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Sports Governance of Samoa National Federations

Maureen Epati-Tuimalealiifano

Tutor: Dr. Donald RUKARE

Ottawa University of Canada

Declaration

I declare that this thesis, which I hereby submit for the degree Masters in Sports Organisation Management (MEMOS) at the Ottawa University of Canada is my own work and has not been submitted by me in any other university or tertiary institution.

Signature of student:

Signature of supervisor:

Dedication

This study is dedicated to my late father, Patea Satini Epati who was a sports figure, trainer, manager and dedicated his life in inspiring us in sport, and my mother Amiaifolau Epati, who will always be my inspiration.

Acknowledgments

I acknowledge the support, guidance and assistance of various people. I would like to thank Dr. Donald Rukare for his great support and encouragement while preparing and writing this paper.

Many thanks to those who agreed to be part of my journey; the Executive Board of SASNOC for approving my topic of study, Presidents and Secretary Generals of National Federations who provided their constitutions for me to review and my work colleagues for allowing me more time to research than work.

I would like to acknowledge the support by my dear husband, Lupematasila Tile Tuimalealiifano my sons, Gerald Lei'asaituna and Satini Colin Tuimalealiifano.

Maureen Epati-Tuimalealiifano

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Abstract

Few members of the Samoa Association of Sports and National Olympic Committee (SASNOC) raised concerns and complaints against their own sports or National Federations (NFs). The concerns including the absence sports activities all year, no annual general meetings in last two (2) and three (three) years, no financial reports and audited account reports and the deregistration of the (NFs) from the Ministry of Commerce Industry and Labour (MCIL).

All (NFs) in Samoa are registered members of (SASNOC). There are conditions and requirements to become a member including registrations of sports bodies with the Ministry of Commerce Industry and Labour (MCIL). The requirements provided by (MCIL) for an NF to register, is to submit a signed constitution, list of financial members, location of the registered office and contact details, sports activities events and pay a fee.

In handling these concerns, (SASNOC) reviewed the NFs' constitutions and mandates how they manage, operate and conduct their affairs. The keys findings emerging from these constitutions are shocking because the mandates are outdated, never been reviewed, non-compliant with SASNOC and International Olympic Committee (IOC) Charter and do not reflect emerging governance circumstances. It was discovered that almost all concerns and issues raised contradicted with their mandates or do not contain provisions to address these matters. Only twelve (12) NFs with copies of constitutions were found, the rest or 16 constitutions are missing or non-existed.

The project used relevant information and materials to evaluate relevant compliance components of sports governance throughout all members of SASNOC. It ensures that all NFs, members, athletes and their partners to proactively execute their duties to deliver safe and healthy sports activities.

The research advances governance, accountability and transparency standards at all levels of sports management, trainings, funding and accounting practices by having an up to date constitution for all to follow.

Résumé

Quelques membres de l'Association des sports et du Comité national olympique de Samoa (SASNOC) ont fait part de leurs préoccupations et de leurs plaintes à l'égard de leurs propres sports ou de leurs fédérations nationales (FN). Les préoccupations concernent notamment l'absence d'activités sportives tout au long de l'année, l'absence d'assemblées générales annuelles au cours des deux (2) et trois (3) dernières années, l'absence de rapports financiers et de rapports de comptes audités, ainsi que le désenregistrement des FN auprès du ministère du Commerce, de l'Industrie et du Travail (MCIL).

Toutes les FN de Samoa sont membres de la SASNOC. Il existe des conditions et des exigences particulières pour devenir membre, notamment l'enregistrement des organismes sportifs auprès du ministère du Commerce, de l'Industrie et du Travail (MCIL). Pour s'enregistrer, une FN doit soumettre des statuts signés, une liste des membres financiers, l'emplacement du siège social et ses coordonnées, la liste des événements sportifs et payer une cotisation.

Pour répondre à ces préoccupations, la SASNOC a examiné les statuts et les mandats des FN concernant la gestion, le fonctionnement et la conduite de leurs affaires. Les principales conclusions qui ressortent de ces constitutions sont choquantes, car les mandats sont obsolètes, ils n'ont jamais été révisés, ils ne sont pas conformes à la charte de la SASNOC et du Comité international olympique (CIO) et ils ne reflètent pas les nouvelles circonstances actuelles. Il a été découvert que presque toutes les préoccupations et questions soulevées étaient en contradiction avec leurs mandats ou ne contenaient pas de dispositions pour traiter ces questions. Des copies des constitutions de douze (12) FN ont été, les autres étant soit introuvables, soit inexistantes.

Le projet utilise des informations et du matériel pertinents pour soutenir les éléments de conformité de la gouvernance sportive de tous les membres du SASNOC. Il permettra à toutes les FN, aux membres, aux athlètes et à leurs partenaires de s'acquitter de manière proactive de leurs obligations en matière d'activités sportives saines et sécuritaires.

La recherche fait progresser la gouvernance, la responsabilité et la transparence à tous les niveaux de la gestion du sport, des entraînements, du financement et des pratiques comptables en disposant d'une constitution actualisée à laquelle tous peuvent se conformer.

List of Acronyms

AOC	-	Australia Olympic Committee
CAS	-	Court of Arbitration for Sport.
IF	-	International Federation
IOC	-	International Olympic Committee
KNOC	-	Kiribati National Olympic Committee
NF	-	National Federations
NOC	-	National Olympic Committee
MCIL	-	Ministry of Commerce Industry and Labour, Samoa
MESC	-	Ministry of Educations, Sports and Culture, Samoa
MOF	-	Ministry of Finance, Samoa
PNGNOC	-	Papua New Guinea National Olympic Committee
SASNOC	-	Samoa Association of Sports and National Olympic Committee
SMADA	-	Samoa Anti-Doping Agency

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Chapter 1

1.1 Introduction

In Samoa, there are 33 National Federations (NFs) registered with Samoa Association of Sports and National Olympic Committee (SASNOC). Out of the 33 registered members only 28 National Federations are active of which 26 are Olympic sports and 7 non-Olympic sports.¹ SASNOC records show only 12 National Federations have constitutions or mandates in their files, the rest of about 16 constitutions are missing.²

SASNOC is registered as a non-governmental and not for profit organisation pursuant to Article 15 of the Constitution of Independent State of Samoa³ the National Federations are required to register as Incorporated Societies with the Ministry of Commerce Industry and Labour (MCIL)⁴ in order to operate and recognise as a sport body. The legal framework for sports bodies in Samoa is governed by the Ministry of Education, Sports and Culture (MESC) the regulatory body.⁵

SASNOC plays an important role in sports operations and events including promoting fundamental principles and values of Olympism in Samoa, particularly in the field of sports and educations.⁶ National Federations are required to carry out their roles in various sports bodies to engage coaches, trainers, to train athletes and properly manage their affairs pursuant to the mandates and criteria imposed by the MCIL.⁷ SASNOC rely mostly on funding from the Government of Samoa of which a budget of ST\$2 million or USD\$700,000.00 is allocated in the Government budget every year towards sport development and sports activities.⁸ All sport bodies in Samoa are regulated as non-profit organisations⁹ similarly in many countries such as Australia where, “Sporting organisations which are companies limited by guarantee or

¹ National Federation Database 2020 held with SASNOC Headquarter.

² Ibid

³ Constitution of the Independence State of Samoa 1960. Article 1. www.samoagovt.ws [accessed 11 October 2023]

⁴ Ministry of Commerce Industry and Labor. Section 6, Incorporated Societies ordinance 1952. www.mcil.gov.ws [accessed 11 October 2023]

⁵ Ministry of Education, Sport and Culture. www.mesc.gov.ws [accessed 11 October 2023]

⁶ Samoa Association of Sport and National Olympic Committee, constitution dated 2020, Article 1, section 1

⁷ Ministry of Commerce Industry and Labor. Section 6, Incorporated Societies ordinance 1952. www.mcil.gov.ws [accessed 11 October 2023]

⁸ Ministry of Finance. Budget Resource Allocation. www.mof.gov.ws/service/budget [accessed 3 November 2023]

⁹ Ministry of Commerce Industry and Labor. Section 6, Incorporated Societies ordinance 1952. www.mcil.gov.ws [accessed 11 October 2023]

associations, however, do not have the primary purpose of making a profit, although a profit may be part of their objectives. If a profit is made it is churned back into the sport. Its members are there to further a common interest in the sport or in participating in the sport. This means that profit making is a means to an end and not the end itself.”¹⁰ Sport governance is a source of national pride, joy and honour for the country and community, it is an outstanding precondition and prerequisite for global prestige and reputation as sports excellence highly equates with social, economic and political growth.¹¹

The author has been involved with archery sports in the last 15 years and had just been appointed to the SASNOC executive as secretary general.¹² Upon taking up this role, it was discovered that many issues and challenges are faced by SASNOC and National Federations that have not been rectified or looked at. The issues including the lack of policies in place and supremacy control checks into NFs constitutions and mandates, as well as registrations and memberships issues. The constitution issues are either none on file and if on file, they are way outdated and have not been complied with SASNOC constitution pursuant to Article IV¹³ furthermore, International Olympic Committee (IOC) charter.¹⁴ The study will focus on 12 National Federations for review, to identify any gaps and weaknesses in their constitution documents and others. From there we will draw a roadmap and plan to assist in updating and recommending amendments to National Federations constitution template and to provide compliance registration process.

National Federations constitutions varying from non-existing to outdated documents that do not provide some provisions such as female representative on the executive board, dispute resolution guidelines options, either provide or silent on proxy votes, and when to call annual general meetings and/or special general meetings. Example is drawn from the constitution of the Samoa Paralympics Incorporated 2010 where it is silent on all provisions named these contents.¹⁵ The National Federation mandates do not prescribe any role of SASNOC to assist

¹⁰ Healey, Deborah. Governance in Sport: Outside the Box. *The Economic and Labour Relations Review*” [accessed 6 November 2023]

¹¹ Blanco, Dennis (2017) "Sports Governance: Issues, Challenges and Perspectives," Asia-Pacific Social Science Review: Vol. 17: Iss. 1, Article 9. Available at: <https://animorepository.dlsu.edu.ph/apssr/vol17/iss1/9>. [accessed 1 June 2024]

¹² SASNOC Annual General Meeting Minutes. Appointment of new Executive Board. dated 23 November 2024

¹³ Samoa Association of Sport and National Olympic Committee, constitution dated 2020, Article 4 section 2.

¹⁴ International Olympic Committee, IOC 1. Olympic Movement. By law to Rule 2 section 3. Recognition by IOC. [Olympic Charter - Official Olympic Documents \(olympics.com\)](https://olympics.com/en/olympic-charter) [accessed 11 June 2024]

¹⁵ Samoa Paralympics Incorporated. Constitution 2010

or to act as mediator/arbitrator in facilitating dispute resolution matters, handling complaints and grievances against members. They are also silent on performing accounting practices and accountable for funds and grants they received and disbursed by SASNOC as in the case of Samoa Paralympics National Incorporated.¹⁶ In Nigeria, cases of high profile corporate failures emerged and public became more critical on the effectiveness of corporate governance mechanisms in reducing creative account practices. The Financial Reporting Council of Nigeria enacted studies and concluded that the regulatory intervention contributes to effective corporate governance mechanism which invariably minimizes creative accounting practices.¹⁷

Several outdated provisions in constitutions under review did not reflect emerging circumstances and good governance practice, examples in the constitution of the Samoa Triathlon Federated Incorporated 2013, the executive terms in office is not specified, virtual meetings and annual general meetings were held in the absence of a provision to allow it. Proxy votes and overseas-based members were allowed to cast votes that are not provided for as well. Few issues in the absence of executive members from Samoa during the covid-19 pandemic and locked down, rules on inactive executive members in performing their duties more than eighteen (18) months and during the pandemic lock-down is all silent¹⁸ nor a provision to allow it.

As a result of many NFs uncertainty and issues, SASNOC received complaints from members of Samoa Triathlon and Samoa Paralympics sports where athletes were very much affected. There were no records of competitions in last 3 years and their non-participation in sports educational programs offered by SASNOC were also affected pursuant to section 2 of the Constitution of the Samoa Triathlon.¹⁹ As members of SASNOC, all National Federations must comply with guidance and regulations as referred to in the membership's qualification of the constitution pursuant to Article 3 of SASNOC constitution, membership and qualification for memberships.²⁰ As imposed and enforced by the Australia Olympic Committee pursuant to Australia Incorporated Societies Ordinances 1952 which states for National Federations, Sports

¹⁶ Samoa Triathlon Federation Incorporated Constitution 4 November 2013.

¹⁷ Olojede, P., Erin, O. Corporate governance mechanisms and creative accounting practices: the role of accounting regulation. *Int J Discl Gov* **18**, 207–222 (2021). <https://doi.org/10.1057/s41310-021-00106-4> [accessed 1 June 2024]

¹⁸ Samoa Triathlon Federation Incorporated Constitution 4 November 2013

¹⁹ Ibid. Section 2. Objects and Purposes.

²⁰ Samoa Association of Sport and National Olympic Committee, constitution dated 2020, Article 3 sections 1 - 3.

Bodies and Organisations “be legally constituted and registered and be affiliated to the International Federations concerned, for National Federations and further stated in “subject to clause 32, be submitted and remain a member of the Committee upon it: “continuing to conduct its activities in compliance with this Constitution, the Olympic Charter and the rules of its International Federation.”²¹

1.2 Limitation of the Study

There are many challenges and limitations that are bound to be encountered. One of the many limitations is the access of the researcher to National Federations constitutions, especially most NFs do not have constitution copies on files or anywhere in their office. SASNOC office to write to MCIL to obtain copies of these constitution for this study.

The second limitations are the reserved attitudes and unwillingness of NFs officers to tell us that they do not hold copies of their constitution anywhere. It appears to be a major breach to how the sports operations and activities are operated.

However, after many discussions they gave in and work with the researcher to provide this information so we can positively move forward in doing so. The NFs were made aware that this research will provide a constitution template that will be tabled at the members’ workshop in September 2024.

1.3 Research questions

The questions focus on the review of all National Federations constitution to bring into line with SASNOC constitution and IOC Charter. The outcome and the recommendation from the review will be a new constitution template providing a standard guideline for all National Federations to adopt and follow. It will greatly benefit all NFs to strengthen the good governance, accountability, transparency, democracy and compliance with laws, rules and criteria imposed by SASNOC, IOC, MCIL, MESC and other stakeholders. NFs are qualified and privileged to access all resources available including funding, grants, education assistance, equipment grants, scholarships opportunities etc. if all criteria are met.

²¹ Australia Olympic Committee Constitution 30 April 2022, section 7.2 National Federation Membership

The key focus main question is:

- 1) Do National Federations in Samoa have constitutions or mandates?

Secondary questions are:

- 2) Do these constitutions reflect SASNOC mission and objects, membership criteria, registration process and how these sports operations are managed?
- 3) Are there provisions for athletes, female and para-athlete's representation reflected on the executive level?
- 4) What are the gaps and weaknesses in these constitutions?
- 5) Are there any reviews conducted or amendments made to the constitutions?

National Federations are bringing to the SASNOC Executive Board various concerns and grievances in relations to members' conduct and processes used in conducting their affairs and operations. It was also discovered that almost all National Federations were left on their own to operate, mainly focus on delivering athletes performance and results but failed to meet minimal standard of constitutional governance compliance. Furthermore, few National Federations have been deregistered from the Ministry of Commerce and Labour (MCIL) registry²² and have not been receiving financial assistance from SASNOC and their respective International Sports Federations (ISF). From this study we will direct and provide all National Federations with a checklist and guidelines to review the contents of their constitution. It will be one of the recommendations to implement routine checks and control mechanism to regularly monitor National Federations performance and compliance in all aspects of the sports operations.

The Government of Samoa provides financial assistance as per approved annual budget every year. A ST\$2million, equivalent to USD\$700,000 is released or paid as they pleased to any sports federations and not directly to SASNOC.²³ (MESC) has finally launched its first ever policy on grants for sports 2023-2028.²⁴ The policy provides guidelines for all sports bodies to apply with strict acquittal reports to be submitted with audited reports. Federations sometimes received funding from international affiliated sports bodies or (ISF) and sponsors. So, these funding are received directly by National Federations and could not be captured in SASNOC

²² Ministry of Commerce Industry and Labor. Letter to SASNOC dated 2 November 2023.

²³ Ministry of Finance. Budget Resource Allocation. www.mof.gov.ws/service/budget [accessed 3 November 2023]

²⁴ Government Grants for Sports Development Policy 2023-2028. Ministry of Education, Sport and Culture.

records or financial reports. It is not prohibited to seek funding directly to Government and donors but the distribution of funds to all NFs should be equally and consistently to promote sports and support all athletes.

This research will strengthen athlete's engagement at all levels from a prospective of an athlete, coach, and trainer, and at the executive level should be well represented through inclusion in the Constitution. The athlete is at the centre of any sporting system "The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play."²⁵ SASNOC also continues to assist the NFs and associations to develop and promote their sport as well as the athletes of the country.²⁶

1.4 Objectives of the Study

The study of National Federations constitution was conducted and obtained from 12 NFs who are members of SASNOC. It aimed at identifying gaps and weaknesses in these constitutions and to provide a standard guideline model not only for the 12 NFs under study but for all NFs to adopt and incorporate within a timeframe approved by SASNOC and its members.

Furthermore, from the same study, it covers provisions on registration of members, when to call for meetings including annual general meetings, managing their accounts, auditing process, accountability and transparency in monies, athlete selections and other programs etc. etc...It will also provide guidance and directions to develop strategic plans using SWOT analysis. "SWOT study is a method for strategic planning. SWOT analysis can assist in evaluation the best match between external trends "opportunities and threats" and internal resources when used correctly. An operative strategy is the single that harness the potential of the organisation by leveraging its strengths and mitigate the risk either fixing or offsetting for the weaknesses."²⁷

1.5 Chapter Outline

The study is divided into 5 chapters.

²⁵ Australia Olympic Committee Constitution, dated 30 April 2022, section 4(4). Fundamental Principles of Olympism, (Adopted by the IOC and codified in the Olympic Charter)

²⁶ Samoa Association of Sport and National Olympic Committee, constitution dated 2020, Article 2 section 8

²⁷ (Dyson, 2002; Hindle, 1994) Formulation of Sport Management Strategic Planning using SWOT Analysis (researchgate.net), [accessed 30 October 2023]

- Chapter 1: provides a general introduction and background of the study with problem and issues to be addressed in the desk review. It contains objectives, scope and identifying weaknesses and findings with limitations as to the approach taken.
- Chapter 2: is the literature review.
- Chapter 3: is the methodology and data collection tools
- Chapter 4: principal results and recommendations; and
- Chapter 5: provides conclusion, recommendations and action plan.

1.6 Methodology

A desk review was conducted for all 12 NFs constitutions. Data was collected and grouped into provisions, sections and sub-sections to identify the contents in these constitutions. Comparison was made against SASNOC constitution and results were compiled and is presented into graphs format with explanatory notes to explain articles and provisions

Refer to Appendix 1.

- a) Dataset
- b) Pivot table
- c) Query table

Chapter 2

2.1 Literature Review

The legal framework for sports bodies in Samoa is governed by the Ministry of Education, Sports and Culture (MESC) the regulatory body.²⁸ The Ministry through its Sport Department coordinates activities such as schools' sports programs particularly with popular sports in the country including rugby, netball, football and athletics. Other sports disciplines are managed and delivered by particular sports bodies themselves hence National Federations (NFs) are established to operate and manage. (MESC) also is in charge of Samoa National Sport Policy which was approved and launched in June 2024.²⁹ It focuses on sports education, interschool competitions and traditional sports but not at the world stage level competitions.³⁰ MESC works closely with SASNOC in facilitating and financing educational training programs and sports activities including the Olympic day, Samoa National Games, Teuila Culture Festival Games etc.

There are 33 National Federations registered with SASNOC. Out of the 33, only 28 National Federations that are active and continuing sports tournaments and competitions while 5 sports bodies are inactive in sports activities namely Samoa Paralympics, Samoa Fencing, Samoa Badminton, Samoa Powerlifting and Samoa Baseball Federation. All National Federations are registered with MCIL³¹ to legally operate as incorporated body and pay an annual subscription. Once registered, they will be eligible to register as a member with SASNOC, both registrations are done annually and pay a fee.

This study also provides a review of current systems and practices inherited from past SASNOC operations since it was first established in 1984.³² The traditional approach and heritage of management styles and operations thus carried several outdated documents including National Federation constitutions. Board executive and management are now looking into this matter seriously. It is not uncommon for any organization to inherit outmoded practices as in South Africa. "The inherit risk of governance and compliance within National Federations in South Africa is high and accordingly requires the need for good governance

²⁸ Ministry of Education, Sports and Culture. www.mesc.gov.ws [accessed 17 November 2023]

²⁹ Government Grants for Sports Development Policy 2023-2028. Ministry of Education, Sport and Culture.

