INTERNATIONAL CANOE FEDERATION (ICF)

## BOARD OF DIRECTORS

## MINUTES OF THE MEETING HELD IN GLASGOW, GREAT BRITAIN 15 – 16 MARCH 2013



The information contained in this document is confidential and strictly for personal use of the members of the ICF Executive Committee and the ICF Board of Directors



## MINUTES BOARD OF DIRECTORS MEETING 15-16 March Glasgow, GBR

## Participants:

José Perurena López	ICF President	Branko Lovric	Continental
Istvan Vaskuti	1 Vice President	Saifudin Patwa	Representative Europe Continental
Joao Manuel Da Costa Alegre	2 Vice President President CAC	Victor G. Ruiz	Representative Africa Continental Representative America
Joao Tomasini	3 Vice President	Mario Santos	Continental Representative Europe
Luciano Buonfiglio	Treasurer(ABSENT)	Irina Siraeva	Continental (ABSENT) Representative Europe
Simon Toulson	Secretary General	Tim Cornish	Continental Representative Africa
Helen Brownlee	President OCA	Frank Garner Jean Michel Prono	Chair Canoe Sprint Chair Canoe Slalom
Albert Woods	President ECA	Jorn Cronberg	Chair Canoe Marathon
Cecilia Farias	President COPAC	Jens Perlwitz	Chair Wildwater Canoeing
Maree Burnett	Continental Representative Oceania	François Ryffel	Chair Dragon Boat
Kee-Huat Chua	Continental Representative Asia (ABSENT)	Lluis Rabaneda i Caselles	Chair Canoe Freestyle
Ahmad Doniamali	Continental Representative Asia(ABSENT)	Greg Smale	Chair Canoe Polo
Dwight Corbin	Continental Representative America (ABSENT)	Donald McKenzie	Chair Medical and Anti doping
Shoken Narita	President ACC	Filipe Pereira	Chair Athletes
		John Edwards	Chair of Canoeing for All

Description	Responsible Person	Deadline
<b>PRESIDENT'S WELCOME</b> The President welcomed everybody to Glasgow, he acknowledged that three Board Members were absent; He Introduced Alex Proctor Pearson from UK Sport who opened the meeting.		
The minutes from the BoD meeting in St Petersburg, Russia November 2012 were approved with rewording for Marathon and Ocean Racing text.		
PRESIDENT'S REPORT		
The President's diary was now published in Paddle Away so NFs could see what he was doing. In November 2012 the Canoe Slalom & Canoe Sprint had won silver and bronze awards for London 2012 TV Coverage.		
He had a meeting with the IOC President recently and had discussed the inclusion of women C1 Slalom and a quota of 25 for the Olympic Games in Rio 2016. The decision would be made in July by the IOC.		
For Toronto 2015 C1 Slalom and Sprint Women events would be included in the Pan American Games which was seen as a great success for Canoeing.		
Canoeing as an Olympic Sport: The ICF was informed by the IOC that the sport was not in danger of removal from the Programme. However, one member of the IOC Executive voted Canoeing to go out. The final voting was clearly politically motivated and the ICF had got caught up in this process.		
For the future the ICF needed to use IOC members that could help lobby and ensure Canoeing stayed on the Olympic Programme.		
Helen Brownlee was welcomed back to the Board meeting after making a full recovery from her illness. Helen responded that she had lots of support from her family and the Canoeing world which had made it much easier to recover. She thanked everyone for their support.		
SECRETARY GENERAL'S REPORT		
Report was published on the website.		
Staffing; It had been a hectic period, Paula was off work with a long term illness and Heny had broken both arms in an accident. Lerina Bright had left the ICF. It meant the ICF HQ was severely understaffed yet workload was significantly high.		

