating them from the competition.

A.44.3. Athletes who believe they have been wronged with respect to international events have the right to submit a written complaint to the ICF through their National Federation.

A.44.4. All National Federations and athletes shall have the right to be heard before disciplinary measures are taken against them according to the procedures set forth hereunder.

A.44.5. The ICF Secretary General shall send a registered letter or electronic mail to the athlete or National Federation concerned wherein the contravention alleged against him is set out.

A.44.6. In the letter the athlete or National Federation shall be afforded a period of 14 calendar days within which to reply to the allegations made against him/her and in which to set out his/her defence thereto. In urgent cases the ICF President may shorten this period.

A.44.7. Should the athlete or National Federation concerned fail to reply to such letter he/she or it will forfeit the right to any further hearing.

A.44.8. Should the National Federation or athlete concerned reply to the letter of complaint within the period afforded, the ICF Secretary General

shall forthwith advise him/her of the date, time and place at which the disciplinary hearing is to take place.

A.44.9. The said National Federation or athlete shall be entitled to legal representation at the hearing, but may also appear personally. The National Federation or athlete concerned may further ask leave to be excused from the hearing and to rely on his/her written statement of defence.

CHAPTER 5 - COURT OF ARBITRATION OF THE ICF

ARTICLE 45 - ESTABLISHMENT

A.45.1. In the case of a dispute, other than at ICF competitions where the ICF Competition Rules apply, a Court of Arbitration of the ICF will be appointed, consisting of three (3) Arbitrators.

A.45.2. Arbitrators will be selected from the list of ICF appointed arbitrators by a draw (secret ballot) at the ICF Headquarters within a time limit of fifteen days set by the ICF Executive Committee upon receipt of the request. The Chair of the arbitration will be decided by mutual agreement of the arbitrators drawn. If mutual agreement is not reached, the ICF Executive Committee shall appoint the Chair.

A.45.3. Each disputing party will have the right to have a representative attend the draw, or request that an auditor of the ICF be present.

A.45.4. A redraw must occur to replace an arbitrator drawn for a dispute who fulfils any of the following criteria:

- a) the arbitrator is a legal assistant of one of the parties
- b) the arbitration involves one party where the arbitrator is a member or representative

A.45.5. No matter what the difference between the disputing parties, no case may be taken to a court of law.

A.45.6. The ICF would only recognise and accept the decisions of the Court of Arbitration for Sport (CAS) in Lausanne (Switzerland) should the necessity of an appeal against an ICF decision arise.

A.45.7. In the case of a dispute between a National Federation and the Continental Association of which that Federation is a member; the appeal has to be addressed to the Congress of that Continental Association.

A.45.8. The resolution taken by the Continental Association Congress can be referred to the ICF Court of Arbitration.

BYELAW TO ARTICLE 45 - List of Arbitrators

B.45.1. There are to be at least nine (9) arbitrators on the ICF list, with a maximum of twenty (20). In the initial establishment of the list, five (5) arbitrators shall be appointed for a period of four (4) years and four (4) arbitrators for a period of two (2) years. Thereafter, all arbitrators stand on the list for a period of four years. The ICF Board of Directors reviews the list every two years in order to replace the expiring appointments. The list enters into force on 1 January of the following year.

B.45.2. In establishing the list of ICF arbitrators, the ICF Board of Directors shall call upon personalities with full legal training, recognised competence with regard to sports law and/or international arbitration, a good knowledge of the sport of canoeing or at the very least of sport in general, and a good command of the English language. In addition, the ICF Board of Directors shall respect, in principle, the following:

- a) 3 of the arbitrators selected among the persons proposed by the National Federations
- b) 3 of the arbitrators selected among the persons proposed by the Continental Associations
- c) 3 of the arbitrators selected among persons proposed by the ICF Athletes Committee or other sources independent to the ICF and its Continental Associations or NFs

B.45.3. In appointing the personalities who appear on the list of arbitrators, the ICF Board of Directors shall, wherever possible, ensure fair representation of the continents. The ICF Board of Directors has the right to refuse proposals and request further proposals.

B.45.4. ICF arbitrators are bound by the duty of confidentiality. If an ICF arbitrator resigns, dies or is prevented from carrying out his/her functions for any other reason, he/she may be replaced, for the remaining period of his/her mandate.

B.45.5. The ICF Board of Directors has the power to withdraw an arbitrator from the list after three (3) refusals to arbitrate.

B.45.6. The list of ICF arbitrators and all modifications to such list are published.

ARTICLE 46 - DECISION

A.46.1. The decision of the Court of Arbitration of the ICF as well as a complete report on the case must be given in writing, the original to be kept by the Chair and copies to be sent to the parties concerned and the ICF Executive Committee.

A.46.2. The decision must state which of the disputing parties has to bear the costs.

ARTICLE 47 - EXPENSES

A.47.1. The cost of the Court of Arbitration of the ICF must be borne by the party against which the Court has found.

A.47.2. Should neither party be found at fault, both parties shall defray the costs in equal parts.

A.47.3. The Court is to do everything to keep the costs as low as possible without, however, being detrimental to either the ICF or the parties concerned in the case.

ARTICLE 48 - APPEAL

A.48.1. A party to a dispute has the right to appeal against a decision of the Court of Arbitration of the ICF.

A.48.2. Any appeal to a body outside the ICF shall be made exclusively and only to the Court of Arbitration for Sport (CAS) in Lausanne (Switzerland).

ARTICLE 49 - ICF ETHICS COMMISSION

A.49.1. 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.

A.49.2. 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 45, excepting the appointment of the Chair.

Code of Ethics

A.49.3. Members of the Board of Directors

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.

A.49.4. The Board of Directors

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.

A.49.5. Ethics Commission Chair

1. Notice of all Complaints and Disputes in respect of ethical matters shall be given to the Ethics Commission Chair. The Notice shall be given confidentially in writing/email as soon as practicable and within 15 days of the alleged breach of ethics.
2. On receipt of the Notice, the Ethics Commission Chair shall consider whether or not the Notice shows that there is sufficient evidence for the case to be decided.
3. 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.
4. 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 45 to consider the matter in accordance with the ICF's Code of Ethics.
5. 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.

6. The ICF Ethics Commission shall strictly respect the principle of confidentiality at all times.
7. 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.
8. 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.
9. 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 led by the Ethics Commission Chair who will seek support, as they deem necessary.

CHAPTER 6 - DISSOLUTION

ARTICLE 50 - DISSOLUTION

A.50.1. The dissolution of the ICF shall only be valid if carried by four-fifths (4/5) of the votes of National Federations present at an Extraordinary Congress specifically convened for the purpose. Furthermore, a quorum of two-thirds of the affiliated National Federations is necessary.

A.50.2. If the proposal for dissolution is carried, the ICF Executive Committee shall be entitled to realise the assets of the ICF, which shall be divided equally among the National Federations constituting the ICF at the time the vote is taken.

CHAPTER 7 - MATTERS NOT COVERED BY THE STATUTES

ARTICLE 51 - MATTERS NOT COVERED BY THE STATUTES

A.51.1. All matters not specifically covered by the ICF Statues and ICF Competition Rules shall be decided by the ICF Executive Committee, subject to ratification by the ICF Board of Directors.

CHAPTER 8 - STANDING BYELAWS TO MEETINGS PROCEDURES

1. Notices of meetings of the ICF shall be dispatched as follows:
 - a) Notices of the meetings of the Ordinary Congress shall be sent by the ICF Headquarters by e-mail not later than four (4) months before the date of the Congress to all affiliated National Federations, ICF Honorary members and Members of the ICF Board of Directors. Only in case an acknowledgment to the e- mailed notices is not received, a registered letter will be sent.
 - b) The agenda and the motions for the Ordinary Congress shall be sent out by the ICF Secretary General by e-mail not later than 45 days before the date of the Ordinary Congress;
 - c) Notices of the meetings of the Extraordinary Congress shall be sent out by the ICF Headquarters by e-mail not later than two (2) months before the opening;
 - d) The ICF Secretary General shall send out the agenda and the motions for the Extraordinary Congress by e- mail not later than thirty (30) days before the date of the Extraordinary Congress;
 - e) Notices of the meetings of the ICF Board of Directors, together with the agenda, shall be dispatched by the ICF Headquarters by e-mail not later than 60 days before the meeting;
 - f) Documents relating to the items on the agenda of the meeting of the ICF Board of Directors shall be dispatched by the ICF Secretary General by e-mail not later than 30 days before the meeting;
 - g) Notices of the meetings of the ICF Executive Committee shall be sent out by the ICF Headquarters by e-mail not later than 45 days before the meeting;
 - h) The agenda and the documents relating to the meetings of the ICF Executive Committee shall be dispatched by the ICF Secretary General by e-mail not later than 15 days before the meeting to all members of the ICF Executive Committee and copied to the Board of Directors.
 - i) Notices of the meetings of ICF Standing Committees shall be sent out by e-mail not later than 60 days before the date of the meeting. Such notices to be sent to all Members of the ICF Executive Committee and the ICF Board of Directors not present.

- j) Documents relating to the items on the agenda of the meeting of ICF Standing Committees shall be dispatched by e-mail not later than 20 days before the meeting to the Members of the ICF Standing Committee concerned, to the ICF Executive Committee and to the ICF Board of Directors members.
2. The Minutes of the meetings shall be circulated and published online, as follows:
- a) Minutes of the Congress, under the direction of the ICF Secretary General and after approval by the ICF President, within 60 days of the meeting, to the affiliated National Federation and the Members of the ICF Board of Directors;
 - b) Minutes of the ICF Board of Directors, under the direction of the ICF Secretary General and after approval by the ICF President, within 45 days of the meeting, to the Members of the ICF Board of Directors.. The most important information on matters discussed at the meetings shall be released to the National Federations.
 - c) Minutes of the ICF Executive Committee meetings, under the direction of the ICF Secretary General, within 30 days of the meeting, to the Members of the ICF Board of Directors. The most important information on matters discussed at the meetings shall be released to the National Federations.
 - d) Minutes of the ICF Standing Committee meetings, under the direction of the Chair concerned, within 30 days of the meeting, to ICF Standing Committee Members and the Members of the ICF Board of Directors.
3. No correction or alteration to the Minutes will be accepted unless written notification has been received and acknowledged by the Headquarters within two (2) months of the date of circulation of the Congress Minutes and within one (1) month of the date of circulation of the Minutes of the ICF Board of Directors, of the ICF Executive Committee and of the ICF Standing Committees.

