



FIJI
ASSOCIATION
OF SPORTS &
NATIONAL
OLYMPIC COMMITTEE

Organizational Manual

GOVERNANCE FRAMEWORK

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INTRODUCTION

The Fiji Association of Sports & National Olympic Committee (FASANOC) is the recognised National Olympic Committee (NOC), Commonwealth Games Association (CGA) and Pacific Games Association (PGA) for Fiji; as such we are responsible for sending Team Fiji to the Olympic Games, Olympic Youth Games, Commonwealth Games, Commonwealth Youth Games, Pacific Games and Pacific Mini-Games.

We are a non-government not-for-profit organisation with membership from the National Sports Federations (NF) of Fiji.

FASANOC is committed to delivering services to Members, Affiliates, partners and all stakeholders in a fair, accountable and impartial manner.

FASANOC is committed to excellence, integrity, and efficiency in the administration of sports in Fiji. To ensure consistency, transparency, and compliance with both national and international standards, FASANOC has developed this Organisational Manual (Manual) that incorporates Standard Operating Procedures (SOP).

This manual serves as a comprehensive guide for all staff, volunteers, athletes, and stakeholders, outlining the policies, processes, and best practices that govern FASANOC's operations. It is designed to:

- Standardize workflows across all departments and programs.
- Ensure compliance with the International Olympic Committee (IOC), Olympic Charter, World Anti-Doping Agency (WADA), and other regulatory bodies.
- Enhance accountability in financial management, governance, and event execution.
- Promote fair play, ethical conduct, and athlete welfare in all sporting activities.

Compliance & Continuous Improvement

FASANOC adheres to the highest standards of sports governance, ensuring alignment with Fiji's national sports policies and global sporting regulations. This manual will be reviewed periodically to incorporate updates from International National Olympic Committee (IOC) and other relevant bodies. FASANOC reserves the right to modify, revise or supplement policies and portions of this Manual as appropriate

By following these procedures, FASANOC aims to strengthen Fiji's sports ecosystem, support athletes in achieving excellence, and uphold the Olympic values of respect, excellence, and friendship.

Approved by:

[Name]

[Position]

Fiji Association of Sports and National Olympic Committee (FASANOC)

[Date]

Organisation History & Description

The Fiji Association of Sports and National Olympic Committee (FASANOC) was founded in 1949. FASANOC gained International Olympic Committee (IOC) recognition in 1955, and Fiji competed in its first Olympic Games in Melbourne in 1956.

FASANOC is:

- one of 206 National Olympic Committees affiliated to the IOC,
- a member of the Oceania National Olympic Committees (ONOC),
- a member of the Association of National Olympic Committees (ANOC),
- a member of Commonwealth Sport (CS) and
- a member of the Pacific Games Council (PGC).

In addition to the Olympic Games, FASANOC is also responsible for Fiji's participation in the Commonwealth, Pacific and other Games sanctioned by IOC, CS and PGC.

FASANOC's affiliate membership comprises of National Federations (NFs). Through its member NFs, FASANOC has the dual responsibility of developing elite sporting excellence and community participation in sports.

- a) FASANOC provides leadership and guidance to the NFs by assisting them:
- b) secure funding
- c) train to improve performance
- d) with management practices and financial accountability
- e) with the IOC Principles of Good Governance
- f) comply with the FASANOC Charter, international sports rules and regulations which includes the World Anti-Doping Code, the Olympic Movement Code on the Prevention of the Manipulation of Competitions.

FASANOC has established commissions to provide for athlete welfare, sports science and medicine, high performance, human resource management.

The FASANOC Charter is outlined in a separate document.



Vision and Mission Statements

VISION

Our Vision is to ignite pride, unity, and purpose through sport.

"Inspiring Fiji Through Sport – A Story of Unity, Dreams, and Legacy"

In the heart of the Pacific, Fiji pulses with more than just waves and winds — it beats with the rhythm of sport. Every sprint on the field, every dive in the pool, every serve, throw, or lift tells a deeper story. It is the story of courage, determination, and identity.

When our athletes walk out onto the world stage with the Fijian flag on their chest, they are not just representing sport. They are carrying the hopes of every island, the strength of every family, and the legacy of those who came before them. In those moments, all of Fiji stands taller. Sport becomes more than a game — it becomes a force for national unity, resilience, and pride.

So when we say "Inspiring Fiji Through Sport," we are committing to a future where sport shapes lives, strengthens communities, and uplifts a nation — one game, one athlete, one story at a time.

MISSION

For FASANOC, Enhancing Sports through Collaboration and Learning is not just a mission statement — it's a way of life.

It is through collaboration — between federations, coaches, communities, and international partners — that her dream gains structure.

But collaboration alone isn't enough. It's in the learning — the shared best practices across sports, the leadership programs for team managers, the technical training for officials, and the Olympic values instilled in our youth — where true progress is made.

Through this mission, FASANOC isn't just building better athletes — it's nurturing better leaders, stronger communities, and a culture of continuous improvement.

Together, through collaboration and learning, we are enhancing sport — and in doing so, we are shaping the future of Fiji.