³⁰ Ibid. National Sport Policy. www.mesc.gov.ws [accessed 17 November 2023]

³¹ Ministry of Commerce Industry and Labor. Incorporated Societies ordinance 1952. Section 6.

³² Samoa Association of Sport and National Olympic Committee, constitution dated 2020. [accessed November 2023]

framework.”³³ While there is a great need to implement a framework governance, SASNOC should firmly enforced rules and conditions against its members to work together to review, study and deliver recommendations to make this partnership effective. A conclusion of this study will eliminates gaps and develop systems as a guide, a new constitution template for all National Federations and future sports interests.

SASNOC is the sport body that governs preparation, presentation and performance of Team Samoa to participate at the Olympic Games, Commonwealth Games, World Games, Youth Games, and Pacific Games. There are particular obligatory requirements offered by SASNOC to award national colours to athletes and officials, takes action against discrimination, promoting gender equality, represent Olympic Movement of the country events are held.³⁴ These contents must include in National Federations constitution to reflect both SASNOC roles and the support of its members to support athletes and Athletes Movements. “the mission of the IOC is to promote Olympism throughout the world and to lead Olympic Movement.”³⁵

International Sport Federation (ISF) is a sport body that is responsible for control and governance of their particular sport regarding all elements pertaining to competitions and rules of the sport. ³⁶ The ISF enforces rule and mandate of the sport, gender equity, audited accounts of the ISF and membership criteria. Similarly, with World Archery Federation which contains five continental member associations and more than 160 national member associations that regulate, promote and develop the sport in their respective regions. “World Archery organises international events, including world championships in various disciplines, runs education and development projects, and creates content to market the sport to a global audience on television and through digital media platforms.”³⁷ Therefore, the National Federations must align their constitutions to reflect the ISF and SASNOC mandates.

National Federation (NF) is a sport body that is responsible for administration, development and coordination of a country’s sport code regarding athletes, coaches, technical officials and administrators. The NF will maintain membership of governing sport bodies such as SASNOC

³³ Good Governance for National Sport Federation in South Africa from a System Perspective: A Case Study. Cleak, Brynn Ammond 2019. University of Ottawa, [accessed 10 October 2023].

³⁴ Samoa Association of Sport and National Olympic Committee, constitution dated 2020, Article 1, section 2

³⁵ International Olympic Committee, IOC 1. Olympic Movement [Olympic Charter - Official Olympic Documents \(olympics.com\)](https://olympics.com/en/olympic-charter) [accessed 11 June 2024]

³⁶ IOC Charter 2020, section 3;(26: Mission and role of the IFs within the Olympic Movement) [Olympic Charter - Official Olympic Documents \(olympics.com\)](https://olympics.com/en/olympic-charter) [accessed 1 November 2023]

³⁷ [About us | World Archery](https://www.worldarchery.sport). www.worldarchery.sport. [Accessed 19 June 2024]

and IF as well as governing the sport code through its policies and regulations,³⁸ and IOC Charter.³⁹ Furthermore, NFs must clearly link and connects its obligations to ISF and SASNOC constitutions.

NFs have obligations and commitments as to the purpose of their existence as stipulated in their constitution. In Samoa, some are committed and others are a bit relaxed and less active. As emphasizes by Trinidad and Tobago Olympic Committee in their review of their commitment to deliver best results, the highlight was the use of the word “commitment” rather than establishing a Code of Good Governance, it was felt that this more personal approach would encourage board to take individual responsibility for the governance of their NFs including reviewing their constitutions every four years.⁴⁰

Board members of SASNOC are responsible to ensuring their roles stipulated in the constitution are delivered and acted upon including strategic thinking, stay on top of governance role and provide directives to National Federations and its members pursuant to Article VII of SASNOC constitution⁴¹ and further suggested by Sport New Zealand in its mission to appoint the right Board members.⁴²

In 2016, Sports England launched a Code for Sports Governance, “it sets out the levels of transparency, diversity and inclusion, accountability and integrity that are required from those organisations who seek – and are in receipt of - UK Government and National Lottery funding from Sport England and/or UK Sport.”⁴³ The emphasis of this code for sport governance are transparency and accountability of National Federations to funding applications to SASNOC. All National Federations are eligible to apply for funding, equipment grants, sports educational assistance etc. “A research on an empirical approach to determining key governance guidelines/indicators, and the use of an archetype approach to determine ideal types for more

³⁸ Samoa Association of Sport and National Olympic Committee, constitution dated 2020, Article 1, section 4(b)

³⁹ IOC Charter 2020, section 29(the National federations)

⁴⁰ Trinidad and Tobago Olympic Committee, page 46, Managing Olympic Sports Organization, Olympic Solidarity, (Ed) Leigh Robinson

⁴¹ Samoa Association of Sport and National Olympic Committee, constitution dated 2020, Article 7 section 6-12.

⁴² Sport New Zealand, (2023). Report in April 2023. Sport and Recreation New Zealand, www.sportnz.org.nz [accessed November 2023]

⁴³ Sports England 2016, www.sportsengland.org, [accessed 11 November 2023]

appropriate governance analyses helps address the contextual and one-size-doesn't-fit-all issue.”⁴⁴

This review examined tools that will be used to strengthen National Federations constitution updates and to align with SASNOC constitution, ISF rules, and IOC Charter. “The Basic Universal Principles of Good Governance within the Olympic Movement were first approved by the Olympic Congress in Copenhagen in 2009 and have been updated in the framework of Recommendation 14 of Olympic Agenda 2020+5 – “Strengthen the Olympic Movement through good governance” – with a view to adjusting to the latest standards.”⁴⁵ In gathering research information about this topic will also help in consolidating registration practices both required by MCIL and SASNOC to ensure all NFs are properly registered and receive their respective funding and support.

Samoa Government launched a first ever Government Grants for Sports Development Policy 2023-2028.⁴⁶ The policy is co-ordinated by the Ministry of Sports and Recreation (MSR) formerly MESC. Its main focus is on specific rules for granting of financial assistance for the development and improvements of school sports fields for school and community sports games. It also governs grants given to SASNOC and all NFs in Samoa.⁴⁷

SASNOC constitution in its preface declares its support for athletes, as athletes are at the heart of sport movement and the commitment to the Olympic Movement.⁴⁸ The emphasis is on the athletes and in failing to have solid guidance as in constitution, the dream will not be realised “The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.”⁴⁹ Also stated by Hans Bruyninckx that, “Sports... take place in a sort of separate [autonomous] sphere, detached from normal rules and regulations in society.”⁵⁰

⁴⁴ Cite: Parent, M.M., Hoye, R., Taks, M., Naraine, M.L., & Seguin, B. (2021) Good Sport governance and design archetypes. University of Ottawa, [accessed October 2023]

⁴⁵ IOC Code of Ethics Basic Universal Principles of Good Governance within the Olympic Movement. Implementing Provisions. [accessed 1 November 2023]

⁴⁶ Government Grants for Sports Development Policy 2023-2028. Ministry of Education, Sport and Culture.

⁴⁷ Ibid

⁴⁸ Samoa Association of Sport and National Olympic Committee, constitution dated 2020, Preamble Section.

⁴⁹ Australia Olympic Committee Constitution, dated 30 April 2022, section 4(4). Fundamental Principles of Olympism, (Adopted by the IOC and codified in the Olympic Charter). The AOC | Australian Olympic Committee (olympics.com.au) [accessed 31 October 2023]

⁵⁰ Donnelly, P. (2022), ‘Autonomy, Governance, and Safe Sport’ in Safe Sport: Critical Issues and Practices, Stevens, J. (ed.), Centre for Sport Capacity, Brock University, Saint Catharines.

Without athletes, there is no sport, without sports there is no sports federation, in the absence of sports federations, National Olympic Committee, NOC cannot exist on its own. NOC are established to ensure their countries are represented at the international level playing fields, world championships including Olympic Games. “The three main constituents of the Olympic Movement are the International Olympic Committee, IOC, the International Sports Federations, IF and the National Olympic Committees NOC”⁵¹. Whilst the Olympic Movement is guided by its Charter, SASNOC and National Federations must align its governance to benchmark with same standard.

The interactions and interconnections of NFs, NOCs, and ISF to IOC through sports provide a bigger picture of good governance and one cannot operate without the others.

The study outcome of this paper will assist National Federation in Samoa with updated version of a constitution template to support the managing of sports activities, sports managements, and good governance to achieving the best results. To identify qualified and elite athletes and continued support of athletes’ performance participations at the world stage. Furthermore, to seek assistance through Olympic Solidarity programs “The aim of Olympic Solidarity is to provide assistance to NOCs for athlete development programmes, in particular those which have the greatest need of it. This assistance takes the form of programmes elaborated jointly by the IOC and the NOCs, with the technical assistance of the ISFs, if necessary”⁵²

In Papua New Guinea, there are 32 National Federations registered members of their NOC. Eligibility criteria to qualify to become a member or an affiliate member, “is when a National Federation is an incorporated entity and must, “(a) provide a confirmation that is affiliated to an International Federation governing its sport and (b) engage in substantial sport activity,”⁵³. A member or affiliate may be expelled if; (1) it ceases to be properly constituted body, (2) it fails to comply with its own constitution and in section (5) it fails to pay any fee or other payment to PNGNOC when due etc.⁵⁴

⁵¹ International Olympic Charter, Olympic Movement, section 2, Composition and general organization of the Olympic Movement [Olympic Charter - Official Olympic Documents \(olympics.com\)](https://olympics.com) [accessed 1 November 2023]

⁵² Ibid. Section 5 Olympic Solidarity. [Olympic Charter - Official Olympic Documents \(olympics.com\)](https://olympics.com) [accessed 1 November 2023]

⁵³ Papua New Guinea National Olympic Committee Constitution. Sections (5) & (7) Memberships. www.pngolympic.org [accessed 1 November 2023]

⁵⁴ Ibid, section 11 (b). www.pngolympic.org [accessed 1 November 2023]

PNGNOC have strict guidelines and criteria to expel a member including failing to properly constitute and failing to comply with its own constitution. This strict condition reflects a compulsory component to adhere to regulations that should apply with SASNOC which currently imposed and monitored by MCIL. It is one of the requirements to become a member for SASNOC to be properly constituted with an updated mandate.

Examples are obtained as per the Australia Olympic Committee (AOC) in its constitution which stated; A National Federation in section 7.2: subject to clause 32, be submitted and remain a member of the Committee upon it: (1) being and continuing to be affiliated to an International Federation governing a sport included in the programme of the next Olympic Games or the next Olympic Winter Games; and (2) exercising and continuing to exercise real and specific sports activity; and (3) and continuing to conduct its activities in compliance with this Constitution, the Olympic Charter and the rules of its International Federation; providing that only one National Federation for each sport included in the programme of the next Olympic Games or the next Olympic Winter Games will be admitted to membership.”⁵⁵ Australia Olympic Committee spells out clear conditions and contents of compliance with its constitution.

In the Kiribati National Olympic (KNOC) has established the National Federation framework to become a member.⁵⁶ This framework set out the requirement for a national federation to register and become a member that is recognised by Kiribati Olympic Committee. The requirements are as follows:

- a. A written statement of intention
- b. A copy of the approved Constitution of the applicant National Federation.
- c. Minutes of the NF meeting at which such Constitution was approved.
- d. List of NF current Executive Board members
- e. Minutes of last AGM confirming election of current NF Executive Board members.
- f. A four-year development and strategic plan
- g. The written support of at least two current Full Members or Associate Members of KNOC
- h. Evidence of NF affiliation to IF and/or evidence of IF support for establishment of NF

⁵⁵ The Australia Olympic Committee, Governance on Australian Olympic Foundation, [The AOC | Australian Olympic Committee \(olympics.com.au\)](https://olympics.com.au) [accessed 31 October 2023]

⁵⁶ Kiribati National Olympic (KNOC) constitution dated 1 April 2023.

All membership applications shall be subject to the approval of the Executive Board of KNOC and endorsement at the General Assembly and shall be subject to such terms and conditions as maybe imposed⁵⁷ on that note, KNOC provides requirements to become a member and an approved constitution by the National Federations. In contrast with the Canadian Olympic Committee where there are no strict rules spelled out in the by-laws on registrations of National Sport Organisation constitution.⁵⁸

The Pacific Games Charter provides guidelines for members of 22 Oceania NOCs, affiliation and the country's continuous affiliation to pay an annual fees and compliance with prescribed rules, governance and code of conduct.⁵⁹ Furthermore it provides established rules and regulations for conduct of Pacific Games, Mini games in conformity with technical rules of the International Federations (IF) governing the sports concerned.⁶⁰ This really shows how importance the governance compliance components and contents to implement in every level of registration from grassroots to competitions and international stage.

The SASNOC constitution provides a guidance and the contents herein;

1. Preamble;
2. Name and Independence;
3. Mission and Objects;
4. Membership;
5. Qualification for membership;
6. Application for Membership;
7. Rights and Duties of members;
8. Cessation of a Member;
9. Measures and Sanctions against an infringing member;
10. Register of a Member;
11. Subscription;
12. Governing Body of the National Federation;
13. Composition of the National Federation;
14. Powers;
15. Meetings of the National Federation;
16. Independent Election Commission;
17. Electoral Procedure;

⁵⁷ Ibid

⁵⁸ Canadian Olympic Committee., By-Law, <https://olympic.ca/wp-content/uploads/2023/09/COC-General-By-Law-No1>, [accessed 3 November 2023]

⁵⁹ Pacific Games Council Charter. Code of Conduct adopted in Apia 14 May 2006, Amended in Port Moresby 4 July 2014 [accessed 3 November 2023]

⁶⁰ ibid

18. Composition of the Executive;
19. Terms of Office of the members of the Executive Board;
20. Vacation of Office;
21. Measures and Sanction against an Officer, or Executive Board members;
22. Governing a Special Meeting to hear Appeal made by an officer or a Member;
23. Powers and Duties of the Executives;
24. Meetings of the Executives;
25. Responsibilities of the Executive Members;
26. Finances;
27. Control of Teams;
28. Auditor;
29. Alternations;
30. Standing Orders and Interpretations;
31. Amendments;
32. Procedure and Notice of Motion;
33. Dissolution and Winding Up;
34. Common Seal;
35. Dispute Resolution;
36. Final Provisions;

Similar format and contents are to be adopted by all National Federations in Samoa, and will be presented after this review.

The twelve (12) NFs Constitutions were reviewed to address provisions that are missing, silent or outdated. We asked the question whether there is a breach in the constitution or it is silent where corruptions or scandals may have been existed and further clarified by the Canadian Olympic Committee that says “Even corruption and mismanagement scandals in international and national organisation have demonstrated the critical for efficient tools ensuring good governance in sports organisation, whether international or national sports federations, sport associations or clubs.”⁶¹

In summary, the Literature Review shows that while almost all NOC incorporate membership and registration is part of compliance, they particularly provided legal framework and tools they actively use. It is also noting the commonly used of at least two of these, the RAT and UMAP by previous MEMOS programme students to develop and support their studies.

⁶¹ De Dycker, Stéphanie. “Good Governance in Sport: Comparative Law Aspects.” *The International Sports Law Journal*

Chapter 3

3.1 Theoretical Framework, Methodology and Data Collection Tools

The key methodology used in this study and research paper was a desk review of twelve (12) National Federation constitutions. The selected 12 NFs out of the 33 were the only federations with copies of their constitutions that were obtained from MCIL and found in SASNOC headquarter database.

The researcher in this study takes a different approach as it requires the review of existing constitutions and provide an insight of what needs to be added, removed and amended. Therefore, a new template will be drawn out and presented to reflect compliance with SASNOC constitution, IOC Charter and International Sports Federation mandates etc.

The review highlighted the gaps and weaknesses found on all these constitutions that are continuously practiced and followed. Outdated versions and non-compliance with IOC Charter and requirements were identified and thus created issues with NFs and its members.

Following on from the literature review, it is also evident that members of almost all NFs have no idea or knowledge of the constitutions to the extent that they have not seen the document at all. It is very concerned that a mandate document to guide and direct NFs are almost non-existent.

The study gathered all information on provision, sections and sub-sections and compare with the SASNOC constitution and of course IOC Charter. A data and information were collected accordingly and grouped into articles, provisions, sections and sub-sections to provide an insight of a particular title and reference.

The researcher compiled data into an excel spreadsheet and converted them into graphs format with explanatory notes on 17 provisions and sub-provisions. The data was also converted into a pivot table to provide a summary of all articles and provisions, followed by query table and query true only table as referred to Appendix (1-4)

On 18 June 2024, a first draft was presented to SASNOC executive board for their information and they were overwhelmed by the findings. The writer received their blessings and support to action and put this project as soon as the study is approved.

The following 12 National Federation constitutions that were found with commencement, registration dates and the focus of this review;

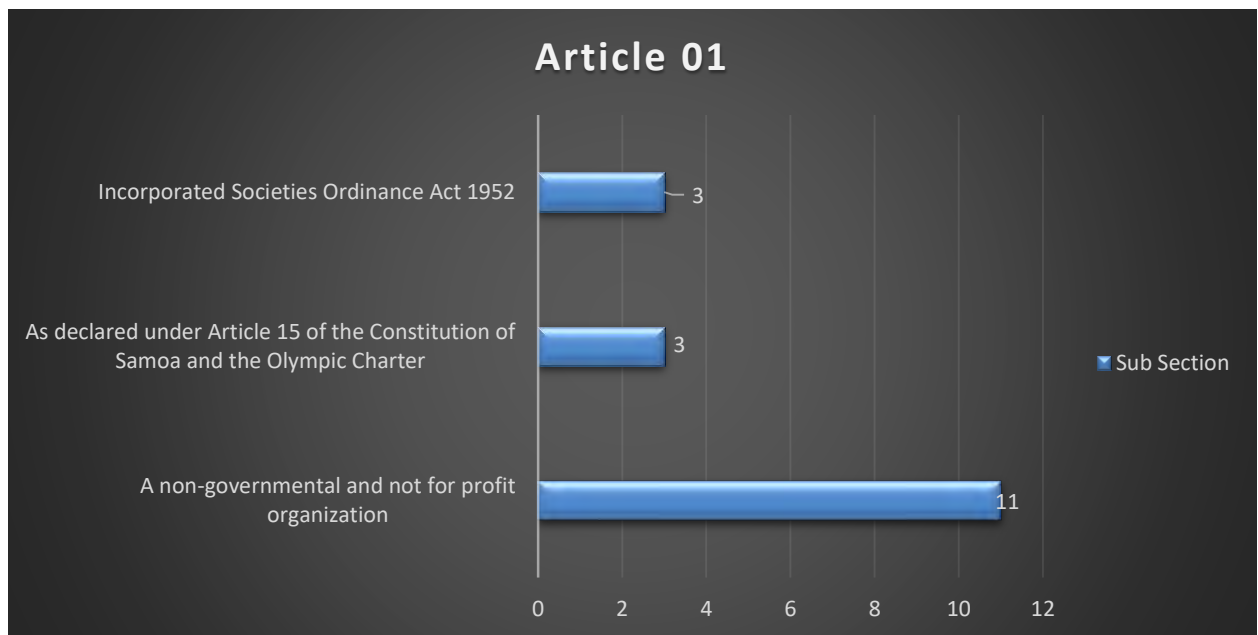
- 1) Archery Samoa Federation – new constitution executed in 2019
- 2) Bike Samoa Federation – new constitution executed in 2023
- 3) Samoa Triathlon Federations – not date
- 4) Samoa Cycling – no date
- 5) Lakapi Samoa – re-named and amended in 2018 (previously, Samoa Rugby Union)
- 6) Alo Vaa-canoe – constitution executed in 2013
- 7) Samoa Shooting – amended was made and executed in 2023
- 8) Samoa Swimming Federation – no date
- 9) Samoa Netball Federation – constitution executed in 2011
- 10) Samoa Squash Federation – no date
- 11) Samoa Touch Federation – executed in
- 12) Table Tennis – constitution was amended in 2023

Chapter 4

4.1 Principal Results and Recommendations

The results and findings are obtained from desk review information and interpreted into graphs format as in appendix 5. In summary there are 17 articles with 74 sections and subsections identified in this study.

Article 1.



1. Name and Independence

(1.1) A non-governmental and not for profit organization.