CHAPTER 9 - STANDING BYELAWS TO THE PREPARATION AND ORGANISATION OF WORLD CHAMPIONSHIPS AND WORLD CUPS

I - APPLICATION

1. Application will be made electronically. Two types of application will be available:

- a) First Time Applicant - A venue with no World Cup or World Championships (ICF Competitions) in the last 5 years. Prior to making an application for the organisation of World Championships, the National Federation is obliged to arrange for a Technical Delegate of the ICF, i.e., the Chair of the appropriate ICF Standing Committee or deputy to inspect the proposed venue and the facilities described in the application. The report of this delegate shall be submitted, together with the application, to the ICF Secretary General for submission to the ICF Executive Committee for their decision.
- b) ICF Certification Applicant - A venue with World Cup or World Championships (ICF Competitions) in the last 5 years.

2. A National Federation applying for World Championships and World Cups shall submit a bidding file in electronic format to the ICF Secretary General. The bidding file shall contain the following details:

- a) Proposed date - in accordance with the ICF Skeleton Calendar, with the possibility of alterations in justified cases
- b) Provisional Competition Schedule
- c) Provisional Budget (according to the ICF template)
- d) Plans and illustrations of the course (with the checkmarks of all the facilities)
- e) Public transportation (the means of transportation; the nearest airport, railway or bus station - distance from the course)
- f) Accommodation (number of the hotels with the distance from the course, the capacity, the maximum prices, clear definition of categories, price difference in percentage between categories)
- g) Transportation (between the hotels and the course before and during the competition)
- h) Marketing plan (how the Applicant will advertise and promote the Event, national and international promotion)
- i) TV/Media requirements (list of possible broadcasters, description of TV Coverage, number and position of cameras)

- j) Motivation and Legacy: why the Applicant wants to organise the event and how will this affect canoeing sport in his city, region or country
- k) Description of Innovations which the Applicant wishes to introduce at the World Championships
- l) ICF Letter of Agreement signed by the Applicant which is a formal undertaking to adhere to all ICF regulations for organising a World Championships
- m) Guarantee letters (City Council, NOC or State Government etc. - anything that proves the higher instance support of the Event)
- n) Hosting fee for Senior World Championships (Olympic Disciplines) is a minimum of 15.000 Euros.
- o) Hosting fee for Senior non-Olympic Disciplines and Junior and U23 Olympic Disciplines is a minimum of 10.000 Euros. Hosting fee for World Cups (Olympic Disciplines) is a minimum of 3.000Euros. The fee must be paid on notification of the winning candidature.

II - PRESENTATION TO THE ICF BOARD OF DIRECTORS

The minimum requirement for applicants is to submit a written presentation to the ICF Board of Directors. Audio-visual presentations of no more than 10 minutes must be used to supplement this written presentation if required.

III - ALLOCATION

- a) All applicants must have signed their part of a Letter of Agreement with the ICF before the ICF Board of Directors awards the World Championships.
- b) The ICF Board of Directors generally allocate World Championships and World Cups three (3) years in advance.
- c) The ICF and the organiser will enter into a binding contract for the preparation of the World Championships or World Cup. Any dispute between parties will be passed to the ICF President and if need be the Executive Committee or Board of Directors.

IV - PREPARATION

1. The Agreement between the ICF and the organising National Federation must be signed within 90 days after the allocation of the World Championships or World Cup. The hosting fee must be paid promptly or the host risks losing the allocation of the Championships.
2. Prior to the World Championships, the organising National Federation shall, at a date fixed by the ICF, make a report on the progress of the preparations for the World Championships and arrange that a Technical Delegate of the ICF is given an opportunity to check at least once the progress of the preparations at the venue. The cost of the Delegate's travel and accommodation shall be borne by the organising National Federation.
3. The organising National Federation is responsible for accommodation with full board for the Members of the Jury and the Chief Official.
4. Each National Federation shall be provided with two (2) identity cards for access to the areas of the Competition Committee and the Jury. Only persons in possession of such an identity card are allowed to speak on behalf of their National Federation. These persons are to be named at the team leaders meeting.

V - REPORT

The organising National Federation is obligated to forward after the World Championships to the ICF the final report containing the following:

1. Live Electronic results in free text and suitable format for immediate publication. Results must conform to ICF defined norms.
2. Set of entry forms, bulletins, tickets.
3. The list and contact details of all media accredited persons.
4. Events Debrief feedback on the operational aspects of the Championships.

In addition to the final report, the ICF Technical Delegates shall also prepare a report on the execution of the World Championships.

VI - OTHER CANOEING EVENTS

All other multi-sports Games, which incorporate canoeing events within their programme, must comply with the ICF Competition Rules.

Eventual changes in the ICF Competition Rules are subject to the agreement of the ICF Board of Directors in consultation with the Chair of the appropriate ICF Standing Committee.

Where ICF designates a Continental Championships as an Olympic Qualification Competition an operational contract will be signed by both parties.

CHAPTER 10 - STANDING BYELAWS TO THE FINANCIAL RULES

I - ADMINISTRATION

The ICF Headquarters administers the financial transactions of the ICF. The ICF Treasurer oversees the financial aspects in accordance with Article 39 of the ICF Statutes.

II - CURRENCY

In all financial matters of the ICF, the Euro (€) serves as official basic currency for all calculations. *The ICF also keeps its accounting books and prepares its annual financial reports in Euro.'

III - SIGNATURE COMPETENCE

1. The ICF Secretary General has the right to distribute the ICF money on the bank accounts according to the agreed budget and the decisions of the ICF Board of Directors or ICF Executive Committee. Expenditure exceeding 50,000 Euros should be signed additionally by the ICF President or the ICF Treasurer.
2. For the daily expenses, the ICF President, the ICF Secretary General and the ICF Treasurer have a disposition account.
3. Statements of bank accounts must be sent to the ICF Treasurer at least every 3 months.

IV - INVESTMENT OF THE LIQUID RESOURCES AND OF THE ASSETS

The ICF Treasurer decides after co-ordination with the Finance Commission on the investment of liquid resources, the ICF Executive Committee is to be informed about the transactions.

V - ADMINISTRATION OF PAYMENTS

1. Funds advanced for any ICF projects approved by the ICF Board of Directors and the ICF Executive Committee must be requested in writing to the ICF Headquarters.
2. Funds for a project must be advanced as soon as possible. Advanced funds must be settled with the ICF Headquarters if possible, immediately after the project was finished but no later than the end of the respective year.
3. The ICF Treasurer must provide a written financial statement balanced against the ICF budget at each ICF Board of Directors meeting and must submit a report on the finances to the ICF Executive Committee at least every 6 months.

VI - BOOK ACCOUNTING

The ICF Treasurer is responsible for the recording of accounts. The ICF Treasurer shall select a credible accounting firm for book keeping purpose. The ICF must pay all costs of auditing.

VII - RELEASE OF DUTY

If any ICF Board of Directors member or ICF Headquarters Staff member is found to have mismanaged or misappropriated any financial accounts, they will be suspended, and their duties will be taken from them. A formal investigation can continue.

CHAPTER 11 - STANDING BYELAW ON ELIGIBILITY

All participants in competitions governed by the regulations of the ICF shall:

1. Respect the spirit of fair competition and agree to comply with the ICF Competition Rules of the discipline in which they will take part.
2. Must abide by ICF Code of conduct and Code of Ethics.
3. Refrain from using substances and methods banned including the manipulation of competitions by the regulations of the IOC and WADA.
4. Respect and comply with all aspects of the ICF Anti- Doping Control Rules.

CHAPTER 12 - STANDING BYLAWS TO TELEVISION

1. The ICF is the worldwide exclusive owner of the TV / Broadcasting, Internet and any other media property rights for World Championships, World Cups and any other ICF Competitions of all official ICF disciplines as defined in the ICF Statutes and Bye-Laws.
2. The ICF has the right to grant or contract the rights as mentioned under point 1 entirely or partly to International TV / Broadcasting Unions, National Federations, Organising Committees, Internet providers and Agencies.
3. The contracts as mentioned under point 2 will be in written form and will include the financial and technical requirements.
4. The ICF Executive Committee and Board of Directors shall have the power to modify the Competition programme, events and schedule of events at World Championships, World Cups and any other ICF Competitions to ensure a high quality of Television Broadcast or to ensure live Broadcast.

CHAPTER 13 - STANDING BYLAWS TO ADVERTISING/ PROPERTY RIGHTS

1. The ICF is the worldwide exclusive owner of the Advertising and any other property rights for World Championships and World Cups (ICF Competitions) of all official ICF disciplines as defined in the ICF Statutes and Bye-Laws.
2. The ICF has the right to grant or contract the rights as mentioned under point 1 entirely or partly to National Federations, Organising Committees and Agencies.
3. The contracts as mentioned under point 2 will be in written form and will include the financial and technical requirements.
4. The ICF has the right to award advertising rights in all categories of sponsoring concerning the mentioned events to partners. The rights of ICF sponsors and official partners shall be considered as premium advertising rights regarding all questions concerning the promotion of the event.

CHAPTER 14 - STANDING BYELAWS TO THE PREPARATION AND ORGANISATION OF THE ICF CONGRESS

I - APPLICATION

1. The Application will be made electronically using the bidding form from the ICF.

Deadline: Applications for the next available Congress may be submitted by a National Federation to the ICF Headquarters at least three (3) months before the preceding Congress (set out in the Article 21).

2. A National Federation applying for Congress organisation shall submit a bidding file to the ICF Secretary General.

The bidding file shall contain the following details:

- a) Proposed dates
- b) Accommodation (Congress hotel(s), the capacity, description of meeting rooms, the maximum prices)
- c) Transportation (between airport and the hotel)
- d) Invitation to the ICF Secretary General for the Technical Appraisal visit with proposed dates
- e) Motivation: why the Applicant wants to organise the Congress and how will this benefit canoeing sport in the city, region or country

II - PRESENTATION TO THE CONGRESS

The minimum requirement for applicants is to submit a presentation to all Congress participants. Audio-visual presentations of no more than 10 minutes may be used to supplement the presentation if the applicant feels it is necessary.

All applicants must have signed their part of a binding contract before the current Congress awards the organisation of the next Congress.

III - ALLOCATION

The allocation of the next Congress will be decided by a simple majority of votes of the Members represented at the Congress.

Annex 5

ICF Code of Ethics



INTERNATIONAL CANOE FEDERATION

CODE OF ETHICS 2024

Taking effect from November 2024

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PREAMBLE

The International Canoe Federation (the “ICF”), its National Federations, and its Continental Associations are committed to ethical behaviour in all that they do.

The ICF, its National Federations, and its Continental Associations expect and require there to be a culture of ethics and integrity in all activities falling within their respective areas of authority and responsibility.

The ICF, its National Federations, and its Continental Associations understand and view their role, both individually and collectively, to be models of ethical behaviour and integrity for all persons and agencies involved in the sport of canoeing.