	· · · · ·	
ICF had interviewed for a Media Manager and received130 applications, of these 70 of them met the criteria for the job. This had been reduced to 30 and eventually six were interviewed. An extremely talented person from UK who used to work for table tennis had been identified as suitable candidate. One more interview was scheduled before appointment.		
ICF had received applications for the Event and Development managers positions, around 50 applications for sprint and 40 for slalom. The process had been stopped due to a couple of issues. It was decided to complete the Governance Review before hiring the positions.		
EXECUTIVE COMMITTEE REPORT		
Istvan Vaskuti Report Referred to the report on the website.		
Joao Manuel Da Costa Alegre- Report He had been re-elected as Vice president of ACNOA one month ago and he was also the President of the NOC. He would be a candidate to become an IOC member in the near future.		
Joao Tomasini - Report Referred to the report on the website		
TREASURER'S REPORT		
The President announced the introduction of new analytical codes for ICF accounting to improve efficiency in the office. All BoD members were asked to use the codes when claiming reimbursements.		
A revised budget for 2012 – 2014 was presented and approved by the BoD. The accounts for July 2012 to January 2013 were presented. There was an exchange loss of 500,000 Euros in the six month period, this was due to a large sum of money left in cash assets and over that period the money had lost value against the Euro.		
A revised budget for 2012 – 2014 was presented and approved by the BoD. The accounts for July 2012 to January 2013 were presented. There was an exchange loss of 500,000 Euros in the six month period, this was due to a large sum of money left in cash assets and over that period the money had		
A revised budget for 2012 – 2014 was presented and approved by the BoD. The accounts for July 2012 to January 2013 were presented. There was an exchange loss of 500,000 Euros in the six month period, this was due to a large sum of money left in cash assets and over that period the money had lost value against the Euro. Continental money was clearly defined for the Development Programme. The projects should be submitted to the ICF to use these funds for each continents development activities only. The ICF bank had sent investment proposals but so far nothing had been agreed for the money obtained from the IOC. In addition, approximately 1 million dollars would be given to the ICF from the IOC in the coming		
A revised budget for 2012 – 2014 was presented and approved by the BoD. The accounts for July 2012 to January 2013 were presented. There was an exchange loss of 500,000 Euros in the six month period, this was due to a large sum of money left in cash assets and over that period the money had lost value against the Euro. Continental money was clearly defined for the Development Programme. The projects should be submitted to the ICF to use these funds for each continents development activities only. The ICF bank had sent investment proposals but so far nothing had been agreed for the money obtained from the IOC. In addition, approximately 1		

The uniforms for ICF were mentioned, half the BoD had been unhappy with this project. The ICF had not paid the remaining money. As the next BoD would be In Lausanne it could be arranged to make sure the uniforms would be delivered.	
A simple balance sheet from the Treasurer was requested to see what the ICF received in revenues and what spending had occurred in a simple way as it was difficult to follow ICF funds.	
CANOE SPRINT – Frank Garner	
A Committee meeting was held in March. It was noted that the CSP Committee should be involved in the development programme.	
The Committee proposed a bidding fee on all future ICF events: 1000 Euros for World Cup bids. World Championships and Junior 3000 Euros. The money would be used to offset event technology costs. If the money does not arrive then the bid is not considered.	
It was argued that for non-Olympic disciplines this could lead to no bids being received by ICF.	
In addition, a 5000 Euro hosting fee for World Championships was proposed that could be used to offset additional costs of organising events.	
Eight NFs had not signed the contracts for 2013 yet and that should be considered. The proposal would be added to the agenda for the next Board meeting.	
The Committee's recommendation for the 2015 World Cups were Poznan, Copenhagen and Duisburg – This was dependent on a visit to Poznan.	
The Board approved the ITOs for CSP World Championships and Junior and U23 Championships.	
The World Championships schedule was discussed. There was a major issue with the TV schedule, and for that ICF needed to go back to Germany and discuss the programme.	
Paracanoe must be inside the World Championships programme, so it is inclusive.	
CANOE SLALOM – Jean Michel Prono	
The Slalom Committee was also in favour of the proposal for a bids fee as it would increase the quality of the bids.	
There had been a Coaching conference in Switzerland. There were 20	