11 or 92% of Federations have this provision in their constitutions except Samoa Swimming

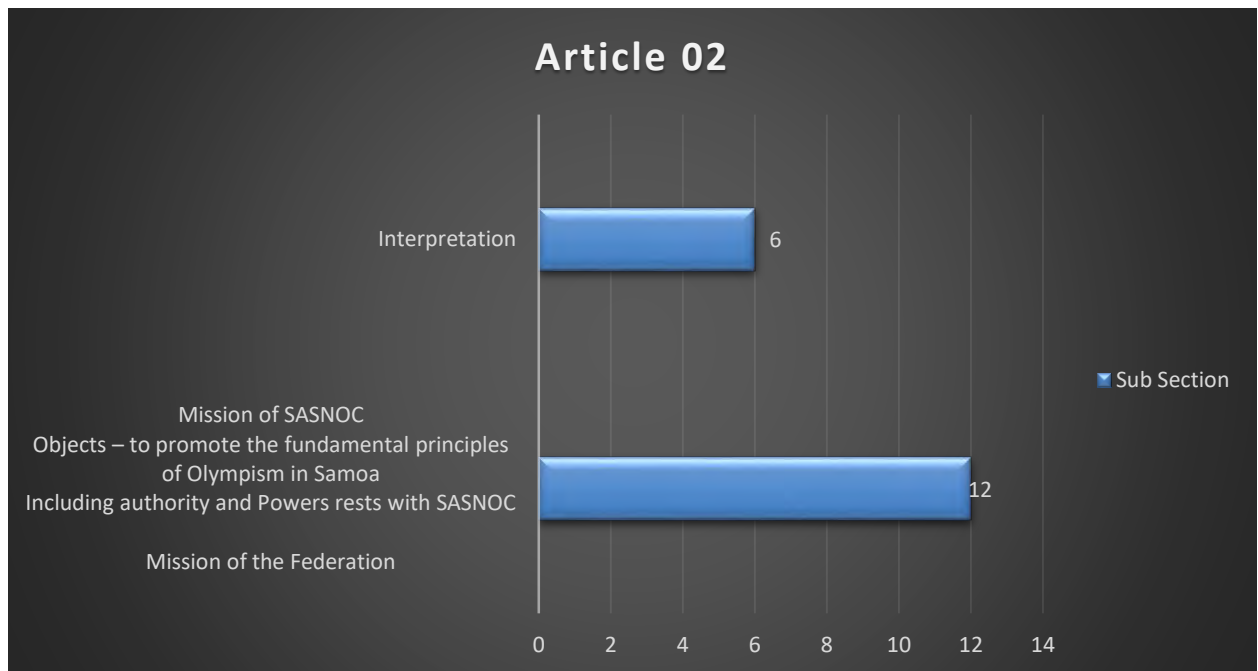
(1.2) As declared under Article 15 of the Constitution of Samoa and the IOC Charter, Chapter 1 and 4.

1 or 8% of Federation provides this provision in their constitution namely Archery Samoa.

(1.3) Outline the regulation it governs sports federation in Samoa the “Incorporated Societies Ordinance Act 1952”.

3 or 25% of Federations provide this stated in their constitution namely Archery Samoa, Samoa Touch and Alo Vaa-canoe.

Article 2



(2) Mission of the Federation. Objects

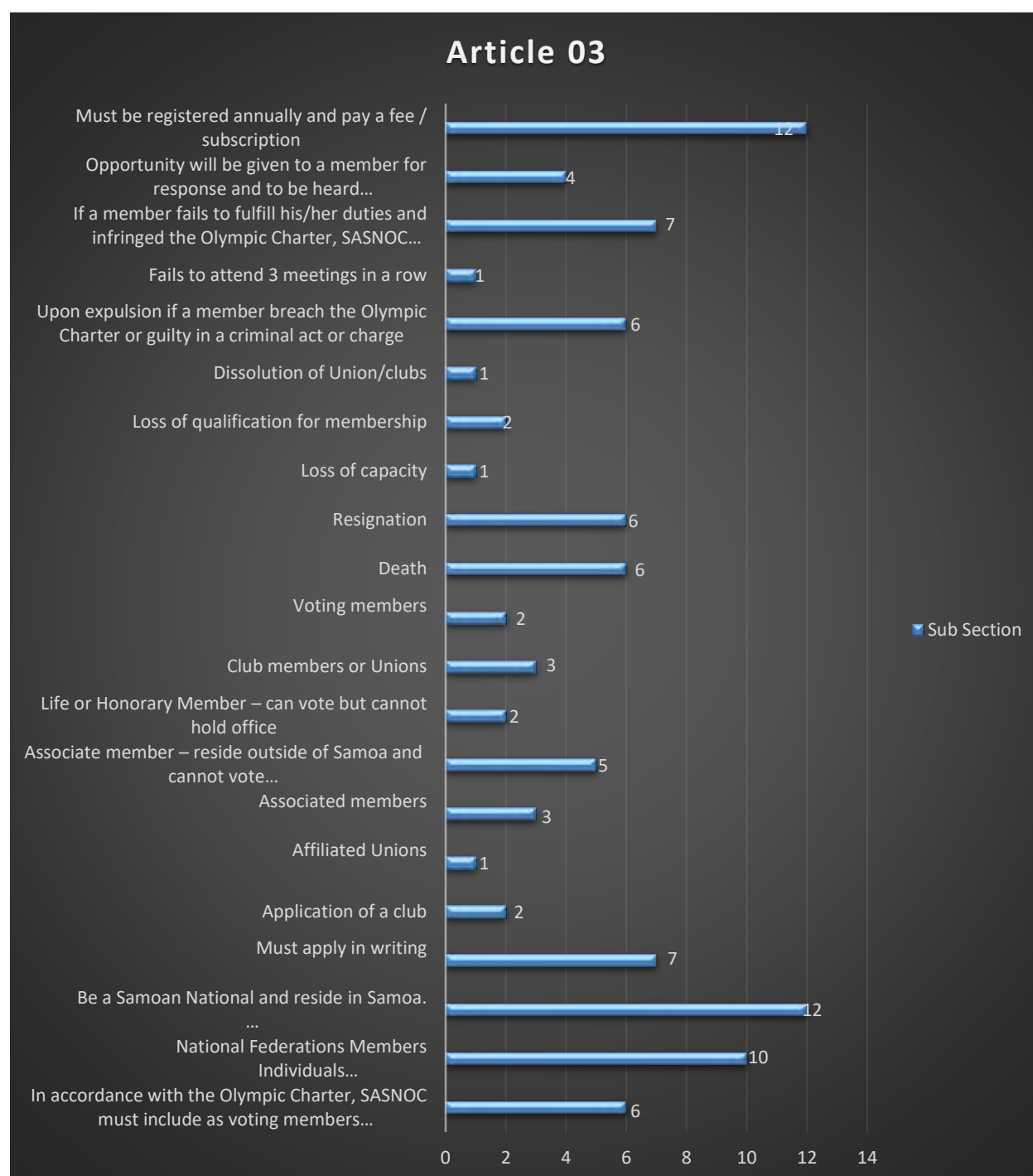
(2.1) To promote the fundamental principles of Olympism in Samoa Including Missions, authority and powers.

12 or 100% of Federations provide this provision in their constitutions.

(2.2) Interpretation Clauses.

6 or 50% of Federations provide this provision in their constitutions

Article 3



(3) Memberships and voting members including IOC member

There is no IOC member in Samoa and none of the Federations have such provision

(3.1) In accordance with Olympic Charter and SASNOC constitution, National Federations are affiliated to International Federations, must be voting members and have athlete representative on the executive.

6 or 50% of Federations provide this provision in their constitutions namely Bike Samoa, Samoa Shooting, Archery Samoa, Samoa Swimming, Samoa Squash and Samoa Triathlon.

(3.2) Other types of Membership: Individual Members.

9 or 75% Federations have individual members namely Archery Samoa, Samoa Swimming, Table Tennis, Samoa Shooting, Bike Samoa, Samoa Netball, Samoa Touch, Samoa Squash and Samoa Triathlon.

(3.3) Clubs Membership.

2 or 17% Federations have club memberships namely Alo Vaa-canoe and Samoa Cycling

(3.4) Union.

1 or 8% Federation has union membership status namely Lakapi Samoa

(3.5) Qualification for members.

(a) Be a Samoan National and reside in Samoa.

1 or 8% of Federation provide this provision in their constitution namely Samoa Shooting.

(b) Enjoy civil rights.

No such provision in all Federations constitutions.

(c) should not have been convicted of any criminal offense

2 or 16% of Federations provide this provision in their constitutions namely Samoa Cycling and Lakapi Samoa

(d) must pay a fee (annual fee).

12 or 100% of Federations provide this clause in their constitutions

(e) Ages of members varied in Sports.

Example; Archery Samoa a member must be 14 years old, Samoa Shooting must be is 16 years old and Samoa Triathlon is 18 years old.

(3.6) Application for members.

(a) A procedure in place to become a member, must apply in writing and sport executives will review and has final say.

6 or 5% of Federations provided this provision in their constitutions namely Bike Samoa, Samoa Shooting, Samoa Squash, Samoa Triathlon, Samoa Touch and Alo vaa-canoe

(b) Application by clubs.

2 or 16% of Federations provided this provision in their constitutions namely Cycling Federation and Alo Vaa-Canoe

(c) Unions.

1 or 8% of Federations provided this provision in their constitution namely Lakapi Samoa.

(d) Associated members with no voting rights during Annual General Meeting (AGM)

2 or 25% of Federations provided this provision in their constitutions namely Bike Samoa, Alo Vaa- canoe and Lakapi Samoa.

(e) Life or honorary members can vote but cannot hold office

2 or 16% of Federations provided this provision in their constitutions namely Lakapi Samoa and Netball Samoa.

(f) Patron.

2 or 16% of Federations provided this provision in their constitutions namely Archery Samoa and Samoa Squash.

(g) Club members or unions can have one vote.

2 or 25% of Federations provided this provision in their constitutions namely Netball Samoa, Samoa Table Tennis and Lakapi Samoa.

(h) Rights and duties of members.

2 or 16% of Federations provided this provision in their constitutions namely Samoa Swimming and Samoa Cycling.

- (i) Cessation of members.

Death and resignation.

6 or 50% of Federations provide this clause in their constitutions namely Bike Samoa, Samoa Shooting, Archery Samoa, Samoa Triathlon, Table Tennis and Lakapi Samoa.

- (j) Loss of capacity.

1 or 8% of Federations provide this provision in their constitution namely Lakapi Samoa.

- (k) Loss of qualification for memberships.

2 or 16% of Federations provide this provision in their constitutions namely Bike Samoa and Lakapi Samoa.

- (l) Dissolution of unions.

1 or 8% are provided only in Lakapi Samoa constitution

- (m) Upon expulsion if a member breach the Olympic Charter or guilty in a criminal act or charge

6 or 50% of Federations provided this provisions in their constitutions namely Samoa Swimming, Samoa Squash, Samoa Triathlon, Samoa Cycling, Samoa Touch and Lakapi Samoa.

- (n) Fails to attend 3 meetings in a row.

1 or 8% of Federations provided this provision in their constitution namely Netball Samoa.

- (3.7) Measures and Sanction against an infringing Member.

- (a) Proper procedure is provided i.e. warning, suspension and expulsion

7 or 58 % of Federations provide this provision in their constitutions namely Samoa Shooting, Samoa Triathlon, Samoa Cycling, Samoa Touch, Samoa Netball, Alo Vaa-canoe and Lakapi Samoa.

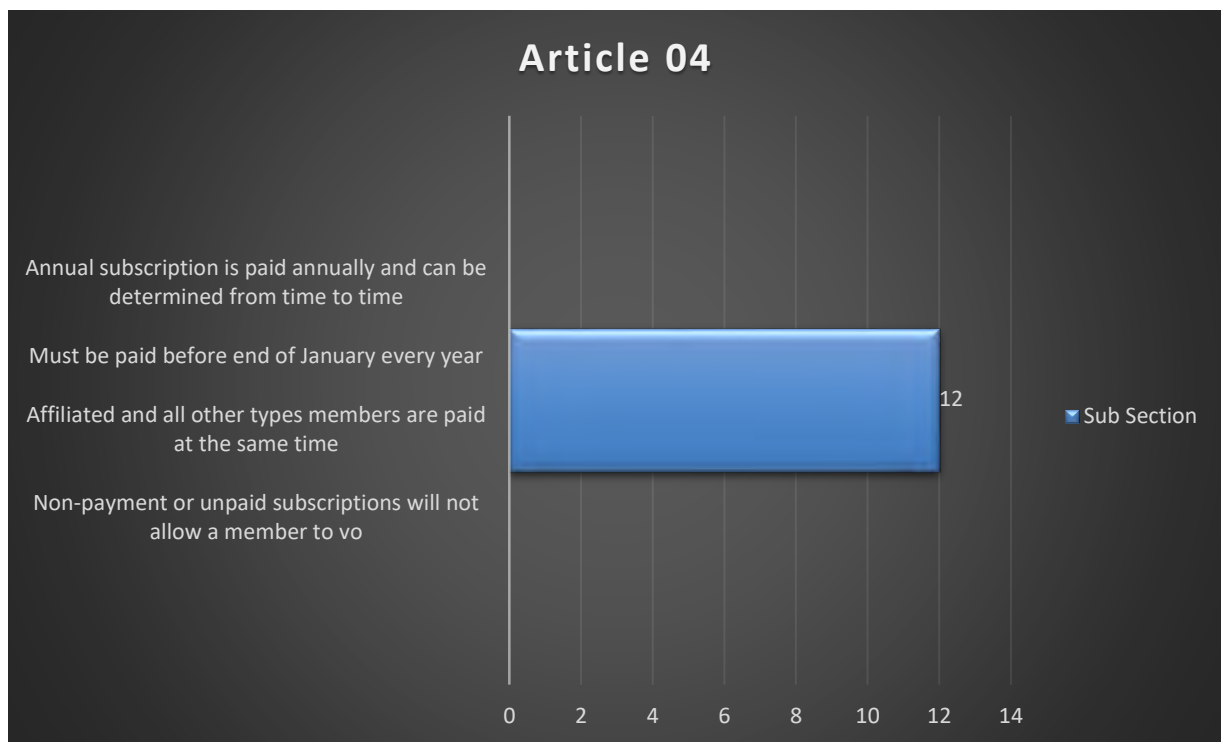
(b) Upon expulsion or breach of constitution, an opportunity be given to a member(s) for a response and to be heard.

4 or 33% of Federations provided this provision in their constitutions namely Samoa Shooting, Samoa Triathlon, Cycling Federations and Lakapi Samoa.

(c) Registered member must pay an annual fee.

12 or 100% of Federations provided this provision in their constitutions.

Article 4

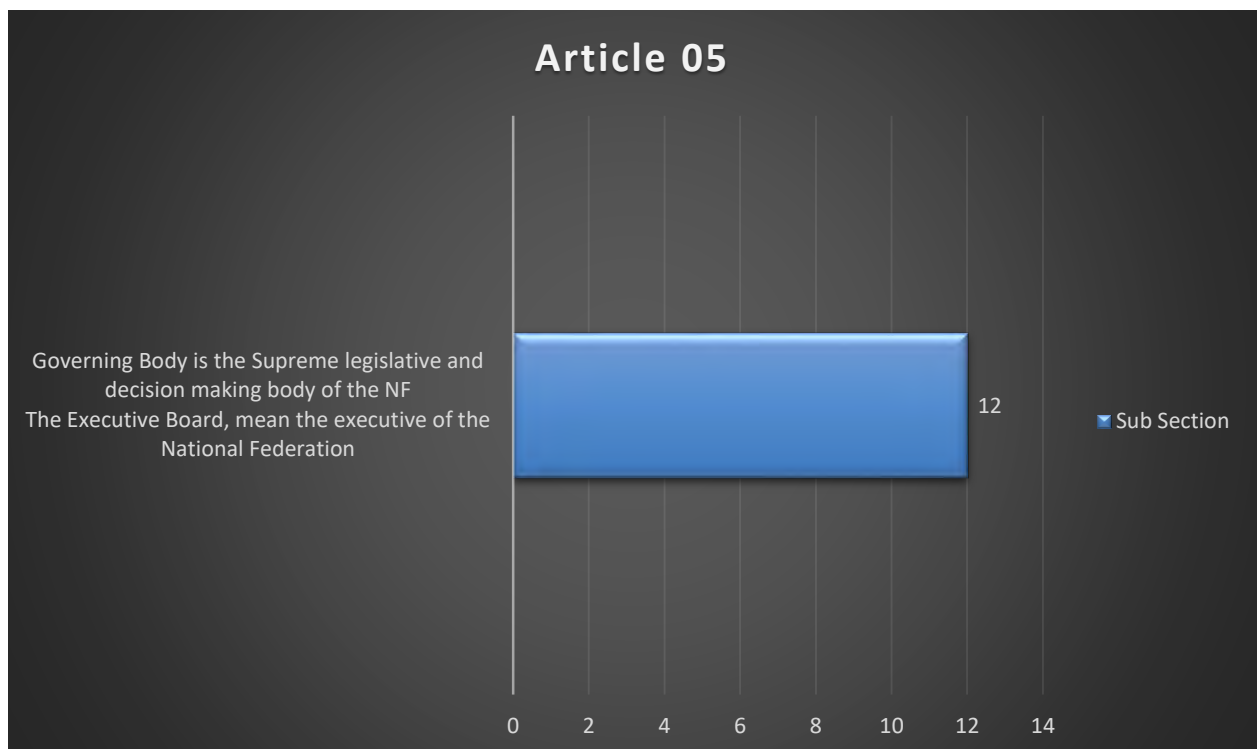


(4.1) Subscription.

Subscription varied from National Federations due to their financial year end. To become a member of a Federation you must pay their annual subscription. Affiliated or other types of members are paid at the same time. Non-payment or unpaid subscriptions will not allow to become a member and to vote.

12 or 100% of Federations provide this provision in their constitutions.

Article 5

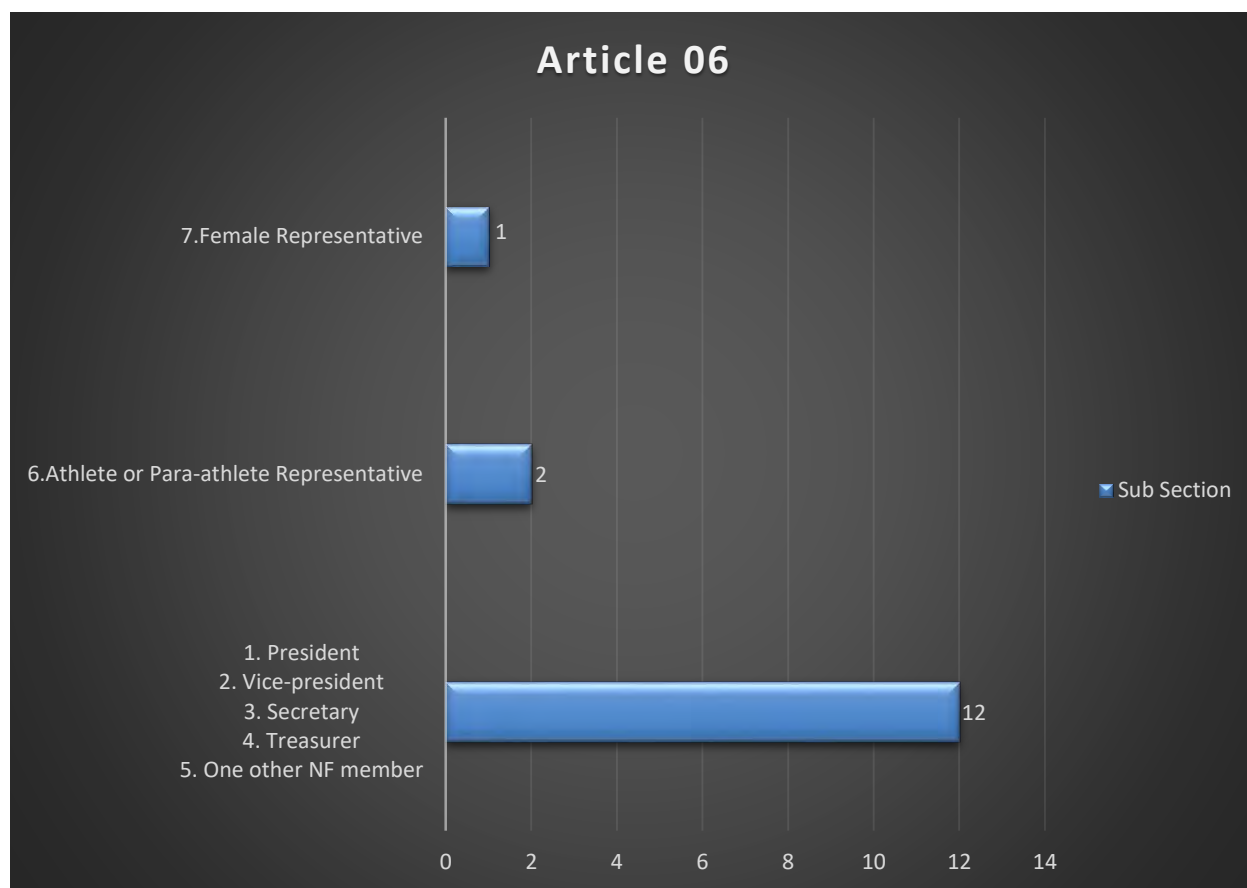


(5.1) Governing body

A statement that is firm and confirm the governing Body, Annual General Assembly is the Supreme legislative and decision making body of the National Federation.