The ICF Code of Ethics in no way limits any ICF policies, such as for example and without limitation the ICF Prevention of Harassment and Abuse in Sport Policy, that address in greater detail any of the subjects mentioned. In the event of any conflict with an ICF Policy, this Code of Ethics prevails. Moreover, the ICF Code of Ethics is in addition to and complementary to the Code of Ethics included in the ICF Statutes and in the case of any conflict with the ICF Statutes, the ICF Statutes prevail.

This Code of Ethics does not prevent a National Federation or Continental Association from adopting its own Code of Ethics and disciplinary procedures dealing with matters falling under their respective jurisdictions provided that any such Code of Ethics must be compatible with and not in conflict with this Code of Ethics. However, any matter not dealt with under a National Federation’s or Continental Association’s Code of Ethics that is dealt with under this Code of Ethics may be pursued under this Code of Ethics.

SCOPE OF APPLICATION

This Code of Ethics applies to the following persons and organizations in the following circumstances:

- **ICF:** All persons elected or appointed to represent, or to act on behalf of, the ICF (whether paid or volunteer) including the President, Vice Presidents, and all other members of the Executive Committee and Board of Directors, ICF Arbitration Panel Members, all ICF staff, contractors, consultants and advisors, members of ICF Committees, Commissions, and Working Groups, however described, and without limitation the Ethics Commission and persons appointed to Honorary positions and candidates nominated or otherwise running for positions of every nature and kind within the ICF, at all times and in all circumstances;
- **National Federations:** All National Federations and their officials, in the conduct of their own affairs and in all their relations with the ICF;
- **Continental Associations:** All Continental Associations and their officials, in the conduct of their own affairs and in all their relations with the ICF;
- **Athletes, Coaches, Support Personnel, Officials, and Volunteers:** All athletes, those who are part of an athlete's or team of athletes' entourage, parents of athletes, coaches and other athlete support personnel, sport technical and judging and refereeing officials, sport volunteers acting in any capacity, and all others in any way involved in the sport of canoeing falling under the collective or individual jurisdiction of the ICF, its Continental Associations, and its National Federations with respect to conduct directly or indirectly associated with their engagement in the sport of canoeing in connection with any canoeing competition or other event organized under the sole or shared jurisdiction of the ICF.
- **Accredited, registered, or entered Participants:** Without in any way limiting the application of the Code of Ethics as described above or below, all accredited, registered, or entered participants in any canoeing competition or other event organized under the collective or individual jurisdiction of the ICF, its Continental Associations, and its National Federations throughout the event for which they are accredited, registered, or entered with respect to conduct directly or indirectly associated with their engagement in the competition or other event provided that the competition or other event is or was organized under the sole or shared jurisdiction of the ICF.

- **Candidatures:** The Cities, Regions, and Bid Committees, and their officials, taking part in any type of candidature process of the ICF, its Continental Associations, and National Federations, with regard to candidatures falling under the sole or shared jurisdiction of the ICF throughout the candidature process in question; and
- **Organizing Committees:** The Organizing Committees, and their officials, staff, contractors, consultants and advisors, of canoeing competition events and of any other events organized under the sole or shared jurisdiction of the ICF, its Continental Associations, and its National Federations, with regard to a competition event or other event falling under the sole or shared jurisdiction of the ICF throughout the existence of each such Committee, and following its dissolution with respect to any breach of the Code of Ethics that occurred during its existence;
- **Sponsors, Suppliers, and Service Providers:** Sponsors, suppliers and service suppliers and their staff and officials, contractors, consultants and advisors, in all their relations with the ICF, its Continental Associations, and its National Federations; and

every reference to the ICF, National Federations, Continental Associations, Athletes, Coaches, Support Personnel, Officials, Volunteers, Participants, Cities, Regions, Bid Committees, Organizing Committees, and Sponsors, Suppliers, and Service Providers in this Code of Ethics includes any and all of the persons and entities described above.

For purposes of clarity, the Code of Ethics continues to apply to persons following the competition, event or other engagement described above for any breach of it that occurred during the competition, event or other engagement.

All of the above includes those persons who although no longer engaged as described above were so engaged at the relevant time of the conduct in question.

All those persons and entities referred to above other than the ICF, its National Federations, and its Continental Associations are referred to throughout this Code as “those affiliated with the sport of canoeing”.

CHAPTER 1 - FUNDAMENTAL PRINCIPLES

Article 1

Adherence to the values and principles enshrined in the Olympic Charter and respect for universal fundamental ethical principles is the foundation of all that the ICF does and stands for.

These ethical principles include:

1. Integrity and fair play;
2. Respect for oneself and for others;
3. Honesty with oneself and with others;
4. Respect for human rights which ensure in particular:
 - Respect for human dignity;
 - Rejection of discrimination of any kind on whatever grounds, be it race, ancestry, place of birth, ethnic origin, national or social origin, colour, sex, sexual orientation, language, religion, political or other opinion, marital status or other family status;
 - Rejection of all forms of harassment and bullying, be it physical, psychological or sexual, and any physical or mental abuse;

Recognising the core importance of athletes, it is fundamental to ensure for participants in any Canoeing Events organized under the sole or shared jurisdiction of the ICF, conditions of safety, well-being and medical care favourable to their physical and mental health.

CHAPTER 2 - DIGNITY AND INTEGRITY OF CONDUCT

Article 2

All persons or entities falling within the scope of the Code of Ethics are prohibited at all times from engaging in harassment and abuse in all their forms.

Article 3

There shall be no unlawful discrimination exacted upon any individual on the basis of race, ancestry, place of birth, ethnic origin, national or social origin, colour, sex, sexual orientation, language, religion, political or other opinion, marital status, other family status or any other ground of prohibited discrimination.

Article 4

The ICF, its National Federations, its Continental Associations, and those affiliated with the sport of canoeing must use due care and diligence in fulfilling their mission. At all times, they must act with the highest degree of integrity, and particularly when taking decisions, they must act with impartiality, objectivity, independence and professionalism. They must refrain from any act involving fraud or corruption. They must not act in a manner likely to tarnish the reputation of the ICF, a National Federation, a Continental Association or the sport of canoeing.

Article 5

Any person or entity falling within the scope of the Code of Ethics must not, directly or indirectly, solicit, accept or offer any concealed form of remuneration or commission, benefit, or service of any nature, connected with the business and affairs, and sport competitions, of the ICF, its National Federations, and Continental Associations.

Article 6

Only tokens of consideration or friendship of nominal value, in accordance with prevailing local customs, may be given or accepted by any person or entity falling within the scope of the Code of Ethics in connection with the business and activities of the ICF, its National Federations, and its Continental Associations, and then only where such tokens will not lead to reasonable concerns about the impartiality and integrity of the ICF, its National Federations, and its Continental Associations. Any other form of token, object or benefit constitutes a gift that may not be accepted but must be passed on to the organisation of which the beneficiary or recipient of the gift is a member.

Article 7

For hospitality shown to the ICF, its NFs, its Continental Associations, and those affiliated with the sport of canoeing, as well as those accompanying them, a sense of measure must be respected.

Article 8

Any person or entity falling within the scope of the Code of Ethics shall carefully avoid creating improper conflicts of interest, whether actual or perceived.

CHAPTER 3 - INTEGRITY OF COMPETITIONS

Article 9

The ICF, its National Federations, its Continental Associations, and those affiliated with the sport of canoeing shall commit to combat all forms of cheating and shall continue to undertake all the necessary measures to ensure the integrity of sports competitions.

Article 10

The ICF, its National Federations, its Continental Associations, and those affiliated with the sport of canoeing shall respect the provisions of the World Anti-Doping Code and of the Olympic Movement Code on the Prevention of the Manipulation of Competitions.

Article 11

None of the ICF, its National Federations, its Continental Associations, and those affiliated with the sport of canoeing shall engage in or support betting related to canoeing competitions, whether organized under the sole or shared jurisdiction of the ICF, its National Federations, or its Continental Associations.

Article 12

The ICF, its National Federations, its Continental Associations, and those affiliated with the sport of canoeing including, without limitation, participants in canoeing competitions must not, in any manner or by any means whatsoever, manipulate the course or result of a competition, or any part thereof, in a manner contrary to sporting ethics, that infringes the principle of fair play or amounts to unsporting behaviour.

Article 13

Canoeing Events organized under the sole or shared jurisdiction of the ICF shall ensure that there are in place for participating athletes conditions of safety, well-being and medical care favourable to their physical and mental health.

CHAPTER 4 - GOOD GOVERNANCE AND RESOURCES

Article 14

The Basic Universal Principles of Good Governance of the Olympic and Sports Movement, in particular transparency, responsibility and accountability, must be respected by the ICF, its National Federations, its Continental Associations, and those affiliated with the sport of canoeing.

Article 15

Resources that are received by the ICF, its National Federations, its Continental Associations, and those affiliated with the sport of canoeing, be their indicated purposes specific or general, must be used only for the purposes for which they are intended.

Article 16

16.1 - The income and expenditures of the ICF, its National Federations, its Continental Associations, and those affiliated with the sport of canoeing shall be recorded in their accounts, which must be maintained in accordance with generally accepted accounting principles and each such party shall ensure that an independent auditor checks these accounts annually.

16.2 - In cases where the ICF gives financial support to its National Federations, its Continental Associations, or to any other person or entity:

16.2.a The use of these ICF resources must be clearly demonstrated in the accounts of the National Federation, the Continental Association, or other person or entity to whom the financial support is given;

16.2.b The accounts of the ICF's National Federations, its Continental Associations, or of any other person or entity to whom financial support is given may be subjected to auditing by an expert designated by the ICF Board.

Article 17

17.1 - The ICF, its National Federations, its Continental Associations, and those affiliated with the sport of canoeing recognise the significant contribution that broadcasters, sponsors, partners and other supporters make to the development and prestige of the sport of canoeing throughout the world.

17.2 - In order to preserve the integrity and neutrality of the various candidature procedures, the support and promotion of any of the candidatures by broadcasters, sponsors, partners and other supporters must be in a form consistent with the rules of sport and the Code of Ethics.

17.3 - ICF marketing partners must refrain from supporting or promoting a candidature within any of the ICF candidature procedures.

17.4 - The broadcasters, sponsors, partners and other supporters of the ICF must not interfere in the running of sports organisations and canoeing competitions.

CHAPTER 5 - CANDIDATURES

Article 18

18.1 - The ICF, its National Federations, its Continental Associations, and those affiliated with the sport of canoeing shall respect the integrity of any candidature procedure initiated by the ICF, in order to allow equal access to the promotion of each candidature and the avoidance of any risk of conflict of interest.

18.2 - Out of respect for the neutrality of ICF Board members, no public declaration appearing to give a favourable opinion of one of the candidatures may not be made by those members.