VALUES

Our Values that Guide Us are:

- **Excellence** striving to be the best in all that we do
- **Respect** honouring self, others, and tradition
- **Integrity** doing the right thing, even when unseen
- **Commitment** dedication to long-term goals and our people

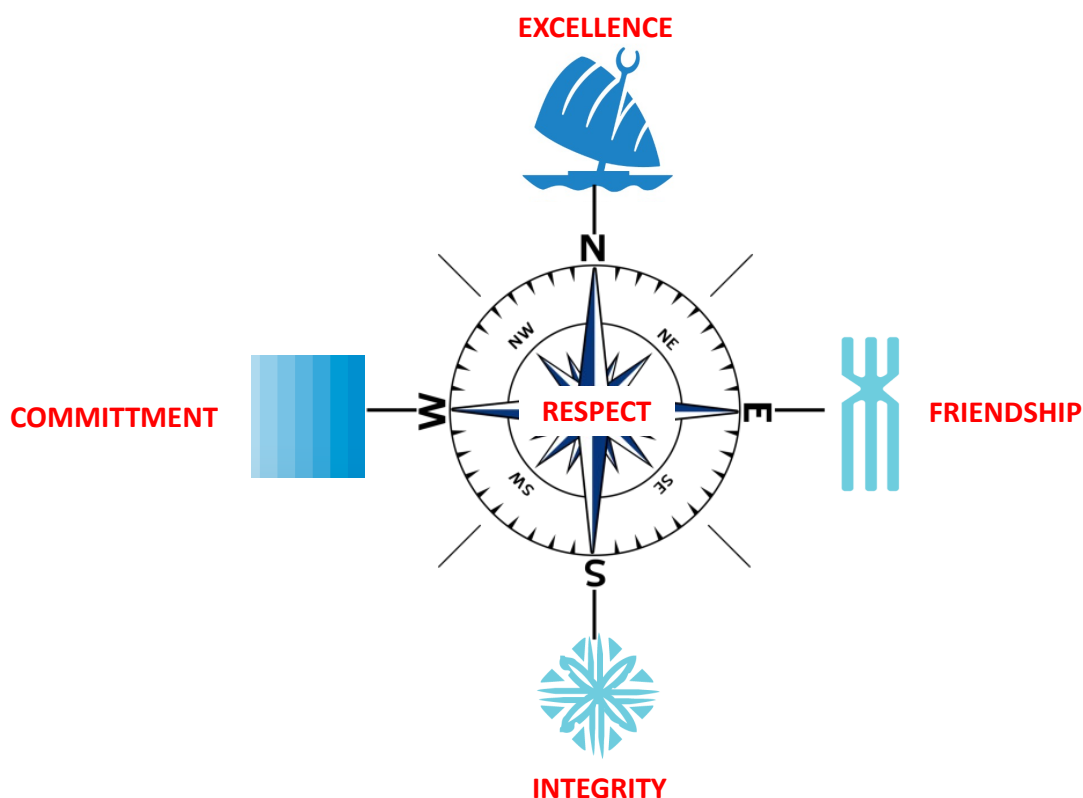
These values are reflected not only in our sporting efforts, but in the very fabric of our culture — our symbols, our stories, our spirit