participants who were aware of how Slalom was progressing and the direction for the future, especially rule evolutions (eg. Trademark guidelines).
The ITO list for the World Championships was approved by the BoD.
Canoe Slalom will implement travel fee rules for their competitions. A forecast budget and an accurate calculation for the travel fee for participants would be sent to NFs in the coming weeks.
The ITO list for Junior and U23 Championships was approved by the BoD. It was mentioned that gender equity was targeted and that a substitute list existed.
Junior and U23 programme would be the same as 2012 programme in Wausau. There would be a 5 days programme starting on Wednesday. Slovak TV had given its support and International feed could be offered through EBU in Geneva directly.
WILDWATER CANOEING – Jens Perlwitz
Referred to the report on the website.
The Committee had started a development programme in Africa as well.
CANOE MARATHON – Jørn Cronberg
Referred to the report on the website.
World Games in Cal information was required by NFs immediately. The ICF Headquarters and Marathon Chair would publish information immediately.
The ITO list for the World Championships was approved.
CANOE POLO – Greg Smale
Referred to the report on the website.
Colombia had forfeited its place to the World Games and Canada would replace them in the Games.
For 2014 World Championships the French Federation had sent a progress report and things were progressing well.
DRAGON BOAT – Francois Ryffel
There were still issues with Kiev and there would be some discussion with the local government and organiser. Although the Committee would look at

alternatives it maybe too late to change the venue.	
Cancellation of a major World Championships would harm the image of the sport and likely that IDBF would use it against the ICF in the media.	
CANOE FREESTYLE – Lluis Rabaneda	
The Committee had Skype meetings with 2013 organisers every month to make sure everything regarding the World Championships was proceeding well.	
The Judges Seminar would be In Nantahala (USA) and the second would take place in Plattling (GER). The Board approved the budget for the two seminars.	
OCEAN RACING – Mario Santos	
There were issues about the received bids for future World Championships. It was suggested to delay bidding for Ocean Racing 2015 to November 2013 Board meeting.	
There would not be any ITO nominations as it was the first World Championships. Marathon ITOs were requested to get involved. The list would be announced in April 2013.	
MEDICAL COMMITTEE – Donald McKenzie	
Referred to the report on the website.	
The ICF had a strong education programme with over 1700 athletes and coaches completing the series.	
The importance of an education programme for Paracanoe athletes was mentioned. The ICF needed to encourage the athletes to be aware of their obligations as an athlete with regards potentially using banned substances.	
Doping control tests for Paracanoe athletes in the World Championships has started and as the ICF grows this category the testing would increase accordingly.	
ATHLETES COMMITTEE – Filipe Pereira	
The IOC Athletes Forum in Singapore June 2013 would be attended by Filipe Pereira on behalf of the ICF.	