CHAPTER 6 - INCLUDES ATTEMPTS

Article 19

All conduct and actions proscribed by this Code of Ethics includes attempts to engage in such conduct or actions.

CHAPTER 7 - CONFIDENTIALITY

Article 20

The principle of confidentiality shall be strictly respected by the ICF Board in the implementation of this Code of Ethics, except to the extent determined to be appropriate by the Board.

CHAPTER 8 - REPORTING OBLIGATION

Article 21

21.1 - Each person or entity falling within the scope of the Code of Ethics has an obligation to report to the ICF Ethics Commission any breach of the Code of Ethics that they become aware of or reasonably suspect is occurring. No such report and any disclosure of information in relation thereto shall not be for personal gain or benefit, nor be undertaken maliciously to damage the reputation of any person or entity.

21.2 - None of the ICF, its National Federations, its Continental Associations, and those affiliated with the sport of canoeing will take any action that has the effect of disadvantaging, discriminating against, or otherwise punishing any person or entity in retaliation for reporting a matter in good faith under the terms of this Article 21.

CHAPTER 9 - IMPLEMENTATION

Article 22

22.1 - The ICF shall see to it that the principles and rules of the ICF Statutes and Byelaws and this Code of Ethics are applied.

22.2 - Any report of conduct that is initiated under the ICF Prevention of Harassment and Abuse in Sport Policy will be dealt with as provided under that Policy and not as provided under this Section H of the Code of Ethics.

22.3 - If after an alleged breach of the Code of Ethics has been reported to the Ethics Commission and if the Ethics Commission decides that there was a breach of the Code of Ethics, the ICF Board may, subject to the ICF Statutes and Byelaws, and after consideration of the Ethics Commission decision and recommendation regarding consequences and sanction(s), impose such consequences and sanction(s) as it determines appropriate for the breach of the Code of Ethics including but not limited to a warning, a reprimand, suspension, removal from office, expulsion from any involvement with the ICF, temporary or permanent ineligibility from participating in canoeing competitions or ICF events and activities, removal as an International Technical Official or Competition Official, loss of any ICF Honours, competition results, prizes or medals.

22.4 - Before concluding its consideration of the Ethics Commission decision and deciding what consequences and sanction(s), if any, to impose the ICF Board shall give the individual or organisation in question on reasonable notice:

22.4.a Particulars of the conclusions of the Ethics Commission decision and recommendation for consequences and sanction(s) if any; and

22.4.b A reasonable opportunity to be heard by the ICF Board in accordance with the principles of natural justice.

22.5 - Any hearing provided for or otherwise required to be held in connection with the Code of Ethics may be conducted in person or by virtual means or by means of written submissions.

22.6 - If an alleged breach of the Code of Ethics involves an ICF Board member, and if the Ethics Commission decides that there was a breach of the Code of Ethics, the ICF Board member who has been found by the Ethics Commission to have breached the Code of Ethics shall take no part as a Board member in the ICF Board disciplinary process described above.

CHAPTER 10 - APPEALS

Article 23

An individual or organisation who is the subject of a decision by the ICF Board under Article 22 of this Code of Ethics may appeal the decision, including the finding by the Ethics Commission that there has been a breach of the Code of Ethics, exclusively by way of appeal to the Court for Arbitration for Sport, the Secretariat of which is located in Lausanne, Switzerland, pursuant to the Code of Sport-Related Arbitration. The decision of the Court of Arbitration for Sport shall be final and binding. The time limit for such an appeal is twenty-one (21) days after communication of the ICF Board decision to the individual or organisation appealing.

Annex 6

ICF Strategic Plan – Fit for Future Evolution

FIT FOR FUTURE EVOLUTION



Published 17.10.2024



MOVING FORWARD. TOGETHER

A message from the President

The Fit for Future Evolution represents a refinement in our collective ambitions, showcasing the collaborative and forward-thinking spirit of the global paddle sports community. Together, with the support of our Continental and National Federations, partners, athletes, and stakeholders, we are elevating our sport to new heights—both on and off the water. Central to this strategic evolution is our shared mission: to expand the global reach of paddle sports, from independent paddlers to those stepping onto the podium.

To stay at the forefront of change, we must embrace continuous evolution. Technological advancements, societal shifts, and evolving fan expectations are reshaping the sporting landscape, and we must adapt swiftly. A key factor in our ability to evolve, both on and off the water, is our governance structure—this must also move with the times. With this in mind, we are committed to presenting comprehensive governance reforms ahead of the 2026 Congress. This proactive approach will ensure that paddle sports continue to grow, thrive, and lead on the global stage.

Two years ago, we established eight strategic pillars that continue to serve as the foundation of our approach today. These pillars have since been refined into a more streamlined framework, and as we move forward, they will evolve further with our ongoing projects and actions. From these original eight, our leadership has identified five key focus areas that will build upon and expand the groundwork laid, driving significant progress over the next two years. These areas, outlined in Section 3, will be essential to advancing our organisation and continuing to increase its global impact.

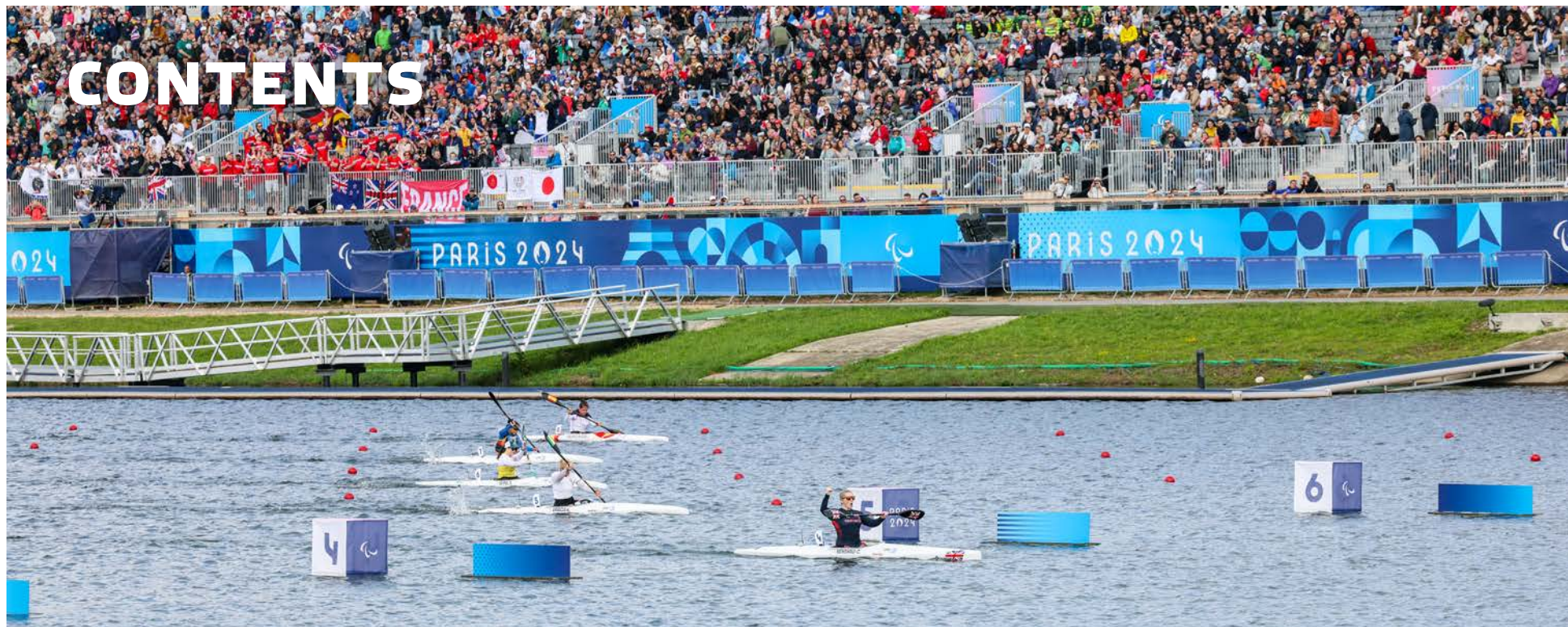
While prioritising these five focus areas, with an expanding workforce we will continue to nurture and advance the broader strategy from Fit for Future 2022, ensuring our sport remains vibrant, competitive, attractive, and relevant in an ever-changing world.

As always, it is our collective responsibility to ensure this strategy remains dynamic, responsive, and aligned with the evolving needs of our growing global community. This is why we continue to work closely with our continental and national federations. By embracing the diverse perspectives of our paddle sports family, we will continue to move forward together with strength and unity.

With your unwavering support and passion, I have no doubt that we will elevate paddle sports to new heights, creating fresh opportunities for athletes, fans, and communities worldwide. This evolution is more than just a strategy—it is our collective commitment to the future of our sport.

Together, we look ahead with excitement, knowing that the trust and unity we share will empower us to achieve even more meaningful accomplishments.

Thomas Konietzko
ICF President



1. Strategic Achievements under Fit for Future (2022–24)

We illustrate our progress by emphasising six significant achievements from the past two years that underscore our commitment to implement the identified priorities of the Fit for Future strategy and our dedication to promoting paddlesport on the international stage.

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2. Fit for Future Evolution: the Next Step (2024–26)

As we look ahead, we have identified six strategic priorities designed to elevate our global standing. These priorities will guide our initiatives to boost participation, enhance governance, and expand our digital outreach within the international sports sector, all while aligning with the relaunch of the federation.

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3. Operational and Tactical Actions (2024–26)

This section offers a detailed overview of both the measures taken and those planned to support the organisation's growth at a tactical level. These guiding actions will be further refined by our administration under the guidance of the Board of Directors, ensuring we remain focused and driven in advancing our federation.

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1. Strategic Achievements under Fit for Future (2022–24)

These key points offer a snapshot of some of the key achievements following the endorsement of the ICF Fit for Future strategy in November 2022.

1. Progressive Paris 2024

Sellout Success at the Games: Ensured the seamless delivery of the Games, achieving several new milestones in event delivery, athlete performance and global recognition for canoeing in addition to attracting capacity crowds every day of the competition in Paris.

Established New Standards in Qualification: Delivered a seamless qualification system for both the Olympic and Paralympic Games. Including achieving the third-largest delegation across all sports in the Refugee Olympic Team.

Launched Innovative Events: Introduced Kayak Cross at the Games, showcasing innovation in the Olympic programme and attracting new audiences and competitors. In addition showcasing our ability to be able to directly answer to the IOCs Agenda 2020+ 5 recommendations.

Executed Transformative Digital Campaigns: Delivered worldwide digital marketing campaigns that significantly boosted visibility and engagement, reaching millions across digital and broadcast platforms pre-during and post the Paris Games.