12 or 100% of Federations provide this provision in their constitutions.

Article 6



(6.1) Composition of the Board or Executive

- (a) President/ Chairman, Vice-president, Secretary, Treasurer and other Executive members.

12 or 100% of Federations provide this provision in their constitutions.

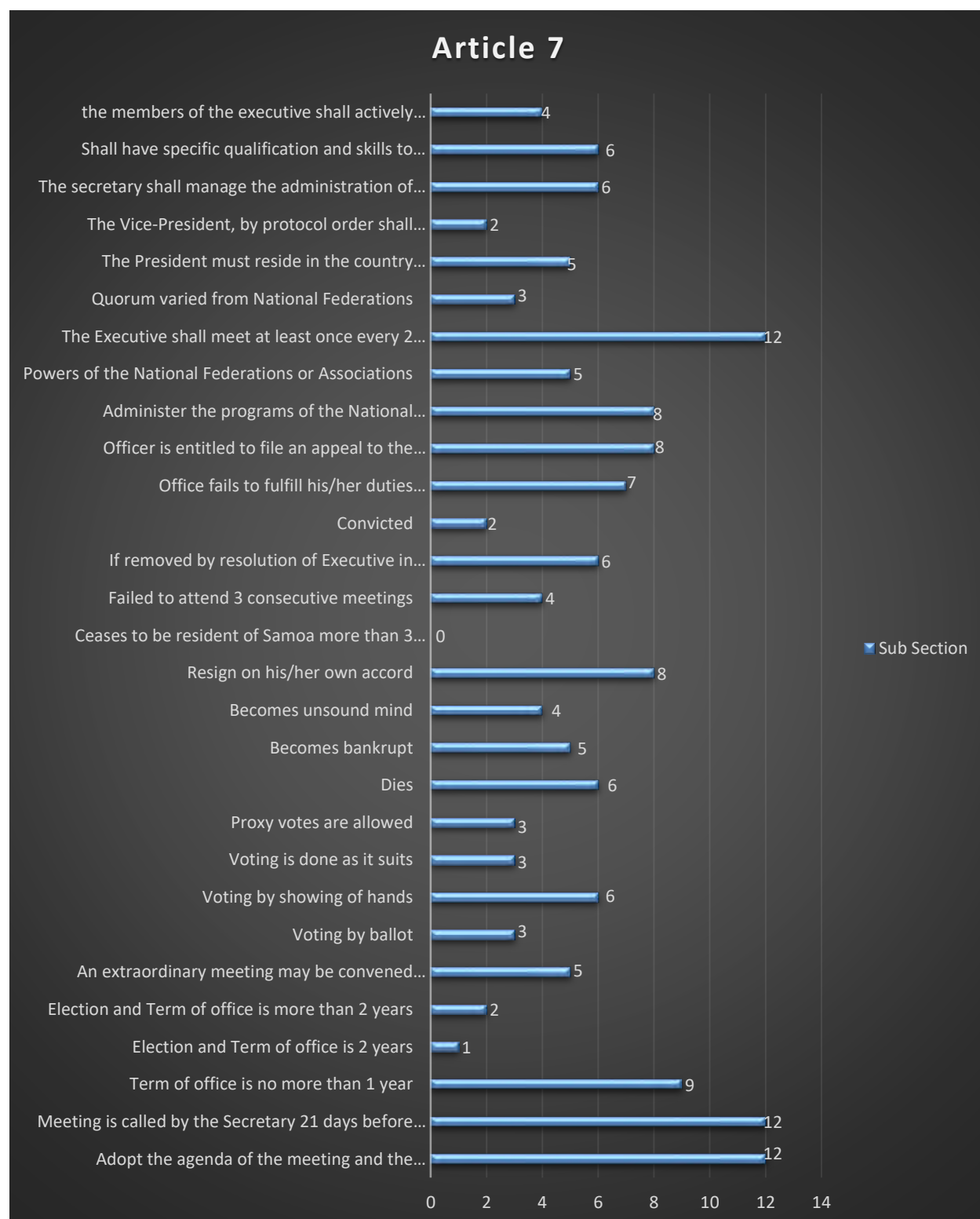
- (b) Athlete or Para-Representative.

2 or 16% of Federations provide this provision in their constitutions namely Bike Samoa and Archery Samoa.

- (c) Female Representative.

1 or 8% of Federations provide this provision in their constitution namely Lakapi Samoa.

Article 7



(7.1) Powers of the Executive

- (a) Adopt the agenda of the meeting and the minutes, determine and approve Strategic Plans, hear and approve of Annual Reports. Examine & approve Audited Financial Statement &

Accounts. Elect Officers and Members of the Executive, elect Members of Commissions, and elect Auditor etc.

12 or 100% of Federations provide this provision in their constitutions.

(b) Meetings of the Federations.

Provides guidelines on when to call a meeting, notices be sent by newspapers, quorum required, minutes of last meeting,

Term of office is one (1) year. *(Is has always been stated in the NFs constitutions one (1) year term of office.)*

9 or 75% of Federations provided this provision in their constitutions namely Bike Samoa, Samoa Swimming, Samoa Squash, Samoa Triathlon, Samoa Touch, Samoa Netball and Alo Vaa-canoe.

(7.2) Terms of office.

(a) Term of office is 2 years.

1 or 8% of Federation provide this provision in their constitution namely Samoa Cycling.

(b) Term of office is more than 2 years

2 or 17 % of Federations provide this provision in their constitutions namely Table Tennis and Lakapi Samoa.

(c) An extraordinary meeting may be convened (Special General Meeting) by the President

5 or 42% of Federations provide this provision in their constitutions namely Samoa Shooting, Archery Samoa, Samoa Cycling, Samoa Touch and Samoa Netball

(d) Voting by ballot.

3 or 25% of Federations provide this provision in their constitutions namely Samoa Swimming, Triathlon Samoa and Samoa Table Tennis.

(e) Voting by showing of hands.

6 or 50% of Federations provide this provision in their constitutions namely Archery Samoa, Samoa Squash, Samoa Cycling, Alo Vaa-canoe, Samoa Netball and Lakapi Samoa.

(f) Voting is done as it suits.

1 or 25% of the Federations provide this provision in their constitution namely Bike Samoa, Samoa Shooting and Samoa Touch.

(g) Proxy votes allowed.

3 or 25% of the Federations provide this provision in their constitutions namely Bike Samoa, Samoa Shooting and Samoa Touch.

(7.3) Vacation of Office.

(a) When an officer dies.

6 or 50% of the Federations provide this provision in their constitutions namely Bike Samoa, Samoa Squash, Samoa Triathlon, Samoa Cycling, Samoa Touch and Lakapi Samoa.

(b) Becomes bankruptcy.

5 or 42% of the Federations provide this provision in their constitutions namely Samoa Squash, Samoa Triathlon, Samoa Cycling, Samoa Touch and Lakapi Samoa.

(c) Unsound mind.

4 or 33% of the Federations provide this provision in their constitutions namely Samoa Triathlon, Samoa Cycling, Samoa Touch and Lakapi Samoa.

(d) Resign on own accord.

8 or 67% of the Federations provide this provision in their constitutions namely Bike Samoa, Archery Samoa, Samoa Squash, Samoa Triathlon, Samoa Touch, Samoa Cycling, Table Tennis and Lakapi Samoa.

(e) Ceases to be a resident of Samoa more than three (3) months.

No Federation contains this provision in their constitutions.

(f) Fail to attend three (3) consecutive meetings.

4 or 33 % of the Federations provide this provision in their constitutions namely Samoa Squash, Samoa Touch, Samoa Cycling and Lakapi Samoa.

(g) If removed by a resolution.

6 or 50% of the Federations provide this provision in their constitutions namely Bike Samoa, Archery Samoa, Cycling Federation, Samoa Touch, Table Tennis and Lakapi Samoa.

(h) If an officer is convicted.

2 or 17% of the Federations provide this provision in their constitutions namely Lakapi Samoa and Samoa Cycling.

(7.4) Measures and Sanctions.

- (a) Office fails to fulfil his/her duties. When majority of officers wishes to remove the officer due to any breaches and Executive to call a special Executive Board meetings to discuss matters in details concerning an officer.

7 or 58% of the Federations provide this provision in their constitutions namely Bike Samoa, Samoa Shooting, Samoa Squash, Samoa Triathlon, Samoa Cycling, Samoa Touch and Lakapi Samoa.

(7.5) Appeals.

- (a) Processing in place for filing and hearing of appeals.

8 or 67% of the Federations provide this provision in their constitutions namely Bike Samoa, Samoa Shooting, Archery Samoa, Samoa Triathlon, Samoa Cycling, Samoa Netball, Alo Vaa-canoe and Lakapi Samoa.

(7.6) Powers and Duties of the Executives.

8 or 67% of Federations provide this provisions in their constitutions namely Samoa Bike, Samoa Shooting, Samoa Swimming, Samoa Cycling, Samoa Touch, Alo Vaa-canoe, Table Tennis and Lakapi Samoa.

(7.7) Powers and Duties of the Federations.

5 or 42% of the Federations provide this provisions in their constitutions namely Samoa Shooting, Samoa Squash, Samoa Triathlon, Samoa Touch and Alo Vaa-canoe.

(7.8) Meeting and procedures to conduct a meeting.

12 or 100% of the Federations provide this provision in their constitutions.

(7.9) Responsibility of the President.

5 or 42% of the Federations have this provisions in their constitutions namely Samoa Shooting, Samoa Swimming, Samoa Triathlon, Samoa Cycling and Table tennis.

(7.10) Responsibility of the Vice-President.

2 or 17% of the Federations provide this provision in their constitutions namely Table Tennis and Samoa Triathlon.

(7.11) Responsibility of the Secretary.

6 or 50% of the National Federations have this provisions in their constitutions namely Samoa Shooting, Samoa Swimming, Samoa Squash, Samoa Triathlon, Samoa Cycling and Table Tennis.

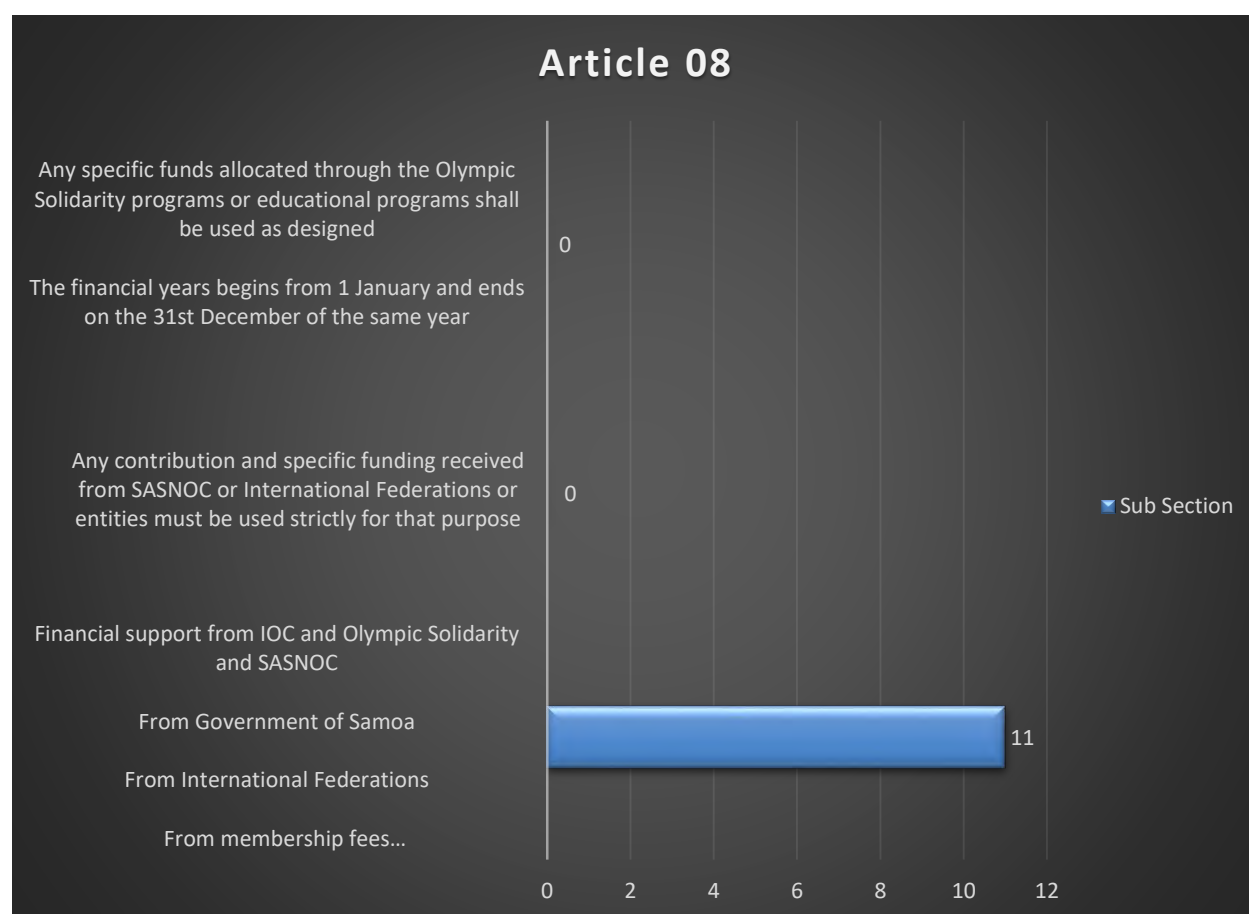
(7.12) Responsibility of the Treasurer.

6 or 50% of the Federations provide this provisions in their constitutions namely Samoa Shooting, Samoa Swimming, Samoa Squash, Samoa Triathlon, Samoa Cycling and Table Tennis.

(7.13) Responsibilities of the Executive members.

4 or 34% of the Federations provide this provisions in their constitutions namely Bike Samoa, Archery Samoa, Samoa Cycling and Alo Vaa-canoe.

Article 8



(8.1) Finance.

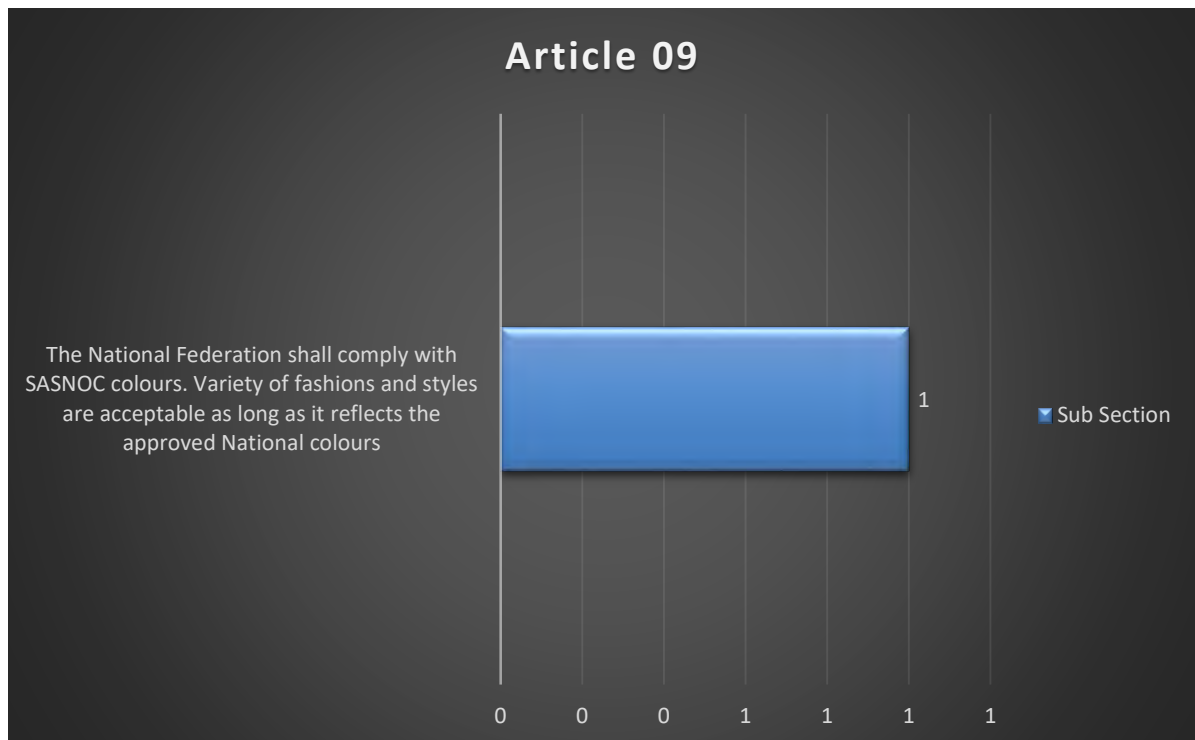
Providing sources of finance including IOC Olympic Solidarity, government and sponsors

11 or 92% National Federations have this provisions in their constitutions except Table Tennis.

(8.2) Use of funds as directed by the sponsors or Olympic Solidarity.

None or 0% of National Federations do not have such provisions in their constitutions.

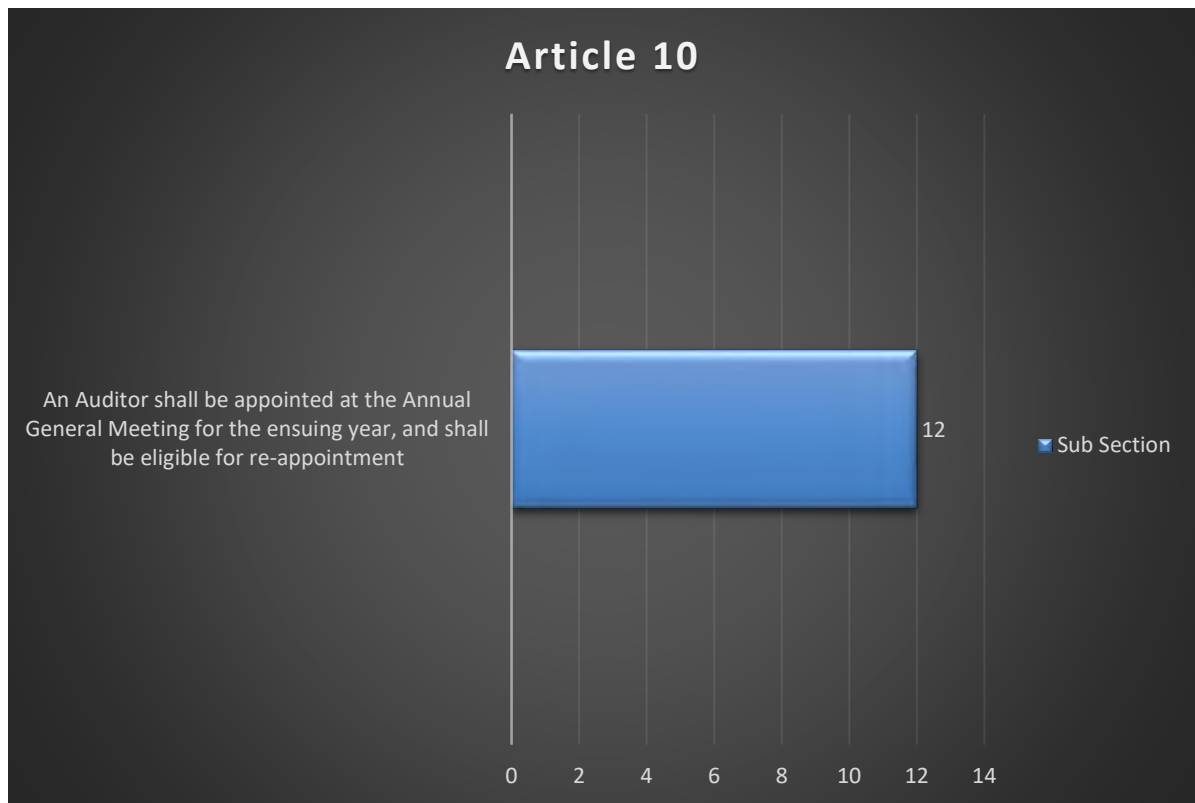
Article 9



(9.1) Control of Team Colours.

1 or 8% of Federations provide this provision in their constitution namely Samoa Netball.