Cultural Identity

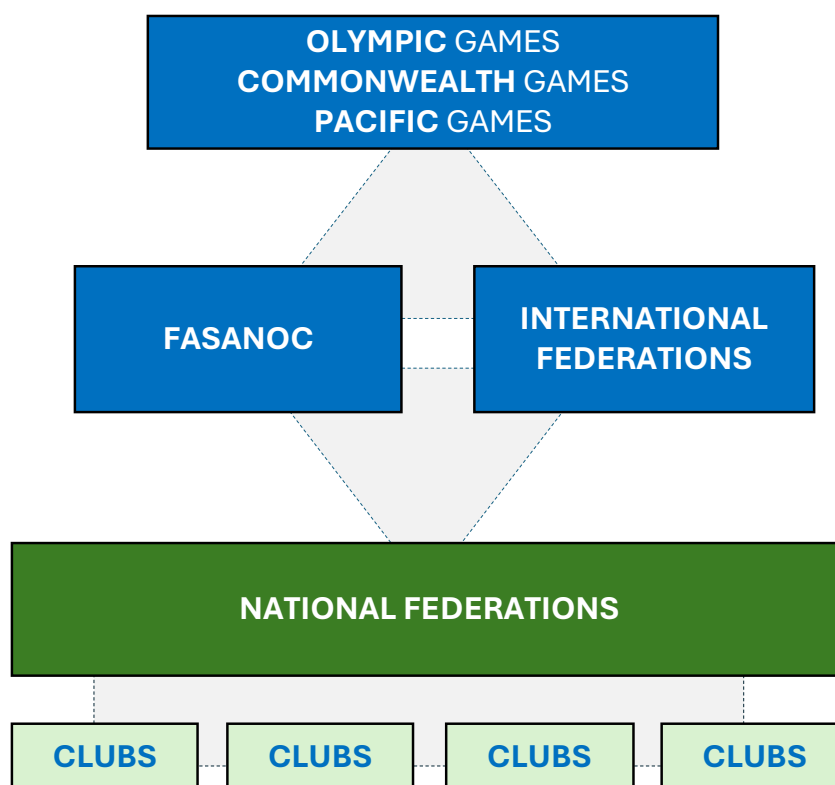
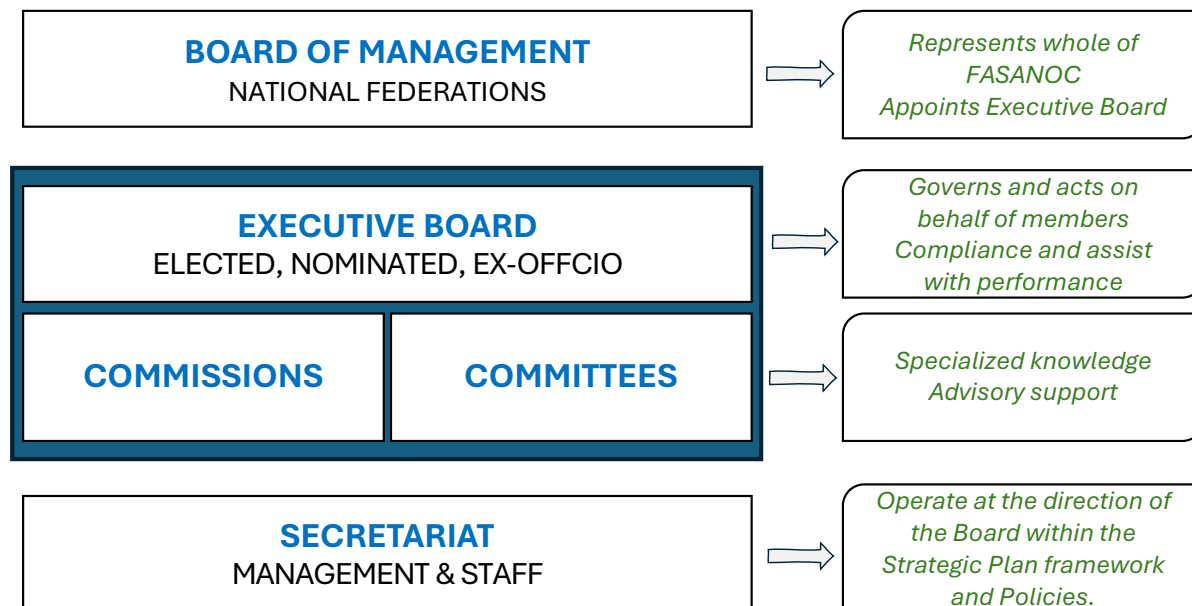
Masi Motifs

Masi motifs play an important role in Fijian iTaukei culture in shaping our national identity and are used in ceremonies and for decoration. They are passed down from generation to generation, they are a source of great pride and identity. We honour the past, embrace the present, and prepare for the future through our cultural expressions

<p>The Blue Hues – Ocean as Connector</p> <p>Blue represents the vastness of the Pacific, Fiji's place in the world, and our deep connection despite distances. “We may be separated by lands, but we are connected by seas.” Value Alignment: Friendship – across islands, borders, and teams.</p>	<p>The Drua – Spirit of Exploration</p> <p>Symbolizes perseverance, journey, and resilience. Navigating rough waters mirrors the athlete’s journey. Value Alignment: Excellence – mastering the craft, enduring the voyage, striving to go further.</p>
<p>The Matanisiga – A New Dawn</p> <p>Represents energy, beginnings, and hope. A source of inspiration and internal power. Value Alignment: Excellence & Friendship – uplifting one another, starting strong together.</p>	<p>The Iseru – Readiness & Hospitality</p> <p>Symbol of preparation, pride in presentation. Reflects the readiness of athletes, hosts, and communities. Value Alignment: Respect – being prepared to welcome or represent Fiji.</p>



Organisational Structure & Framework



GOVERNANCE

Effective governance is the foundation of transparency, accountability, and operational excellence within FASANOC.

This section outlines the fundamental framework of authority, accountability, and responsibility within FASANOC.

These policies are intended to help foster the highest governance standards, integrity, and accountability.

The governance framework ensures:

- Clear roles and responsibilities for boards, committees, and executives.
- Alignment with legal and regulatory requirements
- Ethical decision-making and risk management.
- Stakeholder accountability

By adhering to these procedures, FASANOC upholds integrity, fosters trust, and drives sustainable success in line with its mission.

No policy can anticipate every situation that may arise. The policies included in this manual are intended to serve as a source of guiding principles for directors.

Policy Number: GOV-01-COMP
Policy Date: 30 August 2025
Policy Version: 1.0

Purpose of the Policy

This Policy defines a framework that applies to members and employees at all levels and across all FASANOC departments. In particular, it governs FASANOC employees acting on behalf of FASANOC in its relations with third parties (including suppliers and contractors).

The objective of this Policy is to ensure that FASANOC employees comply with applicable regulations. This Policy also aims at identifying, assessing and mitigating compliance risks.

FASANOC shall actively seek to reduce compliance risks considering the nature and complexity of its business and the set of rules that govern its operations and activities: Fiji legislation, the Olympic Charter (including the IOC Code of Ethics), the World Anti-Doping Code, IOC decisions, and its own statutes and regulations.

Procedures

Definitions

Compliance is the adherence of FASANOC to Fiji laws, Olympic Movement rules, and internal regulations. The latter include (but are not limited to) FASANOC statute, its Code of Ethics GOV-02-COE and internal policies and procedures as indicated in the Human Resource Management and Office Administrations sections.