Broadened Global Reach: Expanded competition and development programmes to engage a growing number of nations, achieving historic milestones such as Algeria's Brahim Guendouz winning Africa's first Paracanoe gold medal in Paris. Additionally, 35 athletes who qualified for the Games received direct support through the ICF development programme.

2. Strengthened Global Presence

Established Strategic Offices: Opened a fully funded office in Hangzhou, China, and will put forward a game-changing proposal with Hungarian sports ministry to relocate the headquarters to Budapest, enhancing our global footprint and tripling available administration resources.

Achieved New Milestones in Events: Delivered the first ICF Canoe Sprint World Championship on the Asian continent, and reached record participation in the SUP World Championship (Thailand) and Dragon Boat World Championship (Philippines).

Global Event Delivery: Successfully organised and delivered 62 events over the past two seasons, in collaboration with organisers from every continent.

3. Advanced Governance

Developed a New Team and Culture: Established a new organisational structure to support and drive the successful delivery of the Fit for Future strategy, fostering an innovative and progressive work culture.

Achieved Record ASOIF Governance Performance: Attained our highest-ever results in the ASOIF International Federation Governance Review, showcasing our commitment to transparency and integrity.

Streamlined Event Bidding and Qualification Processes: Refined event bidding and qualification processes, connecting more events to the Olympic qualification pathway, elevating visibility and ensuring the qualification journey is appealing and understandable to the general public.

4. Developed Strong Partnerships

Expanding Horizons in the USA: Signed transformative MOUs with the American Canoe Association (ACA), Oklahoma (whitewater and flatwater), and Columbus (freestyle), paving the way for a reshaped canoe sports landscape in the US as we approach the 2028 Olympic Games.

Leveraged LA2028 and Oklahoma Partnerships: Delivered a comprehensive pre-Olympic legacy by securing the 2026 ICF World Championships at the state-of-the-art whitewater stadium as a precursor to the 2028 Olympic Games.

Global Strategic Alliances: Established partnerships with global leaders Alibaba and Deloitte. In addition to leveraging their core competencies in their respective fields of expertise, both companies are International Olympic Committee TOP partners with extensive knowledge of the Olympic Movement and provide additional support to the ICF as required across their full scope of expertise.

5. Expanded Digital Footprint

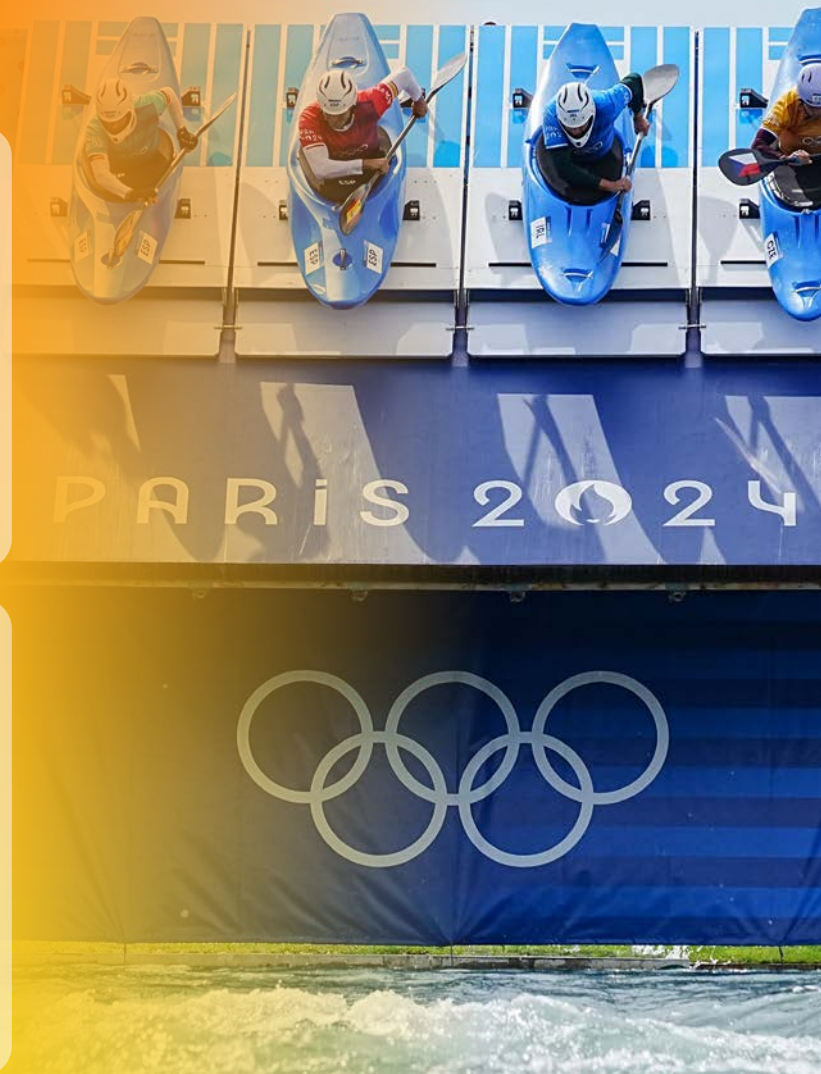
Pioneered a Digital Streaming Strategy: Launched an innovative streaming approach, increasing engagement and reach while finding cost-effective ways to balance investments.

Optimised Broadcast Strategy: Advanced TV and broadcast distribution, delivering a record number of live and on-demand hours in 2024, driving sustainable growth.

6. Delivered Financial Growth

Optimised Financial Systems: Deloitte offered expert guidance and support to streamline financial processes, enhancing reporting efficiency and implementing best practices across our organisation.

Reduced IOC Revenue Dependency and Expanded Professional Team: Nearly halved reliance on IOC funding by doubling projected revenue through strategic partnerships, increasing sponsorship, TV rights, and digital revenues.



2. Fit for Future Evolution (2024–26)



Fit for Future Evolution: The Next Step (2024–26)

Preceded by extensive consultation and engagement with key stakeholders, Phase One of our Fit for Future strategy (2022-24) laid a solid foundation by optimising our business model, refining event delivery, deepening relationships with our members and stakeholders, and strengthening our position within the Olympic Movement. These initiatives have significantly enhanced the ICF's operational and strategic standing, establishing a robust platform for future expansion and transformation.

This evolution now represents the second phase of a strategy designed to ensure the long-term success and sustainability of our sport and organisation.

Now, as we transition into this next chapter, our focus shifts to strategic restructuring. This evolution will allow us not only to adapt to the ever-changing sporting landscape but also to lead the way in shaping the future of paddle sport. In phase two of the Fit for Future – Evolution there are six key stand out projects that stand alongside the original 8 pillar framework of delivery.



1. Increasing Administration Support

We are committed to expanding and modernising our administrative capabilities, ensuring we have the resources and structure to support the evolving needs of our sport and its global community.

After successful negotiations, we are poised to increase our administrative team threefold, with the following proposals:

- Budapest, Hungary – Headquarters: 20+ Full-Time Employees (Opening January 2025, pending Congress approval)
- Lausanne, Switzerland – 10+ Full-Time Employees
- Hangzhou, China – 10+ Full-Time Employees (Opened mid-2024)

In addition to the office-based teams, we will appoint a number of freelance specialists and consultants to support governance needs in key areas such as legal counsel, TV and broadcast distribution, event communications, and market research.



2. Strengthening Governance and Decision-Making

Effective governance is the cornerstone of our federation's success. We will advance our governance structures to further enhance transparency, inclusivity, and efficiency in decision-making across all levels of our organisation.

To achieve this, we will establish a governance reform working group. This group will develop a clear strategy to modernise our governance structure, statutes, and rules, with a comprehensive proposal to be presented at the 2026 Congress. The process will be fully consultative, involving close collaboration with both continental and national federations and other key stakeholders.

3. Advancing Our Development Model

At the heart of our vision is the development of paddle sport at every level. By refining our development model, we aim to increase participation, improve access, and provide stronger pathways for athletes, coaches, and administrators.

A key focus will be on establishing High Performance Hubs and supporting National Federations in leveraging funds from Olympic Solidarity to drive long-term growth. A full review of the current development programme will be conducted in Q1 2025, with a detailed implementation plan to be presented to the Board of Directors in April 2025.



4. Evolving our Event Delivery

Fan experience and engagement are integral to the future of our sport. We will revolutionise our event delivery, creating unforgettable experiences for spectators and participants alike, fostering deeper connections and enthusiasm for paddle sport.

The Sports Commission will lead the evolution of ICF events by supporting organisers, introducing innovations to make events more appealing to a broader audience, and actively refining the bidding strategy for future competitions.

5. Delivering on Digital

The digital landscape presents unparalleled opportunities to grow and engage our global community. By leveraging cutting-edge digital tools and platforms, we will make paddle sport more accessible and engaging, transforming how fans, athletes, and stakeholders interact with our content and events.

We are committed to developing a comprehensive suite of digital services to drive genuine engagement with paddle sport enthusiasts. This will include a dynamic mix of live event coverage, highlights, and a focus on lifestyle and educational content.

In Q1 2025, we will launch a revamped broadcast and production strategy, paving the way for the rollout of a new OTT platform, website, and app in Q1 2026. This strategy will enable direct interaction with our audience and facilitate first-party data collection, empowering us to better understand and serve our global community.

6. A New Era, a New Name (rebrand)

This next phase represents a bold evolution for the ICF. With the unwavering support of our members and stakeholders, we are ready to build a future where paddle sport thrives at every level—from grassroots to the world stage—ensuring our sport remains dynamic, inclusive, and future-ready.

To do this we will also take the bold step to rebrand and reposition our federation as Paddle Worldwide.

This new name will help us connect with more people, be reflective of all our disciplines and allow us to build a compelling narrative to every paddler in every place.

LAUNCH CONGRESS 2026

3. Operational and Tactical Actions (2024–26)



1. Support athletes

Focus group: Athlete Safety & Wellbeing

Continently strengthen opportunities and support for athletes on and off the water through an athlete-centred approach across all aspects of paddle sport.