The Athletes Committee requested a forum on the ICF website to communicate with all athletes. The ICF would facilitate this where it could.         The elections and announcement to all athletes and NFs before the World Championships would be done by the Committee and would work with event organisers for voting preparations.         There would be an Athletes career programme presentation during the World Championships in Duisburg.         The make up of athletes committee would be:         2 Cance Sprint (one male one female)         2 Cance Stalom (one male one female)         2 Cance Stalom (one male one female)         1 Cance Freestyle athlete         Members would be presented to the BoD in the near future.         PARACANCEING – John Edwards         Approval of 2013 budget by BoD.         Approval of committee project for the next 4 years in 7 areas.         - Environmental Initiative - PADDLE 4 the PLANET was highlighted.         - Consider World Paddling (Traditional Canceing) as a project. Consider the use of the broader term "World Paddling" as an inclusive term to emphasize universality of canceing and to build connection with all cultural paddling traditions.         - Tourism – use the business of Canceing to strengthen the world-wide reach of ICF "Brand"         - Funding the Future – How to pay for the above mentioned initiatives.         The committee was searching for funding for the above projects and to help Introduce the paddle for the planet project globally.         AFRICAN CONTINENTAL REPORT <t< th=""><th></th><th></th></t<>		
Championships would be done by the Committee and would work with       event organisers for voting preparations.         There would be an Athletes career programme presentation during the       World Championships in Duisburg.         The make up of athletes committee would be:       2         2 Cance Sprint (one male one female)       2         2 Cance Statom (one male one female)       2         1 Cance Marathon athlete       1         1 Cance Preestyle athlete       1         Members would be presented to the BoD in the near future.       PARACANOEING – John Edwards         Approval of 2013 budget by BoD.       Approval of Introducing Classification fee by BoD.         Approval of Introducing Classification fee by BoD.       Approval of canceining and to build connection with all cultural paddling         • Environmental Initiative - PADDLE 4 the PLANET was highlighted.       -         • Consider World Paddling (Traditional Canceing) as a project. Consider the use of the broader term "World Paddling" as an inclusive term to emphasize universality of canceing and to build connection with all cultural paddling traditions.         • Tourism – use the business of Canceing to strengthen the world-wide reach of ICF "Brand"         • Funding the Future – How to pay for the above mentioned initiatives.         The committee was searching for funding for the above projects and to help Introduce the paddle for the planet project globally.         AFRICAN CONTINENTAL REPORT       African Youth Games		
World Championships in Duisburg.         The make up of athletes committee would be:         2 Canoe Sprint (one male one female)         2 Canoe Salom (one male one female)         1 Canoe Marathon athlete         1 Canoe Marathon athlete         1 Canoe Freestyle athlete         Members would be presented to the BoD in the near future.         PARACANOEING – John Edwards         Approval of 2013 budget by BoD.         Approval of Introducing Classification fee by BoD.         Approval of committee project for the next 4 years in 7 areas.         - Environmental Initiative - PADDLE 4 the PLANET was highlighted.         - Consider World Paddling (Traditional Canoeing) as a project. Consider the use of the broader term "World Paddling" as an inclusive term to emphasize universality of canoeing and to build connection with all cultural paddling traditions.         - Tourism – use the business of Canoeing to strengthen the world-wide reach of ICF "Brand"         - Funding the Future – How to pay for the above mentioned initiatives.         The committee was searching for funding for the above projects and to help Introduce the paddle for the planet project globally.         AFRICAN CONTINENTAL REPORT         Referred to the report on the website.         African Youth Games would be in Gaborone, Botswana and Canoeing was included on the programme.         AMERICAS CONTINENTAL REPORT	Championships would be done by the Committee and would work with	
2 Cance Sprint (one male one female)       2 Cance Slalom (one male one female)         1 Cance Marathon athlete       1 Cance Marathon athlete         1 Cance Freestyle athlete       Members would be presented to the BoD in the near future. <b>PARACANOEING – John Edwards</b> Approval of 2013 budget by BoD.       Approval of Introducing Classification fee by BoD.         Approval of committee project for the next 4 years in 7 areas.       -         - Environmental Initiative - PADDLE 4 the PLANET was highlighted.       -         - Consider World Paddling (Traditional Canceing) as a project. Consider the use of the broader term "World Paddling" as an inclusive term to emphasize universality of canceing and to build connection with all cultural paddling traditions.       -         - Tourism – use the business of Canceing to strengthen the world-wide reach of ICF "Brand"       -         - Funding the Future – How to pay for the above mentioned initiatives.       -         The committee was searching for funding for the above projects and to help Introduce the paddle for the planet project globally.       -         AFRICAN CONTINENTAL REPORT       -       -         Referred to the report on the website.       -       -         African Youth Games would be in Gaborone, Botswana and Canceing was included on the programme.       -       -         AMERICAS CONTINENTAL REPORT       -       -       - <td></td> <td></td>		
2 Canoe Sialom (one male one female)       1 Canoe Marathon athlete         1 Canoe Freestyle athlete       Members would be presented to the BoD in the near future.         PARACANOEING – John Edwards       Approval of 2013 budget by BoD.         Approval of Introducing Classification fee by BoD.       Approval of committee project for the next 4 years in 7 areas.         - Environmental Initiative - PADDLE 4 the PLANET was highlighted.       - Consider World Paddling (Traditional Canoeing) as a project. Consider the use of the broader term "World Paddling" as an inclusive term to emphasize universality of canoeing and to build connection with all cultural paddling traditions.         - Tourism – use the business of Canoeing to strengthen the world-wide reach of ICF "Brand"       - Funding the Future – How to pay for the above mentioned initiatives.         The committee was searching for funding for the above projects and to help Introduce the paddle for the planet project globally.       AFRICAN CONTINENTAL REPORT         Referred to the report on the website.       African Youth Games would be in Gaborone, Botswana and Canoeing was included on the programme.         AMERICAS CONTINENTAL REPORT       AMERICAS CONTINENTAL REPORT	The make up of athletes committee would be:	
PARACANOEING – John Edwards         Approval of 2013 budget by BoD.         Approval of Introducing Classification fee by BoD.         Approval of committee project for the next 4 years in 7 areas.         - Environmental Initiative - PADDLE 4 the PLANET was highlighted.         - Consider World Paddling (Traditional Canoeing) as a project. Consider the use of the broader term "World Paddling" as an inclusive term to emphasize universality of canoeing and to build connection with all cultural paddling traditions.         - Tourism – use the business of Canoeing to strengthen the world-wide reach of ICF "Brand"         - Funding the Future – How to pay for the above mentioned initiatives.         The committee was searching for funding for the above projects and to help Introduce the paddle for the planet project globally.         AFRICAN CONTINENTAL REPORT         Referred to the report on the website.         African Youth Games would be in Gaborone, Botswana and Canoeing was included on the programme.         AMERICAS CONTINENTAL REPORT	2 Canoe Slalom (one male one female) 1 Canoe Marathon athlete	
Approval of 2013 budget by BoD. Approval of Introducing Classification fee by BoD. Approval of committee project for the next 4 years in 7 areas. - Environmental Initiative - PADDLE 4 the PLANET was highlighted. - Consider World Paddling (Traditional Canoeing) as a project. Consider the use of the broader term "World Paddling" as an inclusive term to emphasize universality of canoeing and to build connection with all cultural paddling traditions. - Tourism – use the business of Canoeing to strengthen the world-wide reach of ICF "Brand" - Funding the Future – How to pay for the above mentioned initiatives. The committee was searching for funding for the above projects and to help Introduce the paddle for the planet project globally. <b>AFRICAN CONTINENTAL REPORT</b> Referred to the report on the website. African Youth Games would be in Gaborone, Botswana and Canoeing was included on the programme. <b>AMERICAS CONTINENTAL REPORT</b>	Members would be presented to the BoD in the near future.	
Approval of Introducing Classification fee by BoD.         Approval of committee project for the next 4 years in 7 areas.         - Environmental Initiative - PADDLE 4 the PLANET was highlighted.         - Consider World Paddling (Traditional Canoeing) as a project. Consider the use of the broader term "World Paddling" as an inclusive term to emphasize universality of canoeing and to build connection with all cultural paddling traditions.         - Tourism – use the business of Canoeing to strengthen the world-wide reach of ICF "Brand"         - Funding the Future – How to pay for the above mentioned initiatives.         The committee was searching for funding for the above projects and to help Introduce the paddle for the planet project globally.         AFRICAN CONTINENTAL REPORT         Referred to the report on the website.         African Youth Games would be in Gaborone, Botswana and Canoeing was included on the programme.         AMERICAS CONTINENTAL REPORT	PARACANOEING – John Edwards	
<ul> <li>Consider World Paddling (Traditional Canoeing) as a project. Consider the use of the broader term "World Paddling" as an inclusive term to emphasize universality of canoeing and to build connection with all cultural paddling traditions.</li> <li>Tourism – use the business of Canoeing to strengthen the world-wide reach of ICF "Brand"</li> <li>Funding the Future – How to pay for the above mentioned initiatives.</li> <li>The committee was searching for funding for the above projects and to help Introduce the paddle for the planet project globally.</li> <li>AFRICAN CONTINENTAL REPORT</li> <li>Referred to the report on the website.</li> <li>African Youth Games would be in Gaborone, Botswana and Canoeing was included on the programme.</li> <li>AMERICAS CONTINENTAL REPORT</li> </ul>	Approval of Introducing Classification fee by BoD.	
use of the broader term "World Paddling" as an inclusive term to emphasize universality of canoeing and to build connection with all cultural paddling traditions. - Tourism – use the business of Canoeing to strengthen the world-wide reach of ICF "Brand" - Funding the Future – How to pay for the above mentioned initiatives. The committee was searching for funding for the above projects and to help Introduce the paddle for the planet project globally. <b>AFRICAN CONTINENTAL REPORT</b> Referred to the report on the website. African Youth Games would be in Gaborone, Botswana and Canoeing was included on the programme. <b>AMERICAS CONTINENTAL REPORT</b>	- Environmental Initiative - PADDLE 4 the PLANET was highlighted.	
reach of ICF "Brand" - Funding the Future – How to pay for the above mentioned initiatives. The committee was searching for funding for the above projects and to help Introduce the paddle for the planet project globally. <b>AFRICAN CONTINENTAL REPORT</b> Referred to the report on the website. African Youth Games would be in Gaborone, Botswana and Canoeing was included on the programme. <b>AMERICAS CONTINENTAL REPORT</b>	use of the broader term "World Paddling" as an inclusive term to emphasize universality of canoeing and to build connection with all cultural paddling	
The committee was searching for funding for the above projects and to help Introduce the paddle for the planet project globally.         AFRICAN CONTINENTAL REPORT         Referred to the report on the website.         African Youth Games would be in Gaborone, Botswana and Canoeing was included on the programme.         AMERICAS CONTINENTAL REPORT		
Introduce the paddle for the planet project globally.          AFRICAN CONTINENTAL REPORT         Referred to the report on the website.         African Youth Games would be in Gaborone, Botswana and Canoeing was included on the programme.         AMERICAS CONTINENTAL REPORT	- Funding the Future – How to pay for the above mentioned initiatives.	
Referred to the report on the website.         African Youth Games would be in Gaborone, Botswana and Canoeing was included on the programme.         AMERICAS CONTINENTAL REPORT		
African Youth Games would be in Gaborone, Botswana and Canoeing was included on the programme.          AMERICAS CONTINENTAL REPORT	AFRICAN CONTINENTAL REPORT	
included on the programme.         AMERICAS CONTINENTAL REPORT	Referred to the report on the website.	
Referred to the report on the website.	AMERICAS CONTINENTAL REPORT	
	Referred to the report on the website.	