Non-compliance is the failure to adhere to Fiji laws, Olympic Movement rules, and internal regulations.

Compliance risk is the risk of financial loss, loss of reputation, or regulatory sanctions, which FASANOC may suffer as a result of its non-compliance.

Guiding principles

In terms of compliance, FASANOC commits to the following:

- To promote at all levels within FASANOC a culture of integrity and abidance to rules and regulations.
- To set the "tone at the top" for compliance: an active, visible, consistent, and sustained commitment towards common standards of conduct.
- To uphold compliance by embedding it in FASANOC culture and in the behaviour of its employees.
- To develop, implement, and timely communicate policies and procedures to achieve compliance objectives.
- To ensure that compliance risks are identified and addressed at appropriate levels.

- To foster a safe environment that encourages reporting any conduct that may be contrary to Fiji laws, rules and regulations, by developing anti-retaliation measures.
- To provide personnel with relevant training on a regular basis, which is appropriate to the compliance risks to which they are exposed.
- To promote awareness-raising initiatives on processes, policies and procedures, thus ensuring that members and employees are aware of their contribution to the effectiveness of those processes, policies and procedures, and of the implications of non-compliance.
- To endorse a zero-tolerance approach to non-compliance. Non-compliant behaviour should be addressed swiftly, consistently and appropriately. Consequences shall always be fair and proportionate to the instances of non-compliance.

Roles and Responsibilities

All FASANOC members and employees are responsible for compliance within the scope of their duties. Compliance with all applicable rules and regulations must never be compromised. Employees are required to adhere to and respect Fiji laws, the Olympic Charter, the WADA Code, the IOC/NOC Code of Ethics, FASANOC Code of Conduct, Human Resources policies, and any other internal rules, policies, and procedures. Members and employees should participate in onboarding sessions and regular trainings in accordance with the compliance management system. They must report compliance concerns and must be protected from retaliation.

FASANOC governing bodies collectively, its members individually and persons occupying top management positions, should demonstrate leadership and commitment towards compliance by ensuring that the policies, procedures, processes, and controls that they create and implement achieve their compliance objectives.

Employees with top management responsibilities should become role models embodying Olympic Movement values, enforcing the observance of FASANOC policies, processes and procedures.

FASANOC management is responsible for identifying and communicating compliance risks in its operations, for promoting compliant behaviour, and for encouraging employees to raise compliance concerns. FASANOC management actively participates in the resolution of compliance-related incidents and issues, whether raised by members or employees.

The Finance Manager is responsible for the management of the Compliance function (i.e., for the design, implementation, and continuous improvement and update of FASANOC compliance framework).

The Compliance function liaises with other FASANOC functions in the resolution of non-compliance incidents and issues, in order to strengthen internal processes and to encourage good business practices.

No exceptions to this policy are allowed. Any violation to the principles described in this policy must be reported to the CEO-SG, and/or to the Finance Manager.

GOV-02-ETHI

Policy Number: GOV-02-ETHI
Policy Date: 30 August 2025
Policy Version: 1.0

Purpose of the Policy

To define and enforce a framework of ethical principles, based upon those in force within the Olympic Movement. The respect of universal fundamental ethical principles is the foundation of Olympism. This policy applies to members and employees at all levels and across all FASANOC departments.

Procedures

Fundamental principles

1. Respect for the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity, and fair play;
2. Respect of the principle of the universality and political neutrality of the Olympic Movement;
3. Maintaining harmonious relations with state authorities, while respecting the principle of autonomy as set out in the Olympic Charter;
4. Respect for international conventions on protecting human rights insofar as they apply to FASANOC operations, and which ensure in particular:
 - respect for human dignity;
 - rejection of discrimination of any kind on whatever grounds, be it race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth, or other status;
 - rejection of all forms of harassment and abuse, be it physical, professional or sexual, and any physical or mental injury;
5. Ensuring the athletes' conditions of safety, well-being and medical care favourable to their physical and mental equilibrium.

Integrity of conduct

FASANOC must use due care and diligence in fulfilling its mission. At all times, members and employees must act with the highest degree of integrity, and particularly when taking decisions, they must act with impartiality, objectivity, independence and professionalism.

They must refrain from any act involving fraud or corruption. They must not act in a manner likely to tarnish the reputation of FASANOC.

They must not, directly or indirectly, solicit, accept, or offer any form of remuneration or commission, nor any concealed benefit or service of any nature.

Only tokens of consideration or friendship of nominal value, in accordance with prevailing local customs, may be given or accepted by members or employees. Such tokens may not

lead to the impartiality and integrity of the members or employees being called into question.

Any other form of token, object or benefit constitutes a gift which may not be accepted but must be passed on to the CEO-SG.

For hospitality shown to FASANOC members or employees, as well as those accompanying them, a sense of measure must be respected.

Members and employees must refrain from placing themselves in any conflict of interests and must respect the rules concerning Conflicts of Interests GOV-04-COI.

Policy Number: GOV-03-CODE
Policy Date: 30 August 2025
Policy Version: 1.0

Purpose of the Policy

The provisions of this Code of Conduct are intended to establish the scope of the duty of care and loyalty to FASANOC of all individuals associated to it, and to define the main rules of professional conduct that must be enforced in order to protect the personality of others, and preserve the integrity and reputation of FASANOC. This policy applies to members and employees across all levels and departments within FASANOC.