SUPPORT ATHLETES	ACTIONS 2022–24	EVOLUTION 2025–26
<p>Strengthen the athlete voice and protect fair competition</p> <ol style="list-style-type: none"> 1. Ensure effective athlete representation and participation in decision-making within the ICF and its members. 2. Increase investment in programmes to protect clean athletes and create a safe and fair competition environment. 3. Adopt the Athletes' Rights and Responsibilities Declaration of the IOC. <p>Improve opportunities and support services for athletes in and beyond sport</p> <ol style="list-style-type: none"> 1. Maximise opportunities for paddle sport athletes through Olympic Solidarity. 2. Build an online athlete community and resource centre to support athlete development in all aspects of their lives on and off the water. 3. Raise awareness of the Olympic Movement's key athlete support programmes such as Athlete365 to the Paddle Sport Athlete Community. <p>Support athlete engagement with fans and create ambassadors</p> <ol style="list-style-type: none"> 1. Recruit athletes for social take-overs and lifestyle content for key audiences such @Olympics and @Paris2024 to increase the reach and visibility of paddle sport. 2. Share event footage directly with athletes to help them tell their stories. 3. Build a database of athlete social handles and invest in mechanisms to easily monitor the collective reach of shared content and communicate directly with athletes. 	<p>Adoption of the Athlete Charter of Rights and Responsibilities during the 2022 ICF Congress in Thailand.</p> <p>Partnered with the ITA which ensures independence and furthered the professionalism of the sports anti-doping programme.</p> <p>Enhanced direct support for athletes was achieved by activating Olympic Solidarity support, with 30 athletes directly benefiting from individual scholarships from the IOC, the majority of whom successfully qualified for the Games.</p> <p>Olympic Solidarity-sponsored camps were created in Africa, along with youth development initiatives in Asia and various coaching seminars across all continents to support athletes.</p> <p>A dedicated resource area for athletes and their entourage has been established on the website, providing information on support and signposting to key opportunities available through the Olympic Movement.</p> <p>Over 100 social media collaborations were delivered during ICF Major events, strengthening relationships with the elite athlete community and expanding both the ICF's and athletes' digital reach.</p> <p>Event footage was successfully shared directly with athletes, enabling them to effectively tell their stories through personalised content.</p> <p>A comprehensive database of athlete social media handles was created, along with mechanisms to monitor the collective reach of shared content, facilitating efficient communication and enhancing engagement with athletes.</p>	<p>Work with the IOC Athlete Department to establish best practices for the continued implementation of the IOC's Athlete Charter recommendations, advancing athlete rights and responsibilities.</p> <p>Hire a dedicated staff member to support the Athletes Commission and drive athlete and entourage engagement.</p> <p>Prioritise the expansion of in-competition and out-of-competition testing across all disciplines, working closely with the ITA to further strengthen the protection of clean sport.</p> <p>Continually seek to advance strategies to enhance clean sport initiatives, including: introducing a competition anti-doping fee to increase the number of tests that can be conducted; developing more stringent penalties including financial sanctions, for anti-doping violations; and increasing education and outreach efforts to raise awareness of clean sport among athletes and stakeholders.</p> <p>Further enhance and invest in coordinating the development strategy with Olympic Solidarity funding opportunities to assist National Federations in securing funding from their National Olympic Committees.</p> <p>Collaborate with the IOC, ITA, and other stakeholders to improve the digital development and communications strategy for athlete support.</p> <p>Establish year-round connections with athletes through new broadcast partnerships to enhance content creation and distribution, focusing on building personalities and telling behind-the-scenes stories.</p>

2. Strengthen governance

Focus group: Governance

Build trust through good governance that ensures diversity, transparency and inclusion at all levels of paddle sport.

STRENGTHEN GOVERNANCE	ACTIONS 2022–24	EVOLUTION 2025–26
<ol style="list-style-type: none"> 1. Revise statutes to ensure effective, agile and transparent decision-making. 2. Create consistency across rules and clarify the process of individual entry for international events. 3. Invest in the digital transformation of financial management systems to ensure efficient reporting and tighter budgetary control. 4. Create stronger evaluation of events to provide benchmarks and clear success criteria. 5. Review and update code of ethics policies and practises. 6. Strengthen influence beyond the canoeing community. <p>Champion inclusion and gender equality in all aspects of paddle sport.</p> <ol style="list-style-type: none"> 1. Continue to advocate for gender equality across paddle sport, with a focus on increasing female coaches and representation of women in decision-making positions. 2. Advocate for the highest standards of human rights protection and work closely with the IOC Human Rights Unit to maintain the highest level of competency within this area. 3. Develop a paddle sport-specific transgender policy that respects the principles of the IOC fairness, inclusion and non-discrimination on the basis of gender identity and sex variations framework. 	<p>Ensured dedicated budget for governance reform with the project scheduled to commence in 2025 and be presented at the 2026 Congress.</p> <p>Formed a strategic partnership with Deloitte, leading to a comprehensive transformation of financial systems, procedures, and reporting, ensuring organisation-wide financial accuracy, efficiency, and excellence.</p> <p>Appointed the Finance Commission who oversee and strengthen the governance of financial processes across the organisation.</p> <p>The events team completed a thorough review of the event bidding process, with proposed statute changes to be presented at the 2024 Congress.</p> <p>Expanded the sport's presence in multi-sport events, including the Mediterranean Games, and successfully hosted the European Olympic Qualification for Canoe Slalom at the European Games.</p> <p>The first Women's Symposium was successfully hosted in Ireland, fostering discussions and promoting opportunities for women in paddle sports.</p> <p>A dedicated working group of experts has been established to develop the ICF policy on transgender athletes.</p>	<p>Establish a governance reform working group and conduct a comprehensive consultation process to review and update the sport's governance rules, statutes, and structure, with the final proposal to be submitted at the 2026 ICF Congress.</p> <p>Implement Deloitte's recommendations to further strengthen financial accountability and enhance operational efficiency.</p> <p>Initiate a tender process to appoint a new auditor to oversee financial operations.</p> <p>Expand the capacity of the International Events Team to strengthen the event evaluation process, working closely with Organizing Committees for post-event assessments.</p> <p>Increase investment and administrative support to ensure the effective execution of key projects.</p> <p>Build on the success of the Women's Symposium by expanding resources and delivering an even more impactful symposium in 2026.</p>

3. Maximise synergies

Focus Group: Organisational Culture & Team Value

Work with National Federations and key stakeholders to develop synergies that support the global growth of paddle sport.

MAXIMISE SYNERGIES	ACTIONS 2022–24	EVOLUTION 2025–26
<ol style="list-style-type: none"> 1. Conduct and share market research with members on a regular basis so that we all have a comprehensive understanding of paddle sport activity worldwide. 2. Establish a resource and research section on the ICF website to share best practises and guidelines from continental and national federations. 3. Inform recreational paddlers through advice from elite athletes and coaches. 4. Leverage investment in production from TV, to create coaching and training content with elite athletes and coaches. 5. Improve collective engagement in paddle sport on social media by providing national federations with access to global coaching and training content that they can share across their social media channels. <p>Build a global recreational brand and amplify awareness campaigns.</p> <ol style="list-style-type: none"> 1. Unite the recreational paddle sport community through a globally recognised brand that celebrates the benefits, diversity and beauty of paddle sport. 2. Create a stronger communication network with Continental and National Federations to encourage the development of shared resources and create synergies. 3. Develop challenges that inspire recreational paddlers and connect them with the best athletes in the world. <p>Deliver global campaigns that highlight the benefits of paddle sport. Campaigns should include toolkits for national federations to activate and develop localised content.</p>	<p>Established a comprehensive database of national federation and key stakeholder contacts, enhancing communication efficiency.</p> <p>Conducted research into data strategy and CRM systems, for delivery as part of the digitalization investment in 2025.</p> <p>Conducted a thorough review of national federations enhancing database and building a clear understanding of the membership status.</p> <p>Ensured consistent distribution of the President's newsletter to national federations, fostering stronger relations, transparency of decision making and sharing key information from the ICF leadership.</p> <p>Collaborated with ASOIF, securing funding for a management research study on innovation with business models, in partnership with the Sports Foundry, due to conclude in Q4 2024 with the publication of research results.</p> <p>Secured board approval for the rebranding of the federation to Paddle Worldwide.</p> <p>Engaged market leaders in TV and digital research to refine and monitor the broadcast strategy.</p>	<p>Organise workshops aimed at enhancing understanding of collaborative opportunities across and with national federations and actively share resources and showcase best practice.</p> <p>Implement innovation weeks to test and try new ideas to enhance the delivery of paddle sport.</p> <p>Hire specialized staff to focus on the digital transformation strategy.</p> <p>Execute the rebranding of the federation to "Paddle Worldwide," with a launch scheduled for September 2025.</p> <p>Create and implement a new digital ecosystem to improve communications and facilitate first-party data capture.</p> <p>Prepare for the launch of a comprehensive Over-the-Top (OTT) platform in 2026, offering live and on-demand events, educational resources, and exclusive behind-the-scenes content.</p> <p>Increase communication initiatives to assist national federations in raising awareness of recreational paddling opportunities.</p> <p>Relaunch the "Top 100 Places to Paddle" campaign to inspire connections with nature and promote paddling exploration.</p>

4. Develop globally

Focus Group: Sustainable Development Programme Team

Strengthen support and opportunities for athletes, coaches, and officials globally and innovate to improve opportunities to increase impact of development programmes.

DEVELOP GLOBALLY	ACTIONS 2022–24	EVOLUTION 2025–26
<ol style="list-style-type: none"> Invest in dedicated development managers in Africa, Asia and the Americas through dedicated development managers. Support coaches from developing countries through the ICF Development Programme to increase the number of competitive athletes and participating nations at ICF World Championships. Increase the number of qualified International Technical Officials. Modernise the development programme through a blended learning approach (online and in person) to support the continuous development of coaches, officials and athletes at scale. 	<p>Enabled 35 athletes from developing countries to qualify for the Olympic and Paralympic Games through development camps (21 in sprint, 5 in slalom, 6 in paracanoe).</p> <p>Conducted 24 performance training camps in 2023-2024 to enhance athletes' readiness.</p> <p>Empowered over 500 coaches through ICF coaching seminars during this Olympic cycle.</p> <p>Secured over €1 million from IOC Olympic Solidarity to support development initiatives.</p> <p>Revised strategy with a continental manager, focusing on targeted projects:</p> <ul style="list-style-type: none"> Africa: Delivered 7 coach education courses. Asia: Engaged 13 national federations in slalom training camps and held coaching seminars for India. Americas: Evaluated Central American sports systems, proposing a long-term development plan and coaching courses. <p>Ensured coaching knowledge transfer in all athlete performance camps.</p> <p>Utilised short videos to introduce key topics in coaching seminars, covering anti-doping, safeguarding, and nutrition.</p> <p>Initiated the development of a coaching education platform.</p> <p>Refined delivery objectives in Nigeria and Egypt, establishing goals for Africa, the Americas, and Asia.</p> <p>Strengthened collaboration with federations for targeted development projects and secured strategic funding.</p> <p>Delivered successful TIP Camps across multiple disciplines, enhancing recruitment and coach contracting.</p> <p>Expanded the ICF Database to over 2,000 International Technical Officials (ITOs), with 48 new officials passing exams this season.</p>	<p>Develop competitive paddling capabilities in targeted countries to enhance overall performance.</p> <p>Establish high-performance hubs to provide access to state-of-the-art training facilities.</p> <p>Support coaches in efforts to increase competitive athletes and boost participation in ICF World Championships.</p> <p>Implement high-performance training camps and athlete support initiatives to maximise athlete readiness.</p> <p>Pursue funding opportunities through IOC Olympic Solidarity, IPC grants, and other relevant sources.</p> <p>Develop comprehensive training programmes for International Technical Officials to elevate standards.</p> <p>Adopt a blended learning approach for continuous development of coaches, officials, and athletes. Collaborate with developed National Federations to create educational content tailored for specific needs.</p> <p>Identify targeted countries based on measurable criteria to focus development efforts effectively.</p> <p>Prioritise long-term development by employing consistent tools and actions to ensure sustainable growth.</p> <p>Adopt a blended learning approach for continuous development of coaches, officials, and athletes, in collaboration with developed National Federations to create tailored educational content for specific needs.</p> <p>Assist National Federations in securing governmental funding to sport development initiatives to strengthen infrastructure and support.</p>

5. Climate positive

Focus Group: Sustainability

Activate the paddle sport community to take climate positive actions and ensure elite events and organisational practices are optimised to support global sustainability goals.