Canoe Slalom activity in Mexico ongoing and training camp would be conducted in connection with the Continental Championships. There would be an ITO seminar at the same time.	
COPAC would definitely use the 2014 Canoe Marathon Championships in Oklahoma to progress the regions development. Brazilian Federation did not nominate any ITOs for 2013 events and ITOs seems not very active for the next Olympic Games. This was identified as a major issue.	
Beach Games for Caribbean region was approved and would be a good opportunity to include Canoeing disciplines in these Games.	
ASIA CONTINENTAL REPORT	
Asian Beach Games in 2014 would be in Thailand and Canoeing was planned to be included in the programme	
Iran was suspended from all activities in Canoeing. The situation was difficult in Asia as Asian Championships would be a qualifier for the Asian Games next year.	
Asian Canoe Polo would be in India but the NOC was suspended by the IOC. It was decided that relations with the NF could continue but not the NOC resulting in no invitation or involvement with the NOC would be allowed or financial support.	
EUROPE CONTINENTAL REPORT	
Canoeing would be included in the 2015 European Games.	
It was asked to consider the European Games as 2015 European Continental Olympic selection. However it would be before the World championships. The response was that the issue was very sensitive and would be discussed at the next BoD meeting.	
OCEANIA CONTINENTAL REPORT	
Referred to the report on website.	
WOMEN'S COMMISSION	
A successful meeting was held during the week with 14 ICF members, the workshop outcome would be published on the ICF website.	
The Marathon committee was congratulated for having a female member.	
Further update of the gender compositions of the NF Boards would be	