This Code of Conduct applies to:

- 1) Members of the FASANOC Executive Board, Committees and Commissions
- 2) Employees and volunteers of FASANOC
- 3) Athletes and Officials of Team Fiji

Procedures

General principles

Individuals associated with FASANOC shall act at all time, both inside and outside of FASANOC, with the highest principles of integrity, dignity, and ethics, reflecting FASANOC's high standards of professional conduct. Each individual shall comply with the provisions of this Code of Conduct and other such guidelines as shall be laid down from time to time in FASANOC policies and should take no action that could discredit the reputation or credibility of FASANOC.

Each individual within FASANOC has a duty to place the interests of the Olympic Movement at the forefront in any dealings within/in the name of FASANOC and has a continuing responsibility to comply with the requirements of this policy.

Individuals are in particular required to refrain from any act or attempted act of fraud or corruption (active or passive) in whatever form, and no individual within FASANOC shall use his or her position, or the knowledge gained therein, in such a way as to obtain, for themselves or third parties, an undue advantage of a financial or other nature, or in such a manner as to create a conflict among the interests of FASANOC, its member NSFs' and his or her personal interests.

A plea of ignorance of the provisions of this Code of Conduct shall not be considered a valid argument.

Protection of the personality rights

Members and employees are required to respect the personality of any other person with whom they are required to work or have a working relationship in a professional context, and at all times conduct themselves in a way that respects the physical and mental wellbeing of such persons, and to refrain from any inappropriate or ambiguous conduct, attitude or remarks.

Prohibited conduct

FASANOC forbids all speech, attitudes or acts that constitute physical or verbal violence, (moral, psychological or sexual) harassment, discrimination, or any other form of attack on personality rights in the framework of the involvement of the member or employee in FASANOC's activities and operations. Any person found guilty of such conduct will be sanctioned as indicated in the related section of this policy.

The following conduct in particular is forbidden:

- moral and/or psychological harassment (mobbing);
- sexual harassment;
- discrimination; and
- physical violence.

Information and protective measures

If an employee considers themselves to be a victim of prohibited conduct, they should immediately inform FASANOC through the Safeguarding & Child Protection Officer, so that an enquiry can be launched and protective measures can be taken when necessary.

Sanctions

Compliance with the Code of Conduct is an essential aspect of the relationship of trust between FASANOC and its members/employees. Any proved breach of the provisions set out in this Code of Conduct, may lead to gradual and proportional sanctions including the termination of the member/employee status.

The Sanctions table lists various sanctions to which FASANOC may resort. FASANOC applies the sanction that it deems appropriate for each individual case, ensuring that the person accused of the breach has had, as part of the enquiry, an opportunity to be heard.

Depending on the circumstances, FASANOC might have the right to terminate the employment relationship with or without exhausting the contractual period of notice. FASANOC's sanction is without prejudice to the civil or criminal liability for the same conduct of the members/employees concerned.

Policy Number: GOV-04-SANC
Policy Date: 30 August 2025
Policy Version: 1.0

Purpose of the Protocols

To ensure accountability, integrity, and good governance within FASANOC by providing a clear, fair, and proportionate framework for addressing misconduct by its Executive Board members. This policy applies to members and employees across all levels and departments within FASANOC.

Key Governing Principles:

1. The sanction must match the severity and impact of the violation.
2. The member under investigation has the right to be informed of the allegations, to be heard, and to respond.
3. Investigations and decisions will be made without conflict of interest.
4. Outcomes will be communicated to relevant stakeholders as required by public interest while respecting confidentiality where appropriate.
5. Similar violations will be treated with similar sanctions.

Legal Basis: This framework is established under the powers granted by FASANOC Charter and is operated in compliance with the Charitable Trusts Act of Fiji, the IOC Code of Ethics, and other relevant national laws.

Procedures

Definition

To define a transparent and consistent process for addressing breaches of the Code of Conduct, Code of Ethics, and Confidentiality by executive members (e.g., Executive Board Members, Officers, or Senior Leaders) while upholding organizational integrity and fiduciary duties.

Scope

Applies to all elected, appointed, or ex-officio executive members of FASANOC.

Key Principles

No sanctions without evidence and opportunity to respond.
Sanctions match the breach's severity (e.g., negligence vs. fraud).
All proceedings recorded in meeting minutes.
Follows applicable laws

Implementation Process

Trigger & Preliminary Assessment	A complaint or evidence is received by the FASANOC President (or Vice-President if the President is implicated). A preliminary review determines if a full investigation is warranted.
Independent Investigation	A specially convened Ethics Committee or an independent external investigator (crucial for objectivity, especially for serious allegations) is appointed to investigate and produce a report.
Hearing	The accused Board member is provided with the allegations and evidence and is given a full opportunity to be heard and present a defense before the deciding body.
Decision-Making	The full Board (excluding any conflicted members) or a specially convened Disciplinary Panel reviews the report and the member's defense and votes on the finding and sanction.
Sanctioning	The chosen sanction is implemented.
Communication	The outcome is communicated to relevant stakeholders (e.g., NF membership, IOC) as necessary and legally appropriate.
Appeals Process	Members may appeal the decision to the Appeals Committee.