CLIMATE POSITIVE	ACTIONS 2022–24	EVOLUTION 2025–26
<ol style="list-style-type: none"> 1. Create a strategic sustainability plan aligned with UNFCCC. 2. Develop and implement specific guidelines to ensure sustainable event delivery. 3. Ensure sustainability is addressed as a strategic topic with event organisers during the bidding phase. 4. Include sustainable practices within the ICFs daily practices. 5. Foster a sustainable culture across the paddle sport community through campaigns that raise awareness and encourage actions to help in the fight against climate change. 6. Integrate sustainability in the sourcing of goods and services. 7. Inspire the paddle sport community to take positive climate action. 	<p>Secured additional funding from Canton du Vaud, Switzerland to refine sustainability strategy.</p> <p>Appointed external agency for activating sustainability initiatives and created the report: Whitewater venues – Advancing urban sustainability</p> <p>Conducted sustainability workshops, engaging national federation leaders in actionable steps toward a sustainable model.</p> <p>Created sustainability toolkit, to be included in revised host agreement.</p> <p>Introduced Travel Monitoring application to track carbon emissions and ensure efficient travel across the ICF staff.</p> <p>Shortlisted for the IOC Sustainability awards with a collaborative project with the Italian Canoe Federation.</p> <p>Sustainability has also been a core area of research in ICF's rebrand and repositioning strategy.</p> <p>Created detailed toolkit for sustainable event delivery, including checklists and best practices for event organisers.</p>	<p>Form a Sustainability Task Force to oversee the development and implementation of the strategic sustainability plan aligned with UNFCCC guidelines.</p> <p>Engage with event organisers during the bidding phase to discuss sustainability requirements and incorporate them into evaluation criteria.</p> <p>Develop internal protocols to integrate sustainable practices into the ICF's daily operations, including waste management, energy use, and resource efficiency.</p> <p>Launch awareness campaigns that highlight the importance of sustainability and encourage community members to adopt eco-friendly practices, featuring success stories and actionable steps.</p> <p>Establish criteria for sourcing goods and services that prioritise sustainability, ensuring suppliers adhere to environmental standards.</p> <p>Organise workshops and seminars to educate the paddle sport community about climate action and sustainable practices, fostering engagement and collaboration.</p> <p>Monitor and report progress on sustainability initiatives regularly, ensuring transparency and accountability within the community.</p> <p>Collaborate with external organisations and experts to share knowledge and resources, enhancing the effectiveness of sustainability initiatives across the paddle sport community.</p>

6. Celebrate emotions

Focus group: Brand, marketing and corporate communication

Engage fans directly with athletes through powerful stories and invest in the digital growth of paddle sport.

CELEBRATE EMOTIONS	ACTIONS 2022–24	EVOLUTION 2025–26
<ol style="list-style-type: none"> 1. Maximise the opportunities that the Olympic and Paralympic Games offer. 2. Celebrate the highs and lows of an athlete's journey to the Olympic Games through a combination of event and athlete-generated content. 3. Develop a digital advertising strategy to increase the reach of Olympic and Paralympic content. 4. Maximise the use of the 'Paris 2024 Qualifier' label at all Olympic qualifying events to increase the event impact and connection with the Olympic Games. 5. Research and develop a global identity that is relevant to recreational paddlers. 6. Conduct comprehensive market research to understand how to meet the needs of recreational paddlers. <p>Develop a global paddling community through direct membership</p> <ol style="list-style-type: none"> 1. Work with partners to develop products and services that appeal to recreational paddlers and provide an easy transition to competitive paddle sport. 2. Develop direct membership offers that provide access to exclusive content, services and discounts. 3. Build a strong social media presence around the key attributes of paddle sport: adventure, health, nature, mental wellbeing and escapism 	<p>Actively emphasised Olympic and Paralympic narratives across event reporting and social media channels, engaging with Champions and emerging talents through interviews.</p> <p>Successfully partnered with prominent broadcasters, such as CCTV, FOX Australia, Sky New Zealand, and Multiple European Broadcasters, to ensure comprehensive coverage of the Olympic Journey.</p> <p>Progressed the implementation of a Social Media advertising plan dedicated to Olympic Qualification events, while also producing targeted content for the Olympic and Paralympic Games Paris 2024.</p> <p>Engaged in productive discussions with the International Olympic Committee (IOC) regarding the utilisation of the Paris 2024 Logo and comprehensive event coverage on the official IOC @olympics handles.</p> <p>Initiated the development of a licensing scheme aimed at granting access to a future digital education platform at the point of purchase for paddle sport equipment.</p> <p>Enhanced accessibility in wildwater world championships by introducing a new plastic boat category, thereby broadening participation.</p> <p>Established a solid foundation for brand development by conducting a thorough review of the current brand, conducting competitor analysis, studying market trends, and creating detailed audience profiles.</p>	<p>Formulate a Comprehensive Strategic Plan to capitalize on the opportunities presented by the Olympic and Paralympic Games, identifying key initiatives that will elevate the profile of paddle sports on a global stage.</p> <p>Develop a Framework that celebrates athletes' journeys, integrating both event and athlete-generated content to create an emotion led storytelling strategy that enhances engagement with audiences.</p> <p>Design a holistic digital advertising strategy that amplifies the reach of content, employing targeted marketing techniques to effectively engage diverse demographics.</p> <p>Leverage the 'LA 2028 Qualifier' Branding to create a cohesive promotional strategy for all qualifying events, ensuring alignment with the Olympic narrative and maximising event impact.</p> <p>Continue to conduct strategic market research to establish a global identity that resonates with recreational paddlers, aligning the federation's branding efforts with community values and aspirations.</p> <p>Engage in stakeholder collaboration to design and develop innovative products and services that meet the evolving needs of recreational paddlers, facilitating their transition into competitive paddle sports.</p> <p>Create a Direct Membership Strategy that delivers exclusive content, services, and discounts, enhancing member value and fostering community loyalty.</p> <p>Enhance the Federation's Digital Presence by implementing a robust social media strategy that highlights paddle sport's core attributes—adventure, health, nature, mental wellbeing, and escapism—while promoting a vibrant community.</p> <p>Establish a Global Community Engagement Initiative aimed at building a diverse and inclusive paddling community, ensuring stakeholder input informs ongoing strategic development.</p>

7. Elevate competitions

Focus group: ICF events team

Build an economically and environmentally sustainable competition calendar that maximises opportunities for all disciplines.

ELEVATE COMPETITIONS	ACTIONS 2022–24	EVOLUTION 2025–26
<ol style="list-style-type: none"> 1. Establish a working group to analyse the calendar of events and make recommendations for optimisation. 2. Adapt the Olympic Games qualification process to ensure that Continental Games can be selected as Olympic qualification events for LA2028 and beyond. 3. Review and strengthen the bidding and allocation process for events to ensure full continental representation. 4. Define results and ranking system requirements and streamline service providers to ensure a consistent experience for all elite paddle sport. 5. Develop a dedicated volunteer strategy to ensure that the value they bring to paddle sport is recognised. <p>Develop compelling virtual competitions</p> <ol style="list-style-type: none"> 1. Formalise a set of rules for physical virtual sports competitions using kayak and canoe ergometers. 2. Work with industry experts to set standards for equipment to be used in international events and ensure fair competition 3. Develop a long-term strategy for virtual physical sports with the aim of becoming part of the Olympic Virtual Series <p>Develop a strategy for multi-sport Games for non-Olympic and Paralympic disciplines</p> <ol style="list-style-type: none"> 1. Create comprehensive bid documents and supporting arguments to ensure a convincing case for the inclusion of paddle sport. 2. Use athletes and federations to support the bid. 3. Provide professional resources to develop a strategy and support the bid process with the relevant committee. <p>Develop guidelines to ensure best practise in event optimisation</p> <ol style="list-style-type: none"> 1. Optimise event management systems (results, rankings, accreditation, ticket sales) to increase efficiency and standardise delivery. 2. Streamline communication channels and invest in effective marketing tools. 3. Develop sustainable event delivery policies and provide professional resources to support event organisers. 	<p>Appointed Global Director for International Events.</p> <p>Established Sport Commission meetings and secured funding for the Paddle Sport Summit to bring all disciplines together in Q1 2025.</p> <p>Established an Olympic Qualification Review working group, which has conducted a comprehensive analysis and developed a proposal to enhance the Olympic Qualification Systems for canoe sprint and slalom.</p> <p>Reviewed the event bidding process and prepared a proposal for the 2024 ICF Congress, supported by the Sport Commission and Olympic Qualification System Working Group.</p> <p>Successfully advocated for the inclusion of canoe sports in multi-sport events like the Mediterranean Games, while ensuring that the European Games acted as a qualifying event for the Paris 2024 Olympic Games.</p> <p>Successfully organised and hosted a Virtual Event in December 2022 and participation in the IOC Esports Week in Singapore in June 2023.</p>	<p>Comprehensively analyse the event calendar, identify inefficiencies, and provide actionable recommendations for optimisation, ensuring a streamlined event schedule that maximizes participation and engagement whilst balancing available resources.</p> <p>Strengthen the bidding and allocation process for events by establishing clear criteria that guarantee full continental representation, promoting equitable opportunities across all regions.</p> <p>Standardise results and ranking system Requirements by consolidating service providers, ensuring a seamless and consistent experience for elite paddle sports athletes and stakeholders.</p> <p>Create a Long-Term Strategy for Virtual Sports aimed at securing a place within the Olympic E-Sports Games, promoting paddle sports to new audiences and increasing overall visibility.</p> <p>Provide Professional Resources to enhance the bid process for multi-sport events, ensuring alignment with relevant committees and increasing the likelihood of successful inclusion.</p> <p>Enhance Communication and Marketing Strategies by streamlining communication channels and investing in innovative marketing tools that effectively promote paddle sports events.</p> <p>Developed Sustainable Event Delivery Policies to guide organisers in implementing environmentally and financially responsible practices, backed by professional resources to ensure sustainable operations.</p>

8. Generate revenue

Focus group: Broadcast & Revenue Generation Team

Develop a commercial strategy that drives investment and partnerships that generate revenue to invest in the growth of global paddle sport.