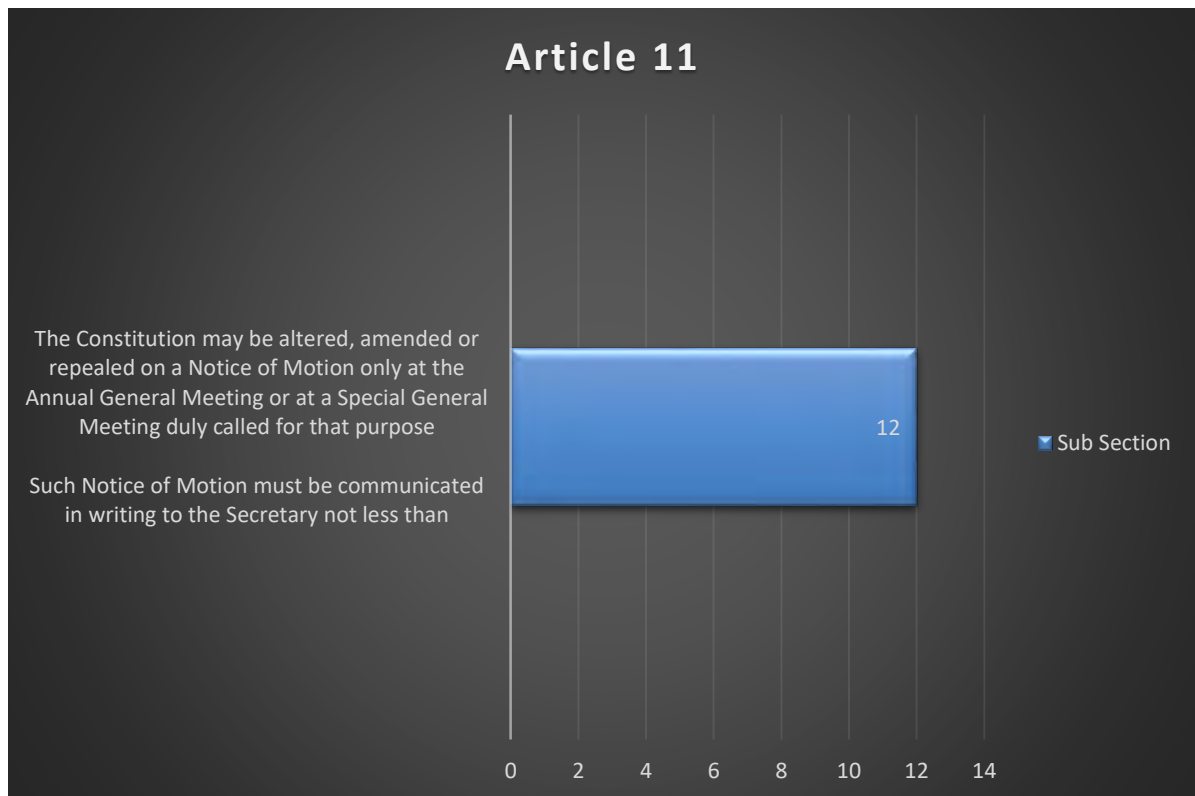
Article 10



(10.1) Appointment of an Auditor.

12 or 100% of National Federations provided this provisions in their constitutions.

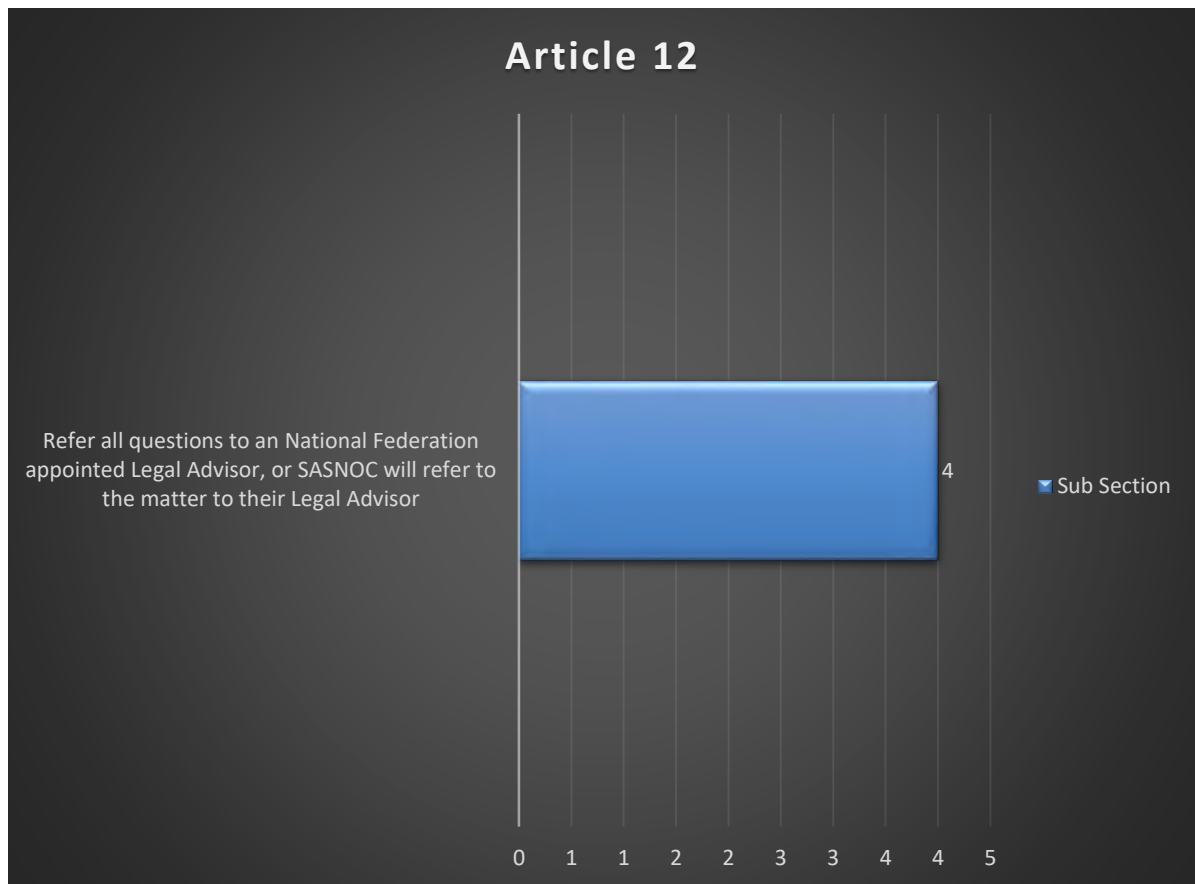
Article 11



(11.1) Alterations and Amendments made to the constitution.

12 or 100% of National Federations provided this provisions in their constitutions.

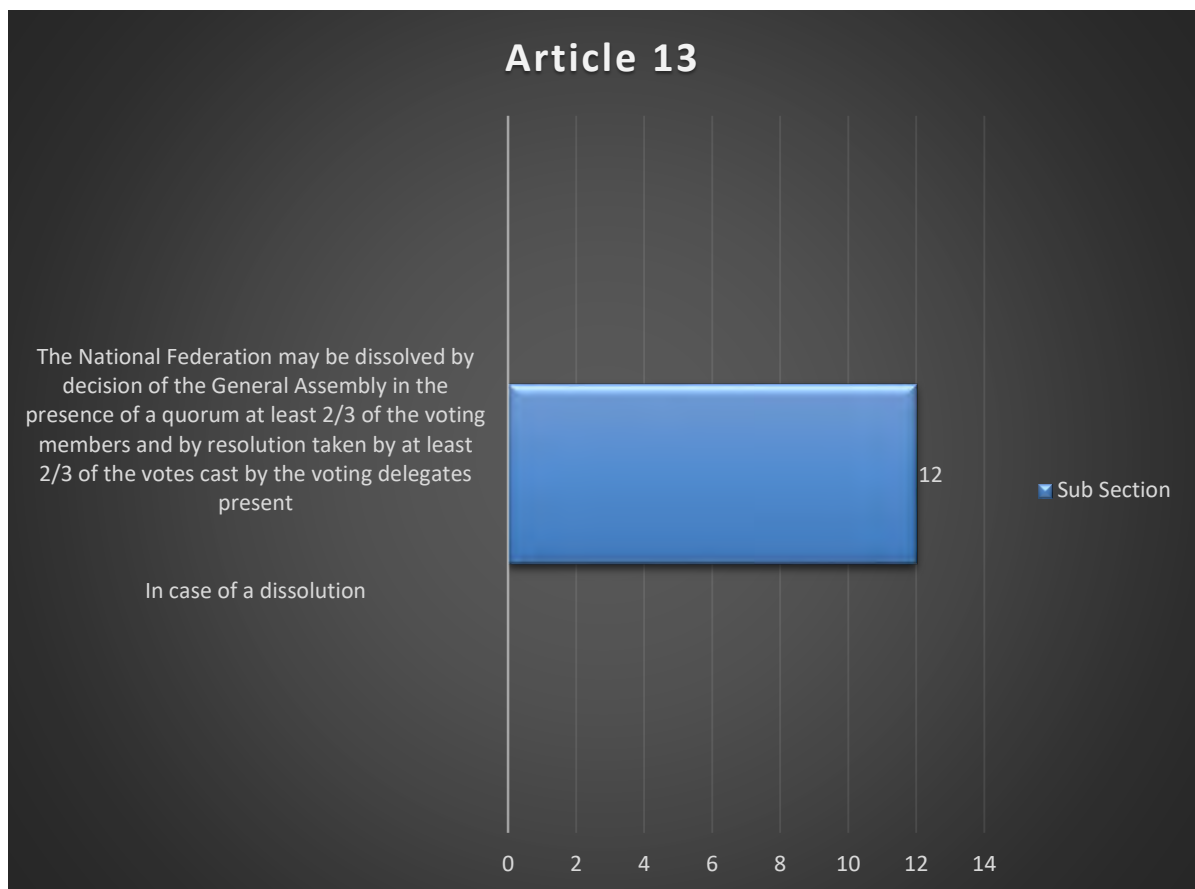
Article 12



(12.1) Standing Orders and appointment of a legal advisor.

4 or 33% of National Federations provided this provisions in their constitutions namely Bike Samoa, Samoa swimming, Samoa Touch and Table Tennis.

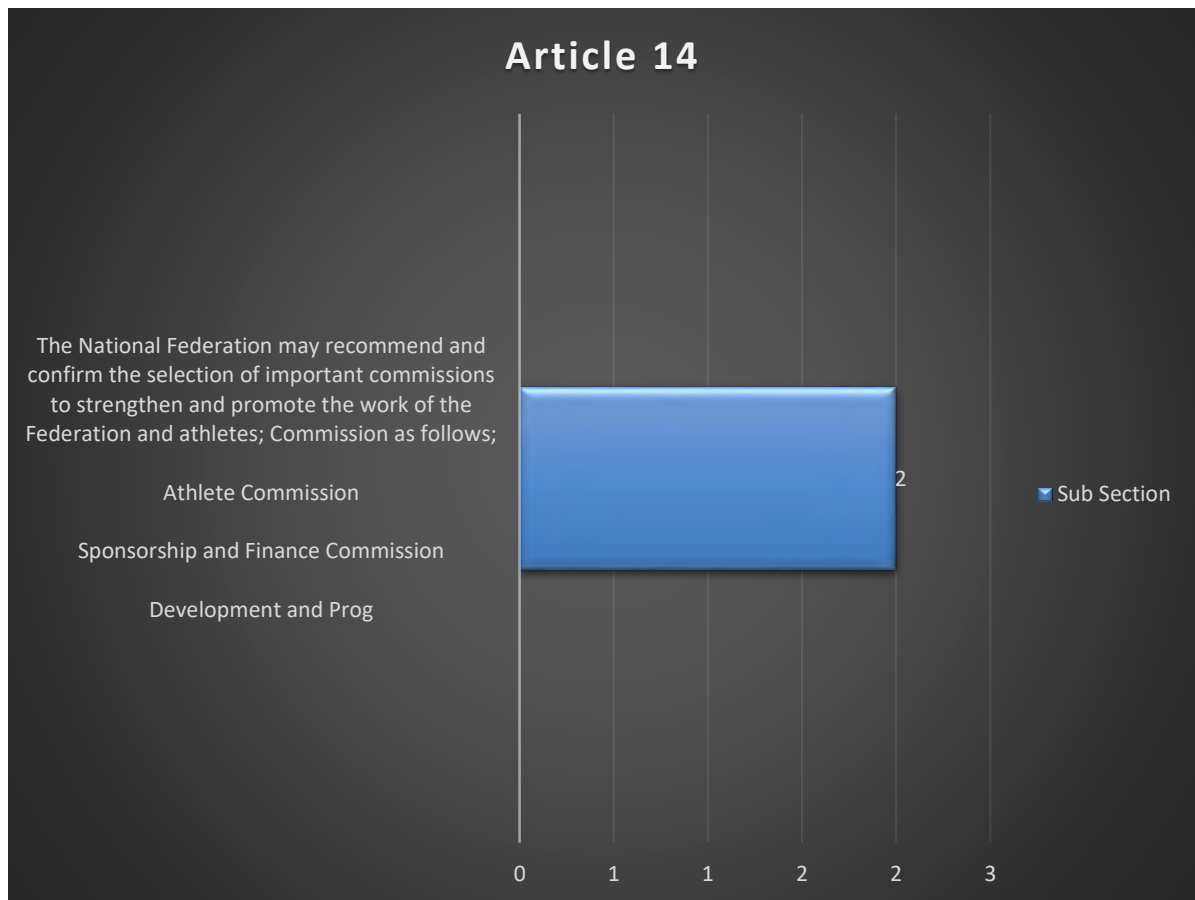
Article 13



(13.1) Dissolution and Winding up of Federation.

12 or 100% of the Federations provide this provision in their constitutions.

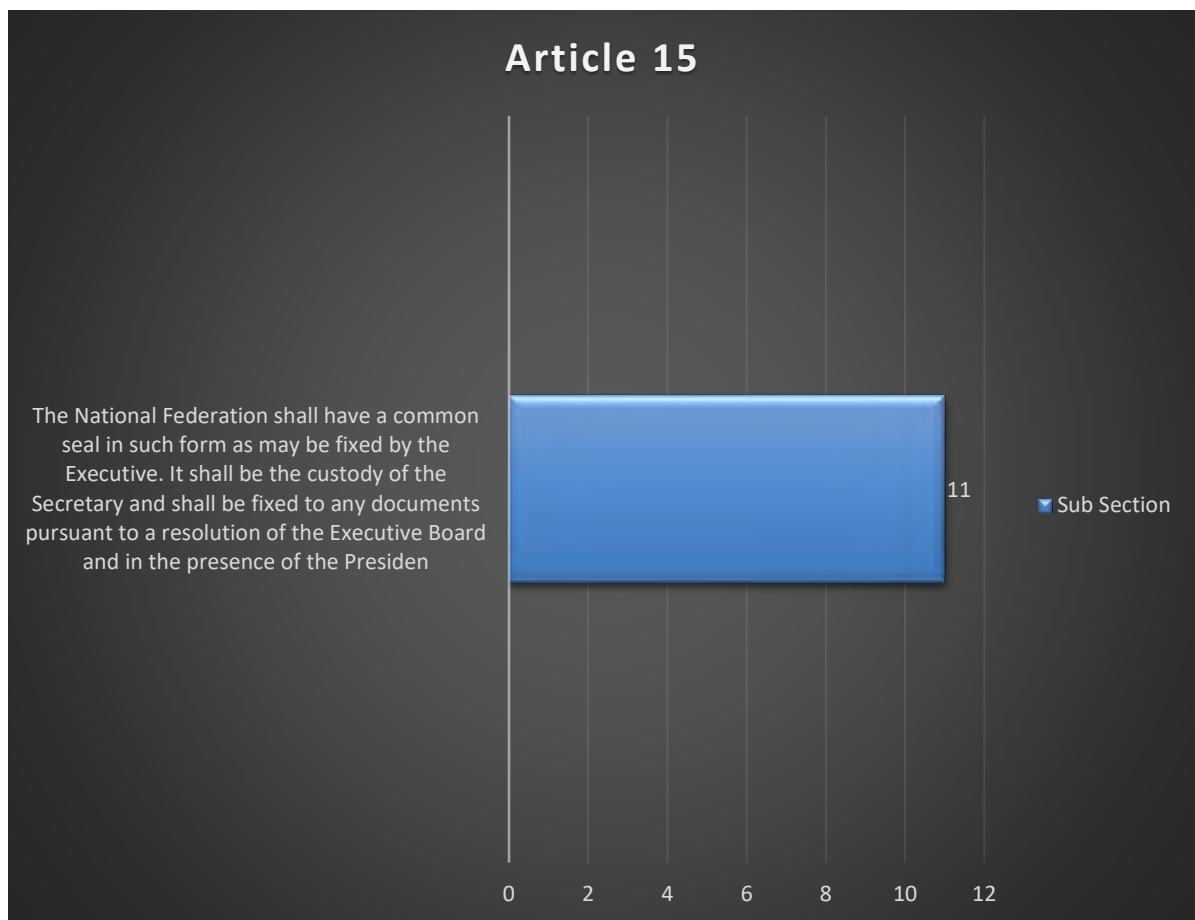
Article 14



(14.1) Commission and Committees.

2 or 17% of the Federations provides this provision in their constitutions that is committee namely Samoa Shooting and Samoa Squash.

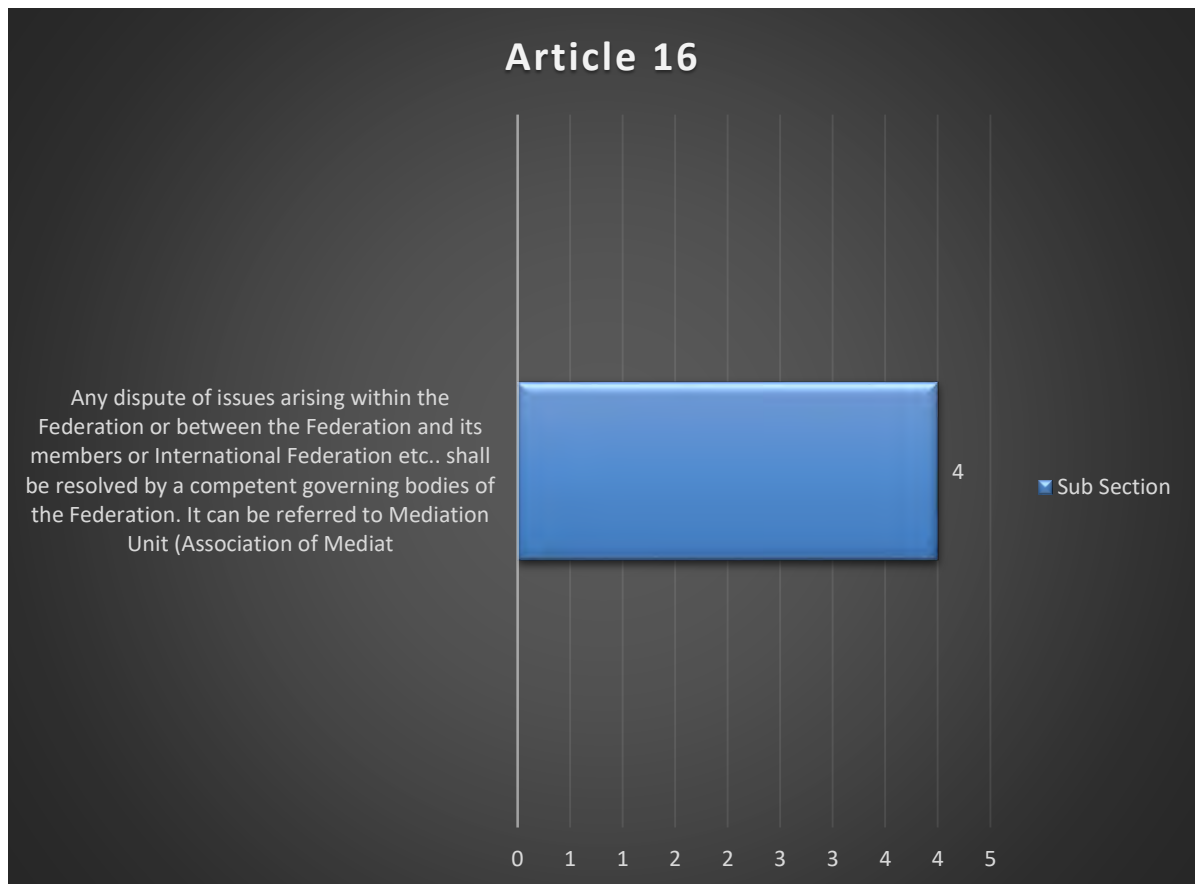
Article 15



(15.1) Common Seal.

11 or 92% of the Federations provide this provisions in their constitutions except Samoa Shooting.