aamplatad	
completed. All BoD members were encouraged to update the ICF about their	
committee or NF if they did something positive regarding gender equity and	
to submit 'best practice' projects.	
Thanked Don McKenzie for offering to make a presentation at the next	
- · ·	
Commission meeting regarding Dragonboat and women cancer survivors.	
Full BoD support for inclusion of C1 women Canae Statem in the Olympic	
Full BoD support for inclusion of C1 women Canoe Slalom in the Olympic	
programme starting in Rio 2016.	
ICF DEVELOPMENT PROGRAM	
A survey was sent to all NFs in different continents, the statistics were	
gathered and NFs according to their activity and involvement were	
categorised in 3 different categories A, B and C.	
The Development Programme continued according to the plan agreed at	
the ICF Congress and so far all requirements were fulfilled.	
Discussion over Implementation of measurable ways to evaluate the	
Development Programme was undertaken.	
The President encouraged the implementation of some plans to increase	
the Development Programme in countries with an IOC member.	
For Canoe Slalom the Talent Identification Programme had been very	
successful for athletes and the level of paddling and coaching.	
Because of the development programme for slalom there were now high	
quality coaches and athletes in Thailand at the moment with one athlete	
reaching the Olympic Games.	
GOVERNANCE REVIEW	
It had recently been possible to put a framework together for the	
Governance review. The Commission had met this week and moved	
forward on several items. A draft document would be worked on before	
being submitted to the BoD members for their further feedback.	
The final document would be sent to all NFs in November 2013 for their	
comments and feedback.	
Polynoment of roles and responsibilities in the ICE would be worked an over	
Refinement of roles and responsibilities in the ICF would be worked on over	
the summer and circulated to ICF BoD and Commission members.	
MISCELLANEOUS	