Executive members may be sanctioned or removed for Governance violations by a two-thirds vote of the Board, following a fair investigation and hearing process as defined in the Disciplinary Policy.

Sanctions Matrix

Category of Violation	Examples of Misconduct	Recommended Range of Sanctions	Key Considerations
1. Governance & Fiduciary Duty (Breaches of trust, duty of care, loyalty)	<ul style="list-style-type: none"> • Misspending or misappropriation of FASANOC funds • Failure to act in the best interest of FASANOC and athletes • Gross negligence in oversight • Serious conflicts of interest not properly managed • Violating confidentiality of board discussions 	<p>Low-End: Formal reprimand; temporary suspension from financial duties.</p> <p>Mid-Range: Suspension from Board for a defined period; removal from committee chairmanship.</p> <p>High-End: Removal from the Board; legal action to recover funds; mandatory reporting to authorities.</p>	Severity is key. Was it a one-time error or a pattern? What was the financial impact? Was there personal gain? Actions must protect the charitable assets of FASANOC.
2. Ethical & Conduct Violations (Breaches of Code of Ethics)	<ul style="list-style-type: none"> • Bullying, harassment, or discrimination • Bringing FASANOC into disrepute through public conduct • Accepting inappropriate gifts or hospitality • Abuse of power or position 	<p>Low-End: Formal written apology; mandatory ethics training.</p> <p>Mid-Range: Public censure; suspension from Board for a defined period.</p> <p>High-End: Removal from the Board; ban from holding office for a period (e.g., 4-8 years).</p>	Impact on victims and team culture is critical. Consider reputational damage to FASANOC.
3. Sporting Integrity (Actions undermining fair play)	<ul style="list-style-type: none"> • Manipulation of competition or team selection • Covering up doping violations • Knowingly associating with individuals involved in betting/fixing • Discriminatory selection practices 	<p>Low-End: Formal reprimand; removal from selection committees.</p> <p>Mid-Range: Suspension from all official duties for a major games cycle (e.g., 1 Olympiad).</p> <p>High-End: Removal from the Board; lifetime ban from all FASANOC activities; mandatory reporting to relevant sports integrity units.</p>	Zero-tolerance approach is expected by the IOC and WADA. Sanctions must be strong to protect athletes and FASANOC's standing.
4. Compliance & Regulatory	<ul style="list-style-type: none"> • Breaches of Fiji's sports or charity regulations 	<p>Low-End: Formal warning; mandatory training on legal obligations.</p>	FASANOC's status as a registered charity is

Category of Violation	Examples of Misconduct	Recommended Range of Sanctions	Key Considerations
(Breaches of law or code)	<ul style="list-style-type: none"> • Non-compliance with IOC/WADA rules • Contempt of or failure to cooperate with a lawful inquiry 	<p>Mid-Range: Suspension until compliance is achieved; public censure.</p> <p>High-End: Removal from the Board; reporting to the Registrar of Charitable Trusts; potential disqualification as a trustee.</p>	paramount. Sanctions must demonstrate corrective action to regulators.
5. Bringing FASANOC into Disrepute (Serious public scandals)	<ul style="list-style-type: none"> • Criminal conviction (e.g., for fraud, violence) • Public statements severely contradicting FASANOC's values • Serious misconduct at an international sporting event 	Typical Sanction: Immediate Suspension pending investigation, leading to almost certain Removal from the Board.	The mere allegation of such acts can cause severe reputational harm. The Board must act decisively to protect the organization.

Policy Number: GOV-05-CONF
Policy Date: 30 August 2025
Policy Version: 1.0

Purpose of the Policy

This Conflicts of Interest policy is established to maintain the highest standards of integrity, transparency, and accountability within FASANOC. FASANOC is committed to identifying, disclosing, managing, and, if necessary, mitigating any actual or potential conflict of interest that may arise in the course of its operations. This policy applies to members and employees across all levels and departments within FASANOC.

Procedures

Definition

A conflict of interest arises when an individual's objectivity or decision-making is influenced by personal considerations, financial or otherwise, in a manner that may adversely affect the best interests of the organisation.

Such situation occurs mainly when an action or decision by an employee in the framework of their professional activities is likely to be influenced by their current, previous, or future relationship with a third party (person or corporate body). The interests in question are those linked directly to the employee, such as those involving the people to whom the employee is linked by family, personal or business relationships, or personal interests.

A risk of a conflict of interests exists in particular if the employee has links to FASANOC's external stakeholders, such as contractors, suppliers, service providers, clients, sponsors, etc.

Resolution and prevention

Members and employees are required to fulfil their tasks without regard to their personal interests and do nothing that might limit their objectivity and independence in decision-making and in the performance of their duties. It is the personal responsibility of each person to avoid any case of actual conflict of interest.

Faced with a situation of potential conflict of interest or perceived conflict of interest, the person must refrain from expressing an opinion, or from participating in decision-making processes or specific activities.

In order to prevent a conflict of interest, every person shall disclose their interests to CEO-SG which shall keep such disclosures confidential.

CEO-SG will monitor compliance with the conflict of interest policy regularly. Any violations of this policy will be subject to appropriate disciplinary action, which may include but is not

limited to, counselling, warnings, suspension, termination, or legal action, as deemed necessary, such as described in Appendix A of the Code of Conduct policy.