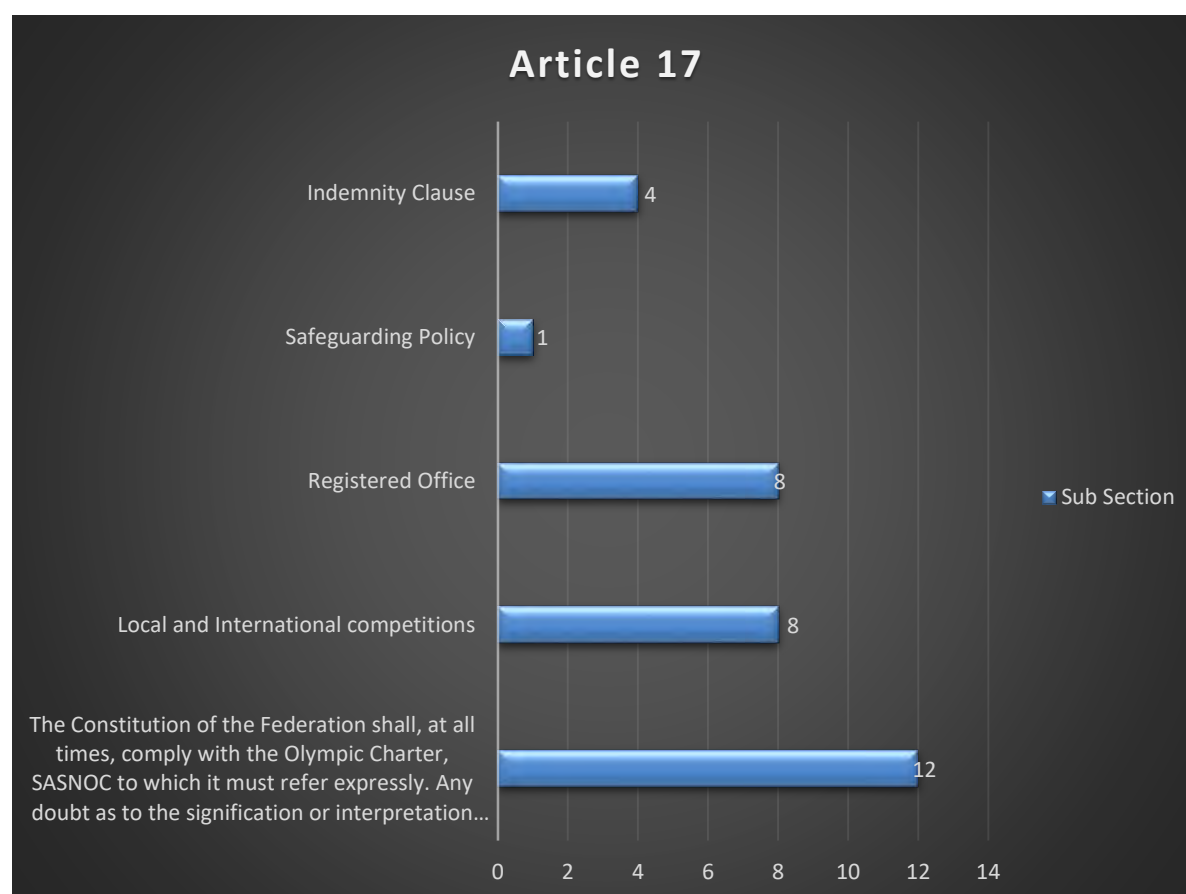
Article 16



(16.1) Alternative Dispute Resolution Procedure.

4 or 33% of Federations provide this provisions in their constitutions namely Samoa Squash, Cycling Samoa, Samoa Netball and Lakapi Samoa.

Article 17



(17.1) Final Provisions or compliance with IOC guidelines and local laws

12 or 100% of the Federations provide this provision in their constitutions,

(17.2) Special provisions contain in Federation constitutions.

Special Provision - Competition Rules.

8 or 67% of Federations provide this provision in their constitutions namely Bike Samoa, Samoa Shooting, Samoa Swimming, Samoa Squash, Samoa Triathlon, Samoa Touch, Netball Samoa and Table Tennis.

(17.3) Registered Office.

8 or 67% of Federations provide this provision in their constitutions namely Bike Samoa, Samoa Shooting, Archery Samoa, Samoa Squash, Alo Vaa-canoe, Table Tennis, Lakapi Samoa and Samoa Swimming.

(17.4) Special Provision - Indemnity Clause.

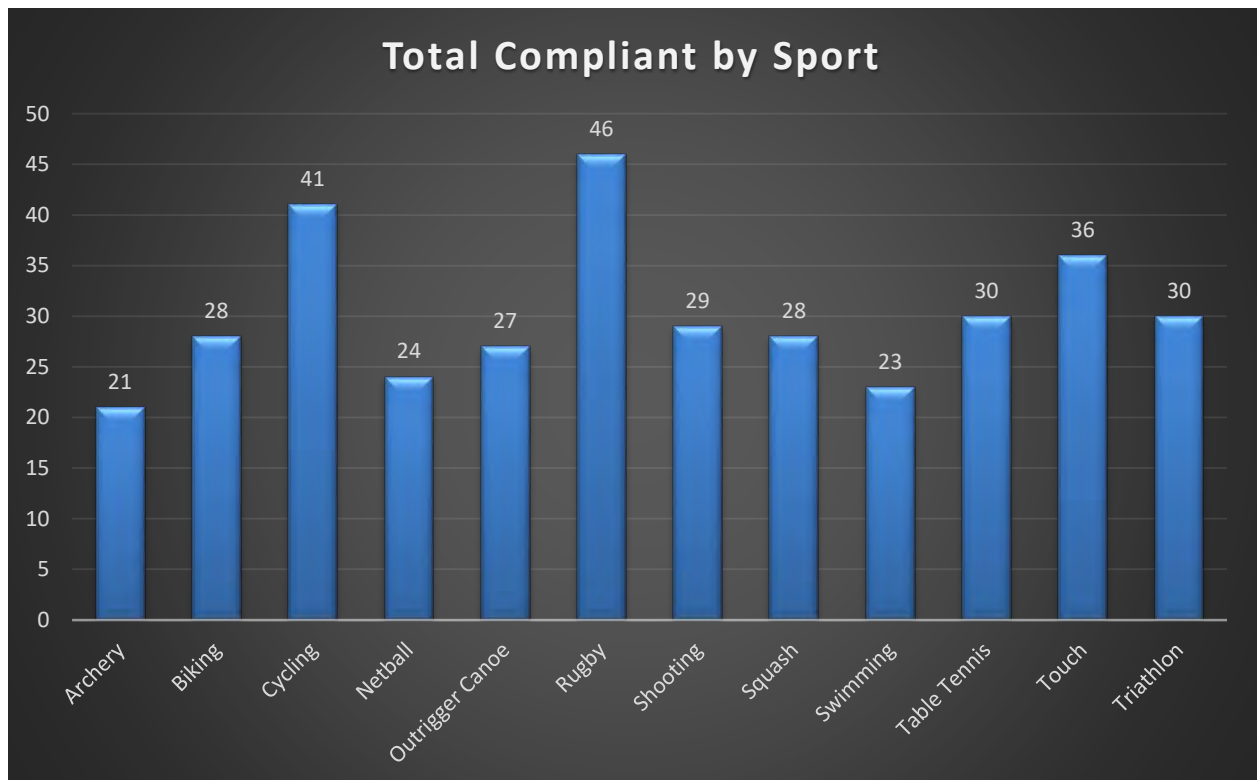
4 or 33% of Federations provide this provision in their constitutions namely Samoa Swimming, Samoa Squash, Samoa Cycling and Samoa Netball.

(17.5) Safeguarding Policy.

1 or 8% of the Federation provide this provision in their constitution namely Bike Samoa.

Chapter 5

5.1 Conclusion and Recommendation



The study provides the compliance of the 12 National Federation in their respective sports disciplined. It provides a summary and near accurate statistics of the findings that the writer must focus on implementing by providing a standard template for the NFs to adopt and use. It shows the missing provisions that are critical in the operation of NFs. It identifying gaps and weaknesses and level of non-compliance with sport governance guidelines.

The conclusion illustrates the urgency to implement particular provisions to enhance NFs performance and strengthen their operations.

5.2 Action Plan and Implementation

	Action Items	Action by SASNOC	Sign off & Completion Date
1	<p>To conduct a workshop for all NFs in Samoa</p> <ul style="list-style-type: none"> - Aim and outcome of the workshop - Why the need for a review now - Present findings of this research - Sport Compliance constitution template - Way forward - SASNOC to meet costs of implementation. 	<p>October 2024</p> <p>- 28 x \$800 = \$22,400</p> <p>Estimated USD\$8k</p>	SASNOC SG & CEO
2	<p>Feedback & views of members;</p> <ul style="list-style-type: none"> - NFs after consultation with their ISFs - Cost of implementation - Timeframe to completion 	December 2024	SG & CEO
3	<p>Options for NFs to</p> <ul style="list-style-type: none"> - Engage their own legal advisors/drafters at own costs; - SASNOC to engage legal drafters to make amendments; 	March 2025	SG/CEO
4	<p>follow up on all NFs progress</p> <ul style="list-style-type: none"> - Address any issues on the delay - Address any concerns from NFs and their Ifs - others 	June 2025	SG/CEO
5	<p>Full implementations and compliance report from NFs</p>	September 2025	SG/CEO to submit final report to Board

	- launching and registration of amended NFs constitutions with MCIL and MESC.		
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5.3 The Constitution Template

Smile National Federations Incorporated (*Name of Sport*)

CONSTITUTION

PREAMBLE

The Smile National Federation (“hereafter called SNF”), a sport organization supporting the Olympic Movement hereby undertakes to respect the provisions of SASNOC constitution, Olympic Charter, the Smile International Sports Federation (ISF) the World Anti-Doping, and to abide by all decisions of the IOC.

SNF undertakes, in accordance with its mission and the role at national level, to participate in actions and sports activities to promote peace and gender equity in sport.

SNF also undertakes to support and encourage the promotion of sport ethics, to fight against doping and to demonstrate a responsible concern for environment issues. To maintain our green environment through sport.

ARTICLE 1: NAME AND INDEPENDENCE

There exists and shall continue to exist an incorporated society named the **SMILE NATIONAL FEDERATION INCORPORATED** (*insert correct sport body name*). A non-governmental and not for profit organization duly registered in Samoa pursuant to Incorporated Societies Ordinance Act 1952 as administered by the Ministry of Commerce Industry and Labor (“MCIL”).

As declared under Article 15 of the Constitution of the Independent State of Samoa and the Olympic Charter, SNF has and shall continue to be an independent body and shall resist any and all pressure of any kind whether political, religious, racial or economic character and shall continue to impose any policies, decisions, rules, regulations or law that discriminate against any person or body on any or all of these grounds.

ARTICLE 2: MISSION AND OBJECTS

The mission of SNF is to develop, promote, protect and encourage Smiles sports in Samoa in accordance with IF standard and rules and IOC Charter.

1. The role and objects of SNF shall be:
 - a) To promote the Smiles sport and its activities, reflecting fundamental principles and values of Olympism in Samoa particularly in the field of sports and education at all levels of school, sports and physical education institutions and universities.
 - b) To engage people of ages from 14 years old and above (*optional*) gender, religion to participate in Smiles sport activities
 - c) To help in training of coaches and sport managements
 - d) To take action against any form of discrimination and violence in sports.
 - e) To adopt and implement the World Anti-Doping Code and Samoa Medical Anti-doping Agency (SMADA) and Safeguarding Policy.
 - f) To encourage and support measures relating to medical care and health of all athletes and officials.
2. SNF shall be a member of SASNOC and IF at all times.
3. SNF has the exclusive authority to select, nominate its athletes and officials to all competitions either locally or internationally pursuant to Smiles International Federations rules (*Optional*)
4. To achieve the objectives of SNF, shall seek sources of financing from stakeholders, partners, sponsors, SASNOC and government at any time compatible with the Olympic Charter.
5. SNF shall appoint an executive committee and representatives to all commissions offered by SASNOC.
6. SNF shall exercise all its powers to have a bank account, borrow and accountable to its members and donors for all financial received including SASNOC, IOC and government grants.
7. SNF membership and financial year start from January and end in December of same year.

ARTICLE 3. MEMBERSHIP

- 1. All members will be subject to rules, regulations and constitution of SNF upon becoming a member.**

Member criteria:

- a) Shall be a Samoan national;
- b) *Optional* – Expatriate can become a member, vote and cannot hold office.

- g) A person who is 14 (*optional*) years old and over and living in Samoa; (*Archery 14 years old, Samoa Shooting Federations is 16 years old, Samoa Triathlon, Cycling Federations and Bike Samoa both are 18 years old,*
- c) Must pay a fee of \$100 (*amount varies*) by 31 January every year;
- d) A person left Samoa more than 12 months can still be a member but cannot cast a vote;

2. Cessation of Membership – a person ceases to become a member if:

- a) Dies;
- b) Resignation;
- c) Loss of capacity;
- d) Upon expulsion from the federation;
- e) Failed to pay a membership fee;
- f) Dissolution of the Federation;
- g) Convicted in the court of law in Samoa or elsewhere in the world; and
- h) Became bankrupted.

3. Application for membership;

- a) Attend one of the SNF meetings and inform members of his/her interests;
- b) Pay a fee;
- c) Comply with SNF rules, regulations and constitution

4. Rights and duties of members:

- a) Voting members shall have the right to vote, to elect, to be elected and to nominate members for elections to the Executive Board;
- b) Non-voting members may attend the meetings or Annual General Meeting (AGM) or Special General Meetings (SGM) with the right to speak only.
- c) Members must respect and implement decisions /resolutions made by the Executive Board.
- d) Members must act in accordance with the IF, SASNOC and IOC Charter

5. Measures and sanctions against an infringing member.

When a member fails to fulfill his/her duties accordingly, the following measures and sanctions may apply (depending on the gravity of the facts and the level of damage or infringement)

- a) Warning;
 - b) Suspension; and
 - c) Expulsion.
- 6. Any decision to address a warning shall be made by the Executive Board after having given an opportunity to the member concerned to be heard. The Executive shall report the matter accordingly at the next AGM
- 7. Any decision to suspend or expel a member shall be made in accordance with the procedure mentioned in *Article 4 section 16* after given a reasonable opportunity to the member concerned to be heard.

ARTICLE 4: COMPOSITION OF EXECUTIVE BOARD

- 1. The executive Board is selected at the Annual General Meeting and is made of the following officers. (*An option is available for 1-4 year term*) the selected executive members must reflect a balance of male and female representatives at all times.**

- 1) President;
- 2) Vice President;
- 3) Secretary General;
- 4) Treasurer; must be an Accountant
- 5) Athlete Representative (male or female)
- 6) Para-Athlete Representative (male or female)
- 7) Event Co-coordinator (coach/trainer)
- 8) Two other members plus one if your sport does not have para-athletes

- 2. Criteria for election of an Executive Board Member.**

- 1) Must have a clean police record;
- 2) Had not expelled from another sports federation either local or overseas
- 3) Good standing in the community
- 4) Active or retired sport person

- 3. Powers of the Executive Board**

- a) The Executive Board is the supreme governing body of SNF.
- b) Adopt the agenda of the meeting and the minutes of the previous meeting.
- c) Determine and approve the strategic plan and general policies of SNF.

- d) Hear, examine and approve the annual report of activities of SNF presented by the President or Vice-President on behalf of the executives.
- e) Examine and approve the audited financial statements of the preceding year and examine and approve the annual budget for the following year proposed by the Executive Board.
- f) Elect the officers and members of the Executive Board.
- g) Elect the members of the Sports Commissions namely, Sport, Education. Athlete and Equity etc.
- h) Elect the auditor which shall review SNF financial statements annually.
- i) Elect the legal advisor.
- j) Take final decisions on admission, suspensions and/or removal or expulsion of members as specified in the constitution
- k) Determine and specify from time to time the annual subscription fee to be paid by each member, the payment of which entitles a member to participate and vote at the AGM or other meetings of SNF.
- l) Accept any financial or materials assistance or donations in accordance with this constitution.
- m) Consider and adopt this constitution and any further amendments by decision taken by at least two-thirds (2/3) of the votes cast by the voting members present at the AGM.
- n) Consider and approve any additional by-laws or any internal regulations proposed by SASNOC and SNF executives, and should not contradict with this constitution and IOC Charter.
- o) Decide on the dissolution of SNF (in the presence of a quorum of at least two-third (2/3) of the voting members at the AGM.).
- p) Exercise any other powers as per this constitution.
- q) In general, decide on matters on its agenda and on any matter which is not provided for in this constitution, as the case may be, and subject to the Olympic Charter.

4. Meetings or AGM of the Smile Sport Federations (SNF)

- a) The meetings must be annually and should be conducted in the first quarter of the year (optional to go in line with the financial year year)
- b) A public notice is posted on newspapers and emails of members at least fourteen (14) days from date of AGM.
- c) If a vacant position is to be elected, nominations must be submitted at the AGM

- d) An Extraordinary meeting may be convened at the request of the President or the Secretary General and should be called on a fourteen (14) days-notice to all members.
- e) The meetings are chaired by the President, in his/her absence the Vice President, in his/her absence, the Secretary General
- f) The quorum of all meetings must be two-third (2/3) of members. If quorum cannot be reached the meeting shall be adjourned to seven (7) days later. If the quorum is still not reached at this second meeting, the meeting will take place provided that at least one-third (1/3) of the voting members are present.
- g) Voting shall be conducted by shows of hands or online by one (1) by vote per member. *(optional to secret ballot or online voting and most NFs have less than 30 members)*
- h) Voting by proxy is not allowed. *(Optional if NFs wish to allow proxy meetings and voting)*
- i) Copies of the minutes shall be distributed to all members after 30 days of the meetings.
- j) The Secretary General shall be responsible for establishing the minutes of all meetings.

5. Electoral procedure at the AGM

The procedure for the election of members of the Executive Board shall be as follows:

- a) Nominations are tabled at the AGM verbally and seconded by another member;
- b) Nominations must be checked by the Secretary General on criteria prescribed in this constitution
- c) If there are two (2) candidates for position, another vote should be cast by vote of hands *(optional/secret ballot)* and the President has another final vote.

6. Replacement of a/ or an Executive Board Member.

The President or Vice-President in his/her absence may call a Special Meeting for the purpose to electing replacements for vacant positions of the Executives.

Follow 12 (a) to (b)

7. Vacation of Office.

For the purpose of these rules, the position of an officer of SNF or any ordinary Executive members become vacant if the Officer or Executive member;

- a) Dies;
- b) Resignation;
- c) Living overseas more than 12 months or permanently resides overseas; (*number of months is optional*)
- d) Loss of capacity;
- e) Upon expulsion from the federation;
- f) Failed to pay his/her membership fee;
- g) Dissolution of the Federation;
- h) Convicted in the court of law in Samoa or elsewhere in the world; and
- i) Became bankrupted.

8. Measures and Sanctions against an officer, an Executive Board Member.

- a) Where a member (s) breached any of the SNF constitution, SASNOC constitution, Internal Affiliated Federations (IF) and IOC Charter.
- b) Where a members breached the criteria to become a member and to be elected as Executive Board Member.
- c) The Executive Board will call a meeting to discuss details of such behaviors or complaints against a member or members and issue him/her a letter (“the notice”) signed by the Secretary General / President informing the concerned member (s) of the allegations or breaches raised against him/her
- d) A notice is served allowing fourteen (14) to respond in writing. Once a response is provided the Executive will meet again whether to invite him/her for more questions or to make a decision.
- e) A concerned member has the right to a representation or legal advisor if required and may allow extra seven (7) days to respond.
- f) In the event the concerned member (s) does not wish to respond after fourteen (14) days the Executive may issue a decision.

9. Penalties and Appeals.

Penalties imposed by the Executive Board on matters that concern members as prescribed in *section 15* of this constitution depending on the severity and gravity of the conduct.

- a) Warning;
- b) Suspension; and
- c) Expulsion.

A report must be submitted to all members of the action taken against such member by emails or during the AGM by the Secretary General.

10. Powers and Duties of the Executive Board.

- a) The Executive Board is charged with the responsibility of managing the affairs of SNF. It performs the following duties;
- b) Administer the programs of SNF;
- c) Prepares submissions, propose changes and makes recommendations for SNF.
- d) Administer the finances of SNF
- e) Facilitates all activities including fundraising, sponsorships, income-generating development programs, awards etc
- f) Comply with spending and reporting of all funding and grants by Government of Samoa, SASNOC, IF, local and international partners etc.
- g) Accountable to monies receive for SNF and must reflect in audited accounts.
- h) Follow up on sports activities and sports calendars of all events including local and international competitions including Oceania and Pacific Games, World championships scheduled by IF, Commonwealth and Olympic games.
- i) Administer reports and results on athletes, coaches, trainers, Anti-Doping, Commissions (Athlete, Education, Equity etc)
- j) Appoint representatives to participate in relevant SASNOC Commissions and report back to SNF.
- k) To borrow on the security of SNF property.

11. Meetings of the Executive Board

- a) The Executive Board shall meet once in every two months (*optional*)
- b) Urgent meetings of the Executive Board may be convened as necessary by the President or Vice-president at the request of at least one-third (1/3) *optional* of the members.
- c) For urgent meetings, at least fourteen (14) days from date of meeting with the agenda and matters to be discussed.