Juries were approved by the BoD for 2013 events.	
Georgia had submitted all papers for re-establishing itself as a new federation and was approved by the BoD.	
The Mauritius situation was discussed. The ICF was requested to send a letter supporting the National Federation and show that they were members of the ICF.	
Marketing	
A detailed presentation was given by Karen Webb and Catherine Wieser on Marketing and the ICF.	
A detailed analysis of the worth of the ICF events had been done and a Marketing plan was presented to the BoD.	
A proposal to engage high profile athletes and ex athletes in the marketing strategy was made by BoD.	
It was stated that NFs need good lead time to allow their own sponsors to work out their contracts before ICF impose new rules. The problem exists if the ICF obtains sponsors in the meantime will lead to a problem.	
The manufacturer agreements for each discipline was discussed. A template would be drawn up by ICF Headquarters and discussed with each discipline Chair on how it could fit their discipline and how to make it work.	
The principle of advertising guidelines on athlete equipment was discussed. It was stated that the paper is a draft and needs consultation with stakeholders before implementation. It was proposed to have a deadline for when the rules would come into force. However it was decided further BoD discussion would be required.	
The Issue regarding Natasha Yanics had been solved over her change of nationality for Canoeing. Legally there was no argument for her to change country however from a moral point of view there was evidence she married to move to another country for sport. The ICF needed to change its eligibility rules for the next Congress.	
The next ICF Board meeting would be 7 - 9 November 2013 in Lausanne, Switzerland	



SimaTodom