Equal treatment and personal links within the organisation

To prevent any repercussions detrimental to the performance of work and to ensure fair treatment between members and employees, everyone must take care to separate their professional and private lives.

Members and employees must report to CEO-SG any family or personal link, pre-existing or established after the start date of their membership or working relation with FASANOC, with another member or employee, or any other partner of FASANOC, insofar as such link is likely to materially affect or be perceived to materially affect:

- the objectivity of his/her contribution to a decision-making process;
- the objectivity of a line manager in their relationship with a subordinate;
- professional interaction;
- the working atmosphere;
- the accomplishment of tasks; or
- the conclusion or execution of any contracts.

This rule also applies if such links exist with candidates and/or external service providers with whom the member or employee is likely to interact in the framework of its activities and operations within FASANOC.

A family or personal relationship means, for example: direct relations (sibling, parent, cousin, uncle, aunt, etc.), indirect relations (spouse's family or equivalent for unmarried couples, godchildren, etc.), or couples from the same household.

Gifts, tokens of consideration and favours

From time to time, FASANOC's members and employees (volunteers and staff) may be the recipients of gifts or services while performing activities on behalf of FASANOC. The following guidelines shall apply with respect to gifts, services, and favours:

- a gift, service, or favour delivered to a family member, close personal friend or business associate of an individual is considered to be received by the individual;
- an official gift accepted by an individual acting as a representative of FASANOC is the possession of FASANOC. Gifts to FASANOC shall be limited to a value of **\$200** and shall be retained by FASANOC office or disposed of in a manner that benefits the Olympic Movement;
- any gift, service, or favour received as personal recognition for an individual's contribution can be received for the personal benefit of such individual – the individual must declare any gifts or services with a value greater than **\$500** in one year to the **CEO-SG**
- an individual must decline to accept any gifts, services, or favours, where the receipt of such gift or services could be perceived in a manner that would damage the reputation

of FASANOC. In particular, no gift, service or favour can be accepted in circumstances where the party providing the gift, service or favour is, or could be perceived to be, attempting to influence a decision or vote of FASANOC in matters concerning FASANOC or any other body associated with FASANOC;

- a gift of cash or the conversion of a gift to cash is not acceptable under any circumstances;
- members and employees cannot accept a gift, service or favour from another party that has a commercial relationship with FASANOC other than inexpensive promotional mementoes and reasonable hospitality tokens accepted in the course of conducting business.
- no mementoes or hospitality tokens can be accepted during the period of negotiating or renewing contracts.
- without limiting the generality of the foregoing, the following items are considered a gift, service, or favour, for the purposes of this policy:
 - any prestigious or luxury brand item (bag, clothing, watch, pen, etc.);
 - electronic equipment (cameras, smartphones, TVs, computers, tablets, etc.);
 - any item that includes high-value materials (gold, precious stones, etc.);
 - any sum of money or gift vouchers;
 - any invitation to a non-professional event paid for by partners; or
 - any service, invitation or item offered to the member or employee's close circle.

Policy Number: GOV-06-SEGR
Policy Date: 30 August 2025
Policy Version: 1.0

Purpose of the Policy

To assist FASANOC in identifying fraud risks due to a lack of segregation of duties (SoD).

Procedures

Introduction

Segregation of duties is one of the key concepts of internal controls. It is also one of the most effective ways to combat fraud. Segregation of duties contributes to an organisation's system of checks and balances. The concept of segregation of duties is to separate the following responsibilities in each business process:

- Custody of assets (the physical control or access to assets),
- Record keeping (the responsibility for maintaining accurate and reliable records),
- Authorisation (the authority to approve or initiate a transaction),
- Internal control (the verification of the compliance of a process).

Ideally, no individual should handle more than one of the above-noted functions in a process. When an organisation separates these functions among its members/employees, it has implemented a strong internal control, which may deter and prevent fraud.

However, it can be assumed that, for efficiency and for economic reasons, an effective SoD may be achieved by relaxing the requirements for separation between operational duties, such as custody and recording, as long as they are subject to independent authorisation or verification.

Whenever such simplifications are introduced (i.e., when duties cannot be segregated), compensating controls should be considered. Compensating controls can be preventative, detective or monitoring controls that are executed by an independent, supervisory-level person who does not have custody, record-keeping, authorisation, or reconciliation responsibilities for the process.

Compensating controls

The responsibility of identifying the need for and implementing compensating controls relies in the top management or, in small NOCs with very few employees, in the Executive Board collectively, which should then perform the controls on a monthly basis at least to allow early detection of cases. The compensating controls that could be implemented should be listed in the Internal Control Framework of FASANOC.

Policy Number: GOV-07-CONF
Policy Date: 30 August 2025
Policy Version: 1.0

Purpose of the Policy

This policy ensures that all employees, Board Members, commission members, and affiliated individuals protect confidential information belonging to FASANOC, its partners, athletes, and stakeholders. Breaches of confidentiality undermine trust and may result in legal or disciplinary action.

Procedures

Scope of Confidential Information

Confidential information includes, but is not limited to:

- Internal documents: Strategic plans, financial records, meeting minutes, and policies.
- Stakeholder data: Personal details of athletes, staff, sponsors, or partners.
- Sensitive discussions: Non-public deliberations of the Board, commissions, or committees.
- Proprietary information: Trademarks, contracts, and unpublished initiatives.