Follow what is stated in **section 11 (f) to (j)**

12. Responsibilities of the President

- a) The President shall represent SNF to SASNOC or IF meetings and/or in country meetings
- b) The President shall act and sign as the legal representation of SNF
- c) The President shall co-sign together with the Treasurer in any financial authorization or expense
- d) The President shall convene and all chair the meetings of the Federations
- e) The President shall ensure the observance of this constitution and the Olympic Charter
- f) The President shall promote the Olympic principles and ethical behaviors within the Federations, country, IF and Olympic Movement.

13. Responsibilities of the Vice-President

- a) The Vice-President, by protocols order, shall perform the duties and assume the responsibilities of the President in his absence or incapacity.
- b) The Vice-president shall perform any other functions as may be prescribed by the Executive or President from time to time.

14. Responsibilities of the Secretary General

- a) The Secretary General shall manage the administration of SNF, monitor and oversee all administrative work as directed by SNF
- b) The Secretary General shall make all necessary arrangements for the meetings of the Federations and document all minutes.
- c) The Secretary General shall keep the register of all members up to date.
- d) The Secretary shall coordinate the work of members representing the Commissions and obtain their reports for the information of SNF
- e) The Secretary General shall perform any other function and work prescribed by the Executive and SNF.

15. Responsibilities of the Treasurer.

- a) The Treasurer shall have specific qualifications and skills to exercise his/her functions properly

- b) The Treasurer shall receive all dues, fees or any funds or property paid or donated to SNF.
- c) The Treasurer shall deposit all funds received in a designated bank account nominated and approved SNF in the name of Smile National Federation (SNF)
- d) The Treasurer shall co-sign all payments with the President or any other members of the Executive authorized by the Executive.
- e) The Treasurer shall maintain and administer the accounts of SNF
- f) The Treasurer shall maintain proper, accurate and regularly updated records of all expenditures, revenues, grants and other financial transactions of SNF.
- g) The Treasurer shall prepare all necessary financial statements, reports and annual budgets for the Executive Board and SNF.
- h) The Treasurer shall ensure that the financial statements of SNF are properly and annually audited by the elected Auditor.

ARTICLE 5: FINANCES

1. The Finances of SNF may come from the following sources:

- a) Financial supports from IF;
- b) Financial support from SASNOC;
- c) Financial support from membership fees as decided by SNF
- d) Financial support from sponsors and partners
- e) Revenues derived from marketing and sponsors are used directly to sports development of SNF athletes, coaches, trainers etc
- f) Others

2. All funds and grants received by SNF shall be accounted for, audited and reported back to the Executive and members.

The financial year for SNF begins on 1st January and ends on the 31 December of the same year (*optional*)

3. Once audited accounts are approved it must be filed with MCIL including AGM minutes, list of members and pay a fee. This will renew the incorporated certificate every year and submit to SASNOC and IF for annual registrations.

ARTICLE 6: AUDITOR

1. An auditor shall be appointed at the Annual General Meeting for the ensuing year, and shall be eligible for re-appointment.

ARTICLE 7: LEGAL ADVISOR

1. A legal advisor shall be appointed at the Annual General Meeting for the ensuing year, and shall be eligible for re-appointment.

ARTICLE 8: ALTERATIONS

1. The constitution may be altered, amended or repealed on a Notice of Motion only at an Annual General Meeting, or at a Special General Meeting duly called for that purpose.
 - a) The Notice of Motion must be communicated in writing to the Secretary General of SNF not less than 21 days before the date of the General Meeting at which it is to be considered.
 - b) In the meeting, a quorum of two-third (2/3) must be present for any alterations to be made and approved
 - c) The submissions for alterations must be presented to SNF by a lawyer and would allow the members to ask questions. No alternations can be made that would be inconsistent with IF constitution, SASNOC constitution and IOC Charter.
 - d) Only when the alterations are approved to be made, a copy must be provided to SASNOC and MCIL for their records.

ARTICLE 9: STANDING ORDERS AND INTERPRETATION

1. On questions concerning the interpretation of rules, regulations, standing orders or points of order, the president's decision shall be final; provided that it should be competent. Otherwise, SNF executive may adjourn the matter and engage legal counsel to explain further details and to be discussed in another meeting.
2. Amendments.
 - a) No further amendments shall be received by the President until the one already before the meeting is disposed of;
 - b) Amendments must always be put to the meeting first, then the motion for discussion.
 - c) Members are free to ask and hear their views and to be documented in the minutes.

3. Order of business for Meeting

- a) Minutes of previous meeting;
- b) Business arising out of minutes;
- c) Correspondence and business arising therefrom;
- d) Current statement of Income and Expenditure;
- e) Report of Officers and Representative of Commissions
- f) Notices of Motion; and
- g) General Business.

ARTICLE 10: DISSOLUTION AND WINDING UP

1. SNF may be dissolved by decision of the Members in the presence of a quorum of at least two-third (2/3) of the voting members and by resolution taken by at least two-third (2/3) of the votes cast by the voting members present.
2. In case of dissolution, all debts and liabilities legally incurred on behalf of SNF and shall be fully discharged and the residuary fund shall be donated to the legal successor or, if not, to such organization pursuing similar objectives as may decide by Members at the AGM

ARTICLE 11: COMMISSIONS

1. The Executive Board must recommend members of SNF to SASNOC Commissions to strengthen and promote the work of SNF at various levels.

The Commissions may include:

- a) Athlete Commission;
- b) Sports Program and Development Commission;
- c) Olympic Academy;
- d) Equity Commission
- e) Sports Medical, Anti-Doping and Safeguarding Commission; and
- f) Sports Education Commission.
- g) Ethics Commission.

The executive board may constitute any other commission they consider relevant.

ARTICLE 12: EVENTS AND COMPETITIONS

1. A Games Committee shall be set up for every event or games competition coordinated by the Event Coordinator.

- a) A competition/event Manager will be selected by the coaches and endorsed by the Executive Board.
- b) Rules of all sport events must be complied with IF standard rules and guidelines.
- c) Dates and schedules of all competitions must be advertised publicly
- d) Results of all events and competitions must be kept for records.

2. Team selection

- a) Coaches and Trainers have the full responsibilities to select athletes for all competitions whether local or international competitions.
- b) Follow the selected criteria;
- c) Confirm training records and performances;
- d) Final team selection is approved by the Executive Board.

ARTICLE 13: COMMON SEAL

1. SNF Common Seal

SNF shall have a Common Seal in such form as may be fixed by the Executive Board. It shall be in custody of the Secretary General and shall be affixed to any documents pursuant to a resolution of the Executive Board.

ARTICLE 14: REGISTERED OFFICE

1. Registered Office for SNF

The office of SNF is located at 14 Beach road, Apia Town centre, Samoa. (*optional*) or any location that may be determined by the Executive Board and the Members.

ARTICLE 15: ALTERNATIVE DISPUTE RESOLUTION PROCESS

1. Alternative Dispute Resolution Process

- a) Any sport-related or institutional dispute arising with SNF or between SNF and its members shall be resolved by the competent governing bodies of SNF (in consultation with the IF and SASNOC). Matters can be resolve outside of Court and may be referred to mediations or Alternative Dispute Resolution Rules.

- b) Every concerns or issues will be reviewed by a special committee appointed by the Executive Board. Opportunities will be given to the complainant (s) or victims to respond and may/must have their representation with them during formal discussions of the matters.
- c) Final decision will be made by the Executive Board. Appeal process can also be activated should the matter has taken that further steps.

2. Disciplinary Process and Procedure.

- a) When a concern, compliant or issue is raised against a member by a person, club, bystander etc. It must refer directly to the Executive Board of SNF. The Board will appoint a Disciplinary Committee consists of three (3) members to review and report back to the Executive within 10 working days of receiving a complaint.
- b) Complaint(s) must be in writing to the President and/or Secretary;
- c) The opportunity will be given to the person alleged to provide a respond in writing and his/her free will have a representation with him/her when request for a meeting.
- d) If the Disciplinary Committee concludes that the complaint(s) does not have a merit or substance, they can submit a recommendation to the Executive to end the review; and
- e) If the findings warrant further information, review and meetings with people or club involves the committee has the power to request for further information and report back to the Executive with a recommendation; and
- f) Can also write to SASNOC for guidance and/ or appoint an independent mediator to mediate the matter.
- g) If the findings are of criminal nature, the matter can be referred to Police immediately. Examples of criminal offense, theft or conversion of property, sexual nature, breach of safeguarding rules and regulations, criminal activities etc.

ARTICLE 16: SASNOC ASSISTANCE

1. SNF may use the help and assistance of SASNOC whenever required but not limited to:

- a) SASNOC may assist with the mediation process for any issues that could not be handled by the Federation;
- b) Arbitration is also available should mediation process failed; and

- c) Recommend an independent mediator to deal with any matters referred to them either by the SNF or the Courts of Samoa

ARTICLE 17: FINAL PROVISIONS

1. The constitution of SNF shall, at all times comply with the IF, SASNOC and IOC Charter.
2. This constitution, and any subsequent change or amendment made be always be submitted to IF and SASNOC for approval.
3. This constitution shall become effective once adopted

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Trinidad and Tobago Olympic Committee, page 46, Managing Olympic Sports Organization, Olympic Solidarity, (Ed) Leigh Robinson.

Appendices

Data Analysis Review and tables (attached)

Dataset

Article	Article Name	Sub Section	Percentage	Bike Samoa	Samoa Shooting	Archery Samoa	Samoa Swimming	Samoa Squash	Samoa Triathlon	Cycling Federation	Samoa Touch	Netball	Alo Vaa - Canoe	Table Tennis	Lakapi Samoa
Article 01	Name and Independence	A non-governmental and not for profit organization	92%	TRUE	TRUE	TRUE	FALSE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
Article 01	Name and Independence	As declared under Article 15 of the Constitution of Samoa and the Olympic	25%	FALSE	TRUE	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
Article 01	Name and Independence	Incorporated Societies Ordinance Act 1952	25%	FALSE	FALSE	TRUE	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE	TRUE	FALSE	FALSE
		Mission of SASNOC Objects – to promote the fundamental principles of Olympism in Samoa Including authority and Powers rests with SASNOC	100%	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
Article 02	Mission and Objects	Mission of the Federation	50%	FALSE	FALSE	FALSE	FALSE	TRUE	TRUE	FALSE	TRUE	TRUE	FALSE	TRUE	TRUE
Article 02	Mission and Objects	Interpretation	50%	FALSE	FALSE	FALSE	FALSE	TRUE	TRUE	FALSE	TRUE	TRUE	FALSE	TRUE	TRUE
		In accordance with the Olympic Charter, SASNOC must include as voting members IOC members NFs must affiliate to IF Athlete Representative	50%	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
Article 03	Membership	National Federations Members Individuals Clubs Affiliated Member	83%	FALSE	TRUE	FALSE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
Article 03	Membership	Be a Samoan National and reside in Samoa. Enjoy civil rights should not have been convicted of any criminal offense Pay a fee – annual fee Ages are varied in Sports i.e. Archery must be 14 years old, Shooting must be 16 years old	100%	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
Article 03	Application for Membership	Must apply in writing Sport executive will review and has final say	58%	TRUE	TRUE	FALSE	FALSE	TRUE	TRUE	FALSE	TRUE	FALSE	TRUE	TRUE	FALSE
Article 03	Application for Membership	Application of a club	17%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE	FALSE	TRUE	FALSE	FALSE
Article 03	Application for Membership	Affiliated Unions (no voting rights)	8%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE
Article 03	Application for Membership	Associated members (no voting rights)	25%	TRUE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE	TRUE
Article 03	Types of Memberships	Associate member – reside outside of Samoa and cannot vote	42%	TRUE	FALSE	TRUE	FALSE	TRUE	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE	TRUE
Article 03	Other membership	Life or Honorary Member – can vote but cannot hold office	17%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE	FALSE	TRUE
Article 03	Types of Memberships	Club members or Unions	25%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE	TRUE	TRUE

Article	Article Name	Sub Section	Percentage	Bike Samoa	Samoa Shooting	Archery Samoa	Samoa Swimming	Samoa Squash	Samoa Triathlon	Cycling Federation	Samoa Touch	Netball	Alo Vaa - Canoe	Table Tennis	Lakapi Samoa
		Voting members	17%												
Article 03	Rights and Duties of members	Non-voting members may attend meeting of AGM		FALSE	FALSE	FALSE	TRUE	FALSE	FALSE	TRUE	FALSE	FALSE	FALSE	FALSE	FALSE
Article 03	Cessation of Memberships	Death	50%	TRUE	TRUE	TRUE	FALSE	FALSE	TRUE	FALSE	FALSE	FALSE	FALSE	TRUE	TRUE
Article 03	Cessation of Memberships	Resignation	50%	TRUE	FALSE	FALSE	FALSE	TRUE	TRUE	FALSE	TRUE	FALSE	FALSE	TRUE	TRUE
Article 03	Cessation of Memberships	Loss of capacity	8%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE
Article 03	Cessation of Memberships	Loss of qualification for membership	17%	TRUE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE
Article 03	Cessation of Memberships	Dissolution of Union/clubs	8%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE
Article 03	Cessation of Memberships	Upon expulsion if a member breach the Olympic Charter or guilty in a criminal act or charge	50%	FALSE	FALSE	FALSE	TRUE	TRUE	TRUE	TRUE	TRUE	FALSE	FALSE	FALSE	TRUE
Article 03	Cessation of Memberships	Fails to attend 3 meetings in a row	8%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE	FALSE	FALSE
		If a member fails to fulfill his/her duties and infringed the Olympic Charter, SASNOC constitution, NF Constitution, IOC Code of Conduct etc	58%												
		Warning													
		Suspension													
Article 03	Measures and Sanction against an infringing Member	Expulsion		FALSE	TRUE	FALSE	FALSE	FALSE	TRUE	TRUE	TRUE	TRUE	TRUE	FALSE	TRUE
		Opportunity will be given to a member for response and to be heard	33%												
		Decision will be based under Article VII 4 & 5 of SASNOC constitution		FALSE	TRUE	FALSE	FALSE	FALSE	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE	TRUE
Article 03	Measures and Sanction against an infringing Member	Notes: decision based on NF rules & constitution													
Article 03	Registered member	Must be registered annually and pay a fee / subscription	100%	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
		Annual subscription is paid annually and can be determined from time to time	100%												
		Must be paid before end of January every year		TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
		Affiliated and all other types members are paid at the same time													
Article 04	Subscription	Non-payment or unpaid subscriptions will not allow a member to vote													
Article 05	Governing Bodies of National Federation	Governing Body is the Supreme legislative and decision making body of the NF The Executive Board, mean the executive of the National Federation	100%	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
Article 06	Composition of the Board/Executive	1. President 2. Vice-president 3. Secretary 4. Treasurer 5. One other NF member	100%	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE

Article	Article Name	Sub Section	Percentage	Bike Samoa	Samoa Shooting	Archery Samoa	Samoa Swimming	Samoa Squash	Samoa Triathlon	Cycling Federation	Samoa Touch	Netball	Alo Vaa – Canoe	Table Tennis	Lakapi Samoa
Article 06	Composition of the Board/Executive	6.Athlete or Para-athlete Representative	17%	TRUE	FALSE	TRUE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
Article 06	Composition of the Board/Executive	7.Female Representative	8%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE
		Adopt the agenda of the meeting and the minutes	100%												
		Determine and approve Strategic Plans													
		Hear & approve Annual Reports													
		Examine & approve Audited Financial Statement & Accounts													
		Elect Officers and Members of the Executive													
		Elect Members of Commissions													
		Elect Auditor		TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
		Consider and adopt this constitution and further amendments													
		Determine subscription fees for all types of memberships													
		Take final decision on admission, removal or expulsion, suspension of members													
		Consider and approve any additional bye-laws or internal regulations which are not in contradiction with Olympic Charter													
		Interpret Constitution													
Article 07	Powers of the Executive	Exercise Powers as per constitution													
		Meeting is called by the Secretary 21 days before the AGM and be done annually	100%												
		Notice to be sent by emails or newspapers		TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
		Meetings is chaired by the President/chairman													
		The quorum must be 4 or more													
Article 07	Meetings of the National Federation	Copies of minutes must be kept and distributed at the AGM													
	Meetings of the National Federation	Term of office is no more than 1 year	75%	TRUE	TRUE	FALSE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	FALSE	FALSE
	Meetings of the National Federation	Election and Term of office is 2 years	8%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE	FALSE	FALSE	FALSE	FALSE
Article 07	Meetings of the National Federation	Election and Term of office is more than 2 years	17%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE	TRUE
Article 07	Meetings of the National Federation	An extraordinary meeting may be convened (Special General Meeting) by the President	42%	FALSE	TRUE	TRUE	FALSE	FALSE	FALSE	TRUE	TRUE	TRUE	FALSE	FALSE	FALSE

Article	Article Name	Sub Section	Percentage	Bike Samoa	Samoa Shooting	Archery Samoa	Samoa Swimming	Samoa Squash	Samoa Triathlon	Cycling Federation	Samoa Touch	Netball	Alo Vaa - Canoe	Table Tennis	Lakapi Samoa
Article 07	Meetings of the National Federation	Voting by ballot	25%	FALSE	FALSE	FALSE	TRUE	FALSE	TRUE	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE
Article 07	Meetings of the National Federation	Voting by showing of hands	50%	FALSE	FALSE	TRUE	FALSE	TRUE	FALSE	TRUE	FALSE	TRUE	TRUE	FALSE	TRUE
Article 07	Meetings of the National Federation	Voting is done as it suits	25%	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE	FALSE	FALSE	FALSE
Article 07	Meetings of the National Federation	Proxy votes are allowed	25%	FALSE	FALSE	FALSE	TRUE	FALSE	TRUE	FALSE	FALSE	FALSE	TRUE	FALSE	FALSE
Article 07	(3)Vacation of Office	Dies	50%	TRUE	FALSE	FALSE	FALSE	TRUE	TRUE	TRUE	TRUE	FALSE	FALSE	FALSE	TRUE
Article 07	(3)Vacation of Office	Becomes bankrupt	42%	FALSE	FALSE	FALSE	FALSE	TRUE	TRUE	TRUE	TRUE	FALSE	FALSE	FALSE	TRUE
Article 07	(3)Vacation of Office	Becomes unsound mind	33%	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE	TRUE	TRUE	FALSE	FALSE	FALSE	TRUE
Article 07	(3)Vacation of Office	Resign on his/her own accord	67%	TRUE	FALSE	TRUE	FALSE	TRUE	TRUE	TRUE	TRUE	FALSE	FALSE	TRUE	TRUE
Article 07	(3)Vacation of Office	Ceases to be resident of Samoa more than 3 months	0%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
Article 07	(3)Vacation of Office	Failed to attend 3 consecutive meetings	33%	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE	TRUE	TRUE	FALSE	FALSE	FALSE	TRUE
Article 07	(3)Vacation of Office	If removed by resolution of Executive in accordance with Article 07, 3 and 4	50%	TRUE	FALSE	TRUE	FALSE	FALSE	FALSE	TRUE	TRUE	FALSE	FALSE	TRUE	TRUE
Article 07	(3)Vacation of Office	Convicted	17%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE	FALSE	FALSE	FALSE	TRUE
Article 07	Measures and Sanction against an Officer	Office fails to fulfill his/her duties	58%	TRUE	TRUE	FALSE	FALSE	TRUE	TRUE	TRUE	TRUE	FALSE	FALSE	FALSE	TRUE
		When majority of officers wishes to remove the officer due to any breaches Executive to call a special Executive Board meetings to discuss matters in details concerning an officer													
Article 07	Appeals	Officer is entitled to file an appeal to the Executive and to call for a special review	67%	TRUE	TRUE	TRUE	FALSE	FALSE	TRUE	TRUE	FALSE	TRUE	TRUE	FALSE	TRUE
		Appeal Notice to send out to the Executive 7 days from date of Appeal													
		President to call a meeting within 14 days from date of Notice including full details of the issues and response already obtained from officer in questions Review and provide a decision in writing within 7 days from date of meeting													

Article	Article Name	Sub Section	Percentage	Bike Samoa	Samoa Shooting	Archery Samoa	Samoa Swimming	Samoa Squash	Samoa Triathlon	Cycling Federation	Samoa Touch	Netball	Alo Vaa - Canoe	Table Tennis	Lakapi Samoa
		Administer the programs of the National Federation Prepares submissions, proposes changes and make recommendation to the National Federation Administer Finances and Accounts Authority to hear matters against an officer Appoint and Dismiss any staff members Keeps records of the National Federation Submit proposals on fundraising, seeking financial assistance from SASNOC, Government or Private sectors partners Appoint sub-committees and Commissions	67%												
Article 07	(5)Powers & Duties of the Executive Boards	To borrow on security of National Federation property		TRUE	TRUE	FALSE	TRUE	FALSE	FALSE	TRUE	TRUE	FALSE	TRUE	TRUE	TRUE
Article 07	(5)Powers & Duties of the Federations	Powers of the National Federations or Associations	42%	FALSE	TRUE	FALSE	FALSE	TRUE	TRUE	FALSE	TRUE	FALSE	TRUE	FALSE	FALSE
		The Executive shall meet at least once every 2 months Urgent meeting of the executive may be convened as necessary by the President and/or at the request of at least one-third (1/3) of the members The meetings shall be convened and chaired by the President. In his/her absence, the Vice-President or the Secretary A notice shall be sent to all members 7 days prior to the meeting including necessary documents A quorum required shall be 50% plus 1 All members shall have 1 vote each Decisions are taken by simple majority of the votes cast by members In case of a tie, the Chairman of the meeting shall have a casting vote Voting shall be conducted by show of hands	100%	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
Article 07	Meetings of the Executive	The secretary is responsible for taking and recording of minutes													
Article 07	Meetings of the Executive	Quorum varied from National Federations	25%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE	TRUE	FALSE	FALSE	FALSE	TRUE