GENERATE REVENUE	ACTIONS 2022–24	EVOLUTION 2025–26
<ol style="list-style-type: none"> 1. Invest in a digital asset management system to facilitate the distribution and use of content and activate archive footage. 2. Increase focus on news distribution and ensure flexibility in production to adapt to broadcasting needs. 3. Consolidate media distribution plan and ownership to ensure effective distribution and that content used can be tracked across all media. <p>Maximise revenue opportunities through digital and broadcast channels</p> <ol style="list-style-type: none"> 1. Increase broadcast distribution with dedicated professional resources. 2. Leverage Olympic and Paralympic preparations to increase sales of live products. 3. Protect the legitimate and commercial interests of ICF and its stakeholders. 4. Create a global overview of existing commercial and non-commercial opportunities for recreational paddle sport. <p>Modernize commercial offerings to create additional revenue streams and licensing opportunities.</p> <ol style="list-style-type: none"> 1. Define a monetization strategy for live streaming. 2. Create opportunities for commercial advertising and promotion across all digital touchpoints. 3. Develop consistent licensing models for equipment providers. 	<p>Conducted research and initiated Digital Asset Management project.</p> <p>Improved news creation service with comprehensive coverage, including race and performance clipping, along with enhanced features such as English commentary, international sound options, B-roll footage, and interviews.</p> <p>Appointed Global Director of Growth and Communications.</p> <p>Expanded TV distribution and rights sales, broadening the opportunity for more broadcasters to share athletes' inspiring stories during the Paris 2024 Olympic Games qualification.</p> <p>Reviewed and aligned contracts to adhere to the latest regulations.</p> <p>Developed sponsorship packages and researched the recreational paddle sport market.</p> <p>Launched streaming initiative to bolster revenue streams from broadcast content, including implementation of Google Ads for improved online visibility.</p> <p>Engaged in ongoing efforts to secure meaningful sponsorship partnerships, involving monetisation strategies for Facebook and YouTube presence.</p> <p>Conducted research on international federation licensing models while exploring potential partnerships for equipment testing.</p>	<p>Enhance News Distribution Capabilities by streamlining production processes to adapt to diverse broadcasting needs, maximising media exposure, and driving revenue through increased reach and engagement.</p> <p>Consolidate the Media Distribution Plan to centralise ownership and control, enabling efficient tracking of content usage and optimising monetisation opportunities across all media channels.</p> <p>Leverage Olympic and Paralympic disciplines, capitalising on the heightened global interest surrounding these events to drive significant revenue growth.</p> <p>Create a global overview of commercial opportunities in recreational paddle sports, identifying pathways to expand participation and engagement while opening new revenue channels.</p> <p>Modernise commercial offerings through OTT platforms and membership strategies to develop a comprehensive monetisation strategy for live streaming services, ensuring a sustainable and scalable source of revenue.</p> <p>Develop Advertising and Promotion Opportunities across all digital platforms, enhancing brand visibility and opportunities for partners through targeted ads and sponsorships.</p> <p>Establish consistent licensing models for equipment providers, fostering mutually beneficial partnerships that clearly define expectations, driving growth and revenue within the paddle sports community.</p>



International Canoe Federation

Avenue de Rhodanie 54,
CH 1007 Lausanne, Switzerland

T: +41 (0)21 612 0290

E: info@canoeicf.com

W: canoeicf.com

Annex 7

ICF Budget for the next two years

ICF Budget 2025-6

KEY		Same allocation as previous budget
		New budget line
		Increase on previous Budget

This is a provisional budget that will be finalised at the upcoming ICF Board Meeting, prior to Congress. It is aligned with the guiding principles of the ***Fit for Future*** strategic roadmap, ensuring we continue advancing towards our long-term goals.

Previous reference	New Reference		Allocation 25 /6	Rationale
1		1 EXECUTIVE ACTIVITY		
1.1		1.1 President & Exco Activities	90'000 €	
1.2		1.2 ICF Executive Committee	60'000 €	
1.3		1.3 Board of Directors	75'000 €	
2.1		1.4 Congress 2026	80'000 €	
New		1.5 Paddle Sport Summit	50'000 €	Supporting funding to assist the Governance Reform. The Paddle Sport Summit will be held in China in 2025 and as part of the Congress in 2026
3.1		2 ADMINISTRATION		
		2.1 Staff		
New		2.1.1 Hungary	1'800'000 €	New Headquarters in Hungary
3.1.1, 3.1.3		2.1.2 Switzerland	2'750'000 €	
New		2.1.3 China	500'000 €	Chinese Satalite office
3.1.2		2.1.4 Consultants and Freelance	850'000 €	
3.1.4		2.1 Training & Team Activities	50'000 €	
		2.3 Office Rental		
New		2.3.1 Budapest	200'000 €	New office premices in Budapest
3.1.1		2.3.2 Lausanne	230'000 €	
New		2.3.3 Hangzhou	0 €	Hangzhou office is provided as part of the agreement with Hangzhou Sport Beurea
9		2.4 Continental Associations		
9.1		2.4.1 America	30'000 €	
9.2		2.4.2 Africa	30'000 €	
9.3		2.4.3 Asia	30'000 €	
9.4		2.4.4 Europe	30'000 €	
9.5		2.4.5 Oceania	30'000 €	
3.3.1		3 OPERATIONS		
13.1, 3.3.2		3.1 Insurance	60'000 €	
3.3.3		3.2 Travel & Meetings	106'500 €	
3.3.4		3.3 Office Supplies and Equipment	100'000 €	Increase due to organisation growth
		3.4 Software Licenses	30'000 €	Increase due to organisation growth
5.1		3.5 Service Providers		
15.5, 15.4		3.5.1 Legal Services	80'000 €	
		3.5.2 Market Research	100'000 €	
		3.5.3 Rebrand	100'000 €	
4.1		3.6 Financial Management		
4.2		3.6.1 Financial Services & Tax Auditing	100'000 €	Increase due to organisation growth
4.3		3.6.2 Financial Management Systems & Payroll serv	30'000 €	Increase due to organisation growth
		3.6.3 Bank Expences	100'000 €	

4 SPORT			
6	4.1 <i>Standing Committees</i>		
6.1	4.1.1 Canoe Sprint	28'000 €	
6.2	4.1.2 Canoe Slalom	28'000 €	
6.3	4.1.3 Canoe Marathon	18'000 €	
6.4	4.1.4 Canoe Polo	18'000 €	
6.5	4.1.5 Wildwater Canoeing	18'000 €	
6.6	4.1.6 Paracanoe	18'000 €	
6.7	4.1.7 Canoe Freestyle	18'000 €	
6.8	4.1.8 Canoe Ocean Racing	18'000 €	Increase to balance discipline investments
8.1	4.1.9 Dragon Boat	18'000 €	Increase to balance discipline investments
8.2	4.1.10 Stand Up Paddling	18'000 €	Increase to balance discipline investments
New	4.2 Innovation Fund	500'000 €	The Innovation Fund will support the evolution of paddle sport by focusing on initiatives that enhance its growth and global appeal. Through competition innovations, the fund aims to optimise event delivery, increase venue appeal, boost broadcast visibility, and drive the sport's global expansion.

5 GOVERNANCE			
7.1	5.1 Medical and Antidoping	18'000 €	
7.2	5.2 Athletes	18'000 €	
8.2	5.3 Diversity and Inclusion	20'000 €	Aligned with budget forecast for Women's Symposium.
17.2	5.4 Sustainability	15'000 €	
New	5.5 Governance Reform	100'000 €	The governance reform will involve a comprehensive review and revision of the statutes and rules governing paddle sport, alongside the development of a new governance model. This model will align with the ethos of the strategic priorities central to the "Fit for Future" evolution strategy, ensuring that every aspect of the organisation is future-focused and prepared for long-term growth.

6 DEVELOPMENT			
2, 10.3, 10.4, 10.5	6.1 Global Development Programme	600'000 €	The roles of the Continental Development
New	6.2 Educational Resources	200'000 €	Managers have been refocused and will now be allocated directly to the Administration
10.1	6.3 <i>Continental Activity</i>		
10.1.1	6.3.1 America	42'000 €	budget line (2). This, along with additional
10.1.2	6.3.2 Africa	42'000 €	income, has enabled a further increase in
10.1.3	6.3.3 Asia	42'000 €	development funding, resulting in expanded
10.1.4	6.3.4 Europe	42'000 €	budgets for continent-specific initiatives,
10.1.5	6.3.5 Oceania	42'000 €	additional support for the global development programme, and the creation of a new budget line for educational

Each competition will be allocated its own cost centre, with centralised costs outlined and allocated against the competition to allow for greater understanding and clarity of reporting for competitions.

7 COMPETITIONS			
14	7.1 Antidoping Control	1'000'000 €	
New	7.2 Event Travel	80'000 €	
15.2	7.3 TV and Broadcast	1'500'000 €	
16.5	7.4 Media Operations	80'000 €	
16.3	7.5 Database Entries and Accreditation System	80'000 €	
15.1	7.6 TV Distribution and Marketing	200'000 €	
16.1	7.7 Photographer	40'000 €	
15.6	7.8 Asset Management and Archive	90'000 €	
12	7.9 Prize Money	135'000 €	

13.2	7.10 Awards and Cups	9'000 €
17.4	7.11 E-Sport	100'000 €
	ITO	
	Timing and Scoring	
	Eindividual Event Cost Centres Created	

14, 17.3,17.5,17.6

8 DIGITAL

8.1 Digital Development and Innovation	500'000 €
8.2 Digital Ecosystem (Website, Social, Email)	
8.3 Timing and Scoring Development	
8.4 Sports Data Platform	

Budget Period 2025/6	
Income	13'827'400 €
Expenditure	13'386'500 €
Balance	440'900 €

Income	Forecast Income
IOC	7'000'000
TV Rights	600'000
Hosting Fees	1'300'000
Membership	227'400
Sponsors	600'000
Hungary	3'000'000
China	1'000'000
Digital Advetising Revenue	100'000
	13'827'400