Article	Article Name	Sub Section	Percentage	Bike Samoa	Samoa Shooting	Archery Samoa	Samoa Swimming	Samoa Squash	Samoa Triathlon	Cycling Federation	Samoa Touch	Netball	Alo Vaa - Canoe	Table Tennis	Lakapi Samoa
Article 07	Responsibilities of the President	<p>Shall act and sign as the legal representative of the National Federation</p> <p>The President shall co-sign together with the Treasurer or secretary any financial authorization or expense</p> <p>Shall convene and chair the meetings of the National Federation</p> <p>Shall ensure the observance of the Federation Constitution, SASNOC Constitution and Olympic Charter</p> <p>Shall promote Olympic principles and ethical behavior within the Olympic Movement in the country</p> <p>Shall work to maintain and strengthen harmonious relationships with International Federations, SASNOC, institutions, stakeholders in the country and abroad</p> <p>Shall perform other duties prescribe by the Executive of the National Federation</p>		FALSE	TRUE	FALSE	TRUE	FALSE	TRUE	TRUE	FALSE	FALSE	FALSE	TRUE	FALSE
		<p>The Vice-President, by protocol order shall perform the duties and assume the responsibilities of the President in case of absence or incapacity</p> <p>Shall perform other functions as may be prescribed by the Executive or the National Federation</p>	17%	FALSE	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE
Article 07	Responsibilities of the Secretary	<p>The secretary shall manage the administration of the office as directed by the Executive</p> <p>Shall arrange meetings of the executive and National Federation</p> <p>Shall keep records and minutes of the meetings</p> <p>Shall keep a register of the members, a database of athletes, coaches, trainers, records of all competitions in the country and abroad</p> <p>Shall coordinate the work of the commissions and working groups</p> <p>Shall perform other functions as may be prescribed by the Executive or the National Federation</p>	50%	FALSE	TRUE	FALSE	TRUE	TRUE	TRUE	TRUE	FALSE	FALSE	FALSE	TRUE	FALSE

Article	Article Name	Sub Section	Percentage	Bike Samoa	Samoa Shooting	Archery Samoa	Samoa Swimming	Samoa Squash	Samoa Triathlon	Cycling Federation	Samoa Touch	Netball	Alo Vaa - Canoe	Table Tennis	Lakapi Samoa
Article 07	(10) Responsibilities of the Treasurer	<p>Shall have specific qualification and skills to exercise his/her functions properly i.e. A qualified Accountant (CPA)</p> <p>Shall receive fees, subscriptions or any funds or property paid or donated to the National Federation</p> <p>The Treasurer shall deposit funds received in a prescribe NF bank account in the name of the National Federation as approved the executive</p> <p>Shall co-sign all payments with the President and/or any other authorized executive member</p> <p>Shall maintain and administer the accounts of the Federation</p> <p>Shall maintain proper, accurate and regular updated records of all expenditures, revenues and other financial transactions of the NF at all times</p> <p>Shall prepare financial reports and annual budgets for the executive and NF</p> <p>The Treasurer shall ensure the financial statement are properly annually audited by the Auditor elected by the NF</p> <p>Shall perform other functions as may be prescribed by the Executive or the National Federation</p>	50%	FALSE	TRUE	FALSE	TRUE	TRUE	TRUE	TRUE	FALSE	FALSE	FALSE	TRUE	FALSE
Article 07	(11) Responsibilities of Members of the Executive	<p>the members of the executive shall actively participate in the work of the National Federation</p> <p>Must be present in the country and during the meetings</p> <p>Shall perform any other functions as may be prescribed by the Executive or the President</p>	33%	TRUE	FALSE	TRUE	FALSE	FALSE	FALSE	TRUE	FALSE	FALSE	TRUE	FALSE	FALSE
Article 08	Finances Funds or Income of the National Federation may come from the following sources:	<p>Financial support from IOC and Olympic Solidarity and SASNOC</p> <p>From Government of Samoa</p> <p>From International Federations</p> <p>From membership fees</p> <p>Revenues from marketing and sponsorships activities, fundraising</p> <p>Unconditional donations and grants accepted by the National Federations</p>	92%	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	FALSE	TRUE
Article 08	Finances The Finances of the National Federation may come from the following sources:	<p>Any contribution and specific funding received from SASNOC or International Federations or entities must be used strictly for that purpose</p>	0%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE

Article	Article Name	Sub Section	Percentage	Bike Samoa	Samoa Shooting	Archery Samoa	Samoa Swimming	Samoa Squash	Samoa Triathlon	Cycling Federation	Samoa Touch	Netball	Alo Vaa - Canoe	Table Tennis	Lakapi Samoa
Article 08	Use of funds according to specific instructions	Any specific funds allocated through the Olympic Solidarity programs or educational programs shall be used as designed The financial years begins from 1 January and ends on the 31st December of the same year	0%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
Article 09	Control of Teams Uniform and Colours	The National Federation shall comply with SASNOC colours. Variety of fashions and styles are acceptable as long as it reflects the approved National colours	8%	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	1	FALSE	FALSE	TRUE
Article 10	Auditor	An Auditor shall be appointed at the Annual General Meeting for the ensuing year, and shall be eligible for re-appointment	100%	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
Article 11	Alterations, Amends or constitution	The Constitution may be altered, amended or repealed on a Notice of Motion only at the Annual General Meeting or at a Special General Meeting duly called for that purpose Such Notice of Motion must be communicated in writing to the Secretary not less than 21 days before the date of the General Meeting at which it is to be considered by members of the Federation no less than 14 days before such date The Constitution may be amended or altered only as a consequence of a Notice of Motion being received from a member and by a resolution passed by at least 2/3 majority of members entitle to vote The Notice shall set out the details and purpose of the proposed amendments, being a change, in addition or deletion, the wording of the motion and the name of the member from whom the Notice of Motion was received.	100%	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
Article 12	Standing orders and Interpretation	Refer all questions to an National Federation appointed Legal Advisor, or SASNOC will refer to the matter to their Legal Advisor	33%	TRUE	FALSE	FALSE	TRUE	FALSE	FALSE	FALSE	TRUE	FALSE	FALSE	TRUE	FALSE
Article 13	Dissolution and Winding Up	The National Federation may be dissolved by decision of the General Assembly in the presence of a quorum at least 2/3 of the voting members and by resolution taken by at least 2/3 of the votes cast by the voting delegates present In case of a dissolution, all debts and liabilities legally incurred on behalf of the National Federation shall be fully discharged and the residuary fund shall be donated to the legal successor or, if not, to such organization pursuing similar objectives as may be decided by the Federation and after consultation and coordination of SASNOC and MCIL	100%	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE

Article	Article Name	Sub Section	Percentage	Bike Samoa	Samoa Shooting	Archery Samoa	Samoa Swimming	Samoa Squash	Samoa Triathlon	Cycling Federation	Samoa Touch	Netball	Alo Vaa - Canoe	Table Tennis	Lakapi Samoa
		The National Federation may recommend and confirm the selection of important commissions to strengthen and promote the work of the Federation and athletes; Commission as follows; Athlete Commission Sponsorship and Finance Commission Development and Program Commission Activities and Events Commissions Olympic Academy Gender Equity All Sports Commission		FALSE	No commissions but Committee	FALSE	FALSE	TRUE	FALSE	TRUE	FALSE	FALSE	FALSE	FALSE	FALSE
Article 14	Commissions	Sports Medical and Anti-Doping Commission													
		The National Federation shall have a common seal in such form as may be fixed by the Executive. It shall be the custody of the Secretary and shall be fixed to any documents pursuant to a resolution of the Executive Board and in the presence of the President, or if he is absent in the presence of one other member	92%	TRUE	FALSE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
Article 15	Common Seal														
		Any dispute of issues arising within the Federation or between the Federation and its members or International Federation etc., shall be resolved by a competent governing bodies of the Federation. It can be referred to Mediation Unit (Association of Mediators in Samoa) or Arbitration body to resolve the dispute The Federation may seek the assistance of SASNOC to facilitate the process and for more guidance	33%	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE	TRUE	FALSE	TRUE	FALSE	FALSE	TRUE
Article 16	Dispute Resolution														
		The Constitution of the Federation shall, at all times, comply with the Olympic Charter, SASNOC to which it must refer expressly. Any doubt as to the signification or interpretation of this Constitution, or if there is a contradiction between this Constitution and the Olympic Charter, the latter takes precedence This Constitution and any subsequent change or amendment to the Constitution but be approved by the General Assembly at a Special General Meeting of the Federation This Constitution shall become effective once adopted by the Federation	100%	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
Article 17	Final Provisions														
Others	Competitions & Rules	Local and International competitions	67%	TRUE	TRUE	FALSE	TRUE	TRUE	TRUE	FALSE	TRUE	TRUE	FALSE	TRUE	FALSE
	Registered Office	Registered Office	67%	TRUE	TRUE	TRUE	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE	TRUE	TRUE	TRUE
	Safeguarding Policy	Safeguarding Policy	8%	TRUE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
	Indemnity Clause	Indemnity Clause	33%	FALSE	FALSE	FALSE	TRUE	TRUE	FALSE	TRUE	TRUE	TRUE	FALSE	FALSE	FALSE

Pivot Table

Count of Value	Articles																	
Sport	Article 1	Article 10	Article 11	Article 12	Article 13	Article 14	Article 15	Article 16	Article 17	Article 2	Article 3	Article 4	Article 5	Article 6	Article 7	Article 8	Article 9	Grand Total
Archery	3	1	1	1	1	1	1	1		1	4	1		1	5	1		21
Biking	1	1	1		1		1		2	1	9	1		1	8	1		28
Cycling	1	1	1	1	1	1	1	1	1	1	9	1	1	1	19	1		42
Netball	1	1	1		1	1	1	1	1	2	5	1	1	1	4	1	1	24
Outrigger Canoe	2	1	1		1		1		1	1	9	1	1	1	6	1		27
Rugby	1	2	1		1		1	1	1	2	16	1	1	2	15	1	1	47
Shooting	2		1		1				1	1	8	1	1	1	12	1		30
Squash	1	1	1		1		1	1	2	2	5		1	1	11	1		29
Swimming	1	1	1		1		1		2	1	4		1	1	9	1		24
Table Tennis	1	3	1	1	1	1	1		2	2	6	1	1		11			32
Touch	2	1	1		1		1		1	2	7	1	1	1	16	1		36
Triathlon	1	1	1		1		1		1	2	10		1	1	10			30
Grand Total	17	14	12	3	12	3	11	4	15	18	92	9	10	12	126	10	2	370

Archery Samoa Federation



ARCHERY SAMOA FEDERATION INC

Constitution

February 2019

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NAME

The name of the Association is the Archery Samoa Federation Incorporated.

It may also be known as "Archery Samoa Federation", or, for the purposes of the Constitution and Rules, "the Association".

OBJECTIVES AND POWERS

- 2.1. Archery Samoa Federation will act as the governing body in all matters pertaining to archery in Samoa.
- 2.2. It will develop archery to provide continuing opportunities for success in all aspects of the sport, recreational through to national and international competition.
- 2.3. The Association is a non-commercial, non-profit-making and representatives sporting organization.
- 2.4. Powers of the Association include:
 - (1) all the powers of natural persons for the conduct of its own affairs;
 - (2) without prejudice to the generality of sub-clause (1) the powers of the Association will include the power:
 - a) to purchase, lease or otherwise acquire any land or other property of any tenure and any interest therein as will be necessary to fulfil the objectives of the Association;
 - b) to sell or otherwise dispose of any such land or other property as will have become unnecessary to fulfil the objectives of the Association;
 - c) to employ or engage or appoint servants, agents and professional advisers, on such terms and conditions as are approved by the Board;
 - d) with the prior consent of the Annual General Meeting (AGM), to borrow money, with or without security, for the promotion of the objectives of the Association;
 - e) with the prior consent of the AGM, to pledge in security the whole or any part of the assets of the Association, or to grant guarantees;
 - f) to procure charitable or tax-exempt status for the Association.

MEMBERSHIP

- 3.1. Full membership is available to those archers domiciled in Samoa, Samoan citizens overseas or non-Samoan citizens living overseas who meet criteria set from time to time by the Board, persons aged 14 years and over, who, having been accepted as a member by Archery Samoa Federation, pay the appropriate annual affiliation fee.
- 3.2. Administrative membership is available at a reduced fee to staff members of the Association.
- 3.3. Social membership is available to non-active archers.
- 3.4. Associate membership is also available to non-archers.

3.5. Details of classes of members are contained in the Rules.

CESSATION OF MEMBERSHIP

Any member of the Association will cease to be a member if:

- that member resigns,
- her/his affiliation fee is not paid by the set date,
- she/he is expelled by the Board following a disciplinary hearing, and an appeal if any.

Any member suspended for a period of time by the Board will lose all rights and obligations of membership for that period of time.

ANNUAL GENERAL MEETING

The date, time and venue of the AGM will be advised to its affiliated members at least one calendar month before the meeting.

Full, Administrative, and Social members will each be eligible to exercise one vote. The President (or the Chairman in the absence of the President) will exercise a casting vote in the case of a tie.

Voting will be by voice, show of hands or secret ballot. A simple majority of eligible voters present at the meeting will determine all issues except constitutional resolutions which will require a two-thirds majority of the votes cast.

The Chairperson (or the President in the absence of the Chairperson) will conduct the Annual General Meeting in accordance with the commonly accepted rules for the conduct of meetings in Samoa.

The quorum for the Annual General Meeting will be at least 2/3 or 50 of currently financial members who are eligible to vote at the meeting.

THE BUSINESS OF THE AGM

The business of the AGM will include to:

- receive the annual report of the Association;
- approve the annual accounts and adopt the balance sheets;
- elect officers as required;
- amend/approve the strategic plan;
- set the affiliation fee(s) and other levies;
- accept (written) reports from officers of the Association;
- make recommendations to the Board of Archery Samoa Federation and /or any of the Commissions;
- determine other matters of which due notice has been given or which are approved for discussion by the meeting.

OFFICERS OF THE ASSOCIATION

The key officers of the Association are:

- President,
- Secretary,
- Treasurer,
- Chairperson,
- Fund Raising Committee Chairperson & 4 members,
- Development & Coaching Representative,
- Athletes Representative,
- Para-archery Representative,
- Competition & Judges Representative.

These officers are to be elected at the appropriate Annual General Meeting.

The term of office for these positions is four (4) years and incumbents are eligible for re-election/re-appointment. When someone resigns or is no longer available from any of these positions the Board will appoint a suitable person from its financial members who is eligible to vote to replace the person until the next AGM. During the next AGM someone is to be voted in to fill this position for the next 4 years.

OTHER OFFICERS

Patron

The Patron of the Association will be elected at an Annual General Meeting and for a specified period of time.

Auditor

The auditor will be appointed by the members of the AGM for a period of one year.

BOARD OF ARCHERY SAMOA FEDERATION

The Board is made up as follows:

- a) The Chairperson who is elected by the members in the AGM, is responsible for the running of the AGM and Board meetings;
- b) an Executive, comprising of the three Officers elected by the members in the AGM, namely the, President, Secretary and Treasurer; and
- c) Fund Raising Committee Chairperson, Athletes Representative, Para-archery Representative, Development & Coaching Representative, and Competition & Judges Representative.

Each person will exercise one vote. The President, or the Chairperson in the absence of the President, will also have a casting vote wherever votes on any issue are tied.

Other affiliated members may attend meetings, speak on request but may not vote.

The Executive Committee shall be responsible for the day-to-day administration, including financial matters, of the Association.

The role of the Board includes:

- Oversight of the routine activities of the officers;

- Forward planning to promote the sport of archery, including strategic plans and applications for funding;
- Implementing the policy decisions/recommendations of the AGM;
- Appointment of the Editor, Registrar, Convenor of the Selection Panel representative(s) to the Samoa National Olympic Committee, Sport Samoa and other officials as required;
- Coordination of the work of committees;
- Amendments to the Rules of the Association;
- Make editorial amendments to the Constitution such as re-numbering, correcting the names of other organisations and similar matters which do not alter any rule or policy of Archery Samoa Federation;
- Recommendations on the level of affiliation fees and any other levies;
- Establishment of an Appeals Committee as set out in the Rules;
- Conduct complaints and/or disciplinary hearings, impose any penalty including expulsion of any member and/or group of members, through the disciplinary committee as set out in the Rules.
- Conduct any other business not dealt with by the Annual General Meeting;
- Decides which archery athletes represent Samoa in international competitions. Only financial members of the Archery Samoa Federation, those who have paid their member fees, are permitted to represent Samoa in international competitions;
- Establishing sub-committees to carry out any of its functions.

The Board and its subcommittees will meet as frequently as required. Meetings may be face to face, by audio conference or any other appropriate method.

A quorum for Board meetings will be 5 of the eligible members including at least three of the following officers: Chairperson, President, Secretary or Treasurer.

FINANCE

The Board is responsible for the conduct of the financial activities of the Association.

The financial year of the Association will be from 1 January to 31 December in the same year.

All monies received by the Association will be deposited in a bank or banks determined during the AGM.

No member, or person associated with a member, may participate in or attempt to influence a decision of the Association in relation to any income, benefactor advantage whatsoever to that member or associated person. Any such income paid will be reasonable and within or up to that paid on the open market.

The Board may not borrow money and/or use the assets of the association as security without the prior approval of the Annual General Meeting, Special General Meeting or postal ballot of members.

All withdrawals and cheques will be co-signed by two of any three officers including the Chairperson, President and Treasurer.

The accounts will be audited annually by an independent financial auditor or firm appointed by the members at the AGM.

At each AGM the Board provide its proposed budget for the following financial year for approval by members.

SPECIAL GENERAL MEETING

Special General Meetings of the Association may be called by the Secretary on the request of the majority decision of the Board or at the request of at least 50% of affiliated members eligible to vote in Association matters.

Members must receive a minimum of one calendar months' notice of the date, time and venue of the meeting and details of the purpose of the meeting.

Voting at the Special General Meeting will be by all full, administrative and Social Members of the Association. Decisions will be decided by a simple majority of eligible voters present at the meeting, except that changes to the Constitution will require a two-thirds majority of valid votes cast. Voting will be by show of hands unless a secret ballot is called for.

A quorum for the Special General Meeting will be at least 2/3 or 50 of currently affiliated members eligible to vote at the meeting.

POSTAL BALLOT

The Board may request the Secretary to conduct a postal ballot as and when it deems it necessary.

Two Board members will be the scrutineers of the ballot, the details for which are contained in the Rules of the Association.

AMENDMENTS TO THE CONSTITUTION

The Constitution can only be altered, added to or rescinded at an Annual General Meeting, Special General Meeting called for the purpose or by postal ballot. However, the provisions and the effect of *clause 10.4* will not be removed from the Constitution and will be included and implied into any subsequent replacement document.

Resolutions to amend the Constitution may be submitted to the Secretary by the Board or by members who are affiliated to the Association.

The text of the proposals will be circulated to all financial members one month for a SGM, postal or electronic ballot.

Changes to the Constitution require a two-thirds majority of the valid votes cast on each resolution.

Any amendments noted must be recorded appropriately.

CASUAL VACANCIES

In the event of a vacancy occurring during the specified term of any officer, the Board may fill that vacancy until the next Annual or Special General Meeting.

COMMON SEAL

The Common Seal of the Association will be kept by the Secretary and will not be affixed to any document except by the instruction of the Board of Archery Samoa Federation and in the presence of two of its members.

Those Board members witnessing the use of the Common Seal will also sign the document on which the Seal is affixed on behalf of the Board.

REGISTERED OFFICE OF THE ASSOCIATION

The registered office of the Association will be that address used by the President.

INTERPRETATION

The Board, in consultation with relevant entities or personnel, will determine any matter not provided for in the Constitution or Rules of the Association or for which there is no clear interpretation.

WINDING UP OF THE ASSOCIATION

In the event of the Association being wound up in accordance with section 23 of the Incorporated Societies Ordinance Act 1952 and Companies Act 2001, the handling of all assets remaining after the settlement of legitimate claims, will be determined by its financial members in a Special Meeting called for this purpose.

The provisions and the effect of this clause will not be removed from the Constitution and will be included and implied into any subsequent replacement document.