Obligations

All individuals covered by this policy must:

- Access information only as required for their role.
- Never disclose, copy, or share confidential data without explicit authorization.
- Securely store physical/digital documents (e.g., password protection, locked filing cabinets).
- Report breaches immediately to the [designated officer, e.g., CEO-SG/Finance Manager].

Exceptions

Disclosure is permitted only if:

- Legally mandated (e.g., court order).
- Prior written approval is obtained from FASANOC leadership.
- Information is already public (verified by FASANOC).

Consequences of Violations

Unauthorized disclosure may result in:

1. Disciplinary action (up to termination/removal from position).
2. Legal liability under Fijian laws (e.g., Fiji Data Protection Act or contractual agreements).
3. Reputational harm to FASANOC or affected parties.

Duration

Confidentiality obligations persist indefinitely, even after resignation or termination.

Policy Number: GOV-08-EBRG
Policy Date: 30 August 2025
Policy Version: 1.0

Purpose of the Policy

This policy outlines the main rules and conditions applicable to the role of Executive Board members (EB) of FASANOC. EBs are non-paid positions held by individuals who serve in a leadership capacity to guide and oversee the strategic direction of the organisation.

Procedures

Duty of Care and Loyalty

EBs must act with due care and loyalty towards FASANOC interests and objectives. EBs are required to comply with all relevant legal provisions as required by the Laws of Fiji, and the provisions of FASANOC Code of Ethics, Code of Conduct, and Conflict of Interest Policy.

Appointment and Duration

EBs are appointed based on elections at FASANOC General Assembly as defined within FASANOC Charter 2025.

The appointment duration and roles and responsibilities of EBs are defined in FASANOC Charter 2025 and within these organisational Policies.

Working Hours and Commitment

As EBs hold non-paid positions, there are no specified working hours. However, EBs are expected to commit sufficient time and effort to fulfil their duties and responsibilities effectively.

EBs are required to attend board meetings, committee meetings, and other essential organisational events as per the schedule determined by the Employer.

Compensation

EBs hold non-paid positions. EBs who incur expenses related to travel, accommodation, meals, and incidental costs while performing board-related duties may be eligible for per diem or travel allowances. In such instance, the **Travel and Expense Reimbursement Policy** is applicable.

Confidentiality and Resource Utilisation

EBs have access to confidential and sensitive information related to the organisation's operations, finances, and strategic plans. They must maintain strict confidentiality regarding such information and take measures to ensure its security and non-disclosure to unauthorised parties.

EBs may have access to organisational resources, including meeting facilities, communication tools, and informational materials. They must use these resources responsibly and solely for the benefit of the organisation. Any misuse or abuse of resources is prohibited.

Annual Reporting and Evaluation

EBs may be required to provide annual reports summarising their contributions, achievements, and observations related to their role as board members. FASANOC may conduct periodic evaluations of EBs' performance and contributions to the organisation's objectives and governance practices.

GOV-09-SAFE Safeguarding & Child Protection Policy

Policy Number: GOV-09-SAFE
Policy Date: 30 August 2025
Policy Version: 2.0

Purpose of the Policy

FASANOC acknowledges the duty of care to safeguard and promote the welfare of children and is committed to ensuring safeguarding practice at all times. FASANOC has a “no tolerance” policy and will investigate vigorously any allegations of harassment, abuse and bullying regardless of whether the matter has been raised formally or informally.

It aims to ensure that regardless of age, ability or disability, gender reassignment, race, religion or belief, sex or sexual orientation, socio-economic background, all children are protected from abuse whilst participating in any other event or activity that is organized by the organisation.

FASANOC provides a safe levelled playing ground and healthy environment in which all athletes are treated fairly and with respect. Team Fiji members must not harass, intimidate or discriminate on the basis of gender, race, colour, ethnic or national origin, sexual orientation, marital status, religion or belief, age, disability, offending background or any other personal characteristic.

Scope

This Policy applies to all "Associates" of FASANOC including those appointed to Boards, Commissions and Sub-Committees, Employees, including but not limited to employees engaged on a permanent full-time, permanent part-time, fixed term or casual basis, Consultants/ Contractors/ Subcontractors, Volunteers, Partners, Team Fiji Contingent including Management, Entourage and Athletes, and affiliate National Federations.

Policy Objectives

This Framework is intended to help safeguard against harassment and abuse in sport while promoting the Olympic Values of Friendship, Excellence and Respect.

Thus, will assist to:

- a) Safeguard all athletes including minors
- b) Protect the integrity of sport and sports organizations
- c) Protect those working within sports
- d) Promote the values of safe sport

Guiding Principles

FASANOC portrays a duty of care towards all children and young people and thus obliged and responsible for ensuring the following:

- promote and prioritise the safety and wellbeing of children and young people
- ensure everyone understands their roles and responsibilities in respect of safeguarding and is provided with appropriate learning opportunities to recognise, identify and respond to signs of abuse, neglect and other safeguarding concerns relating to children and young people.
- ensure appropriate action is taken in the event of incidents/concerns of abuse and support provided to the individual/s who raise or disclose the concern.
- ensure that confidential, detailed and accurate records of all safeguarding concerns are maintained and securely stored.
- prevent the employment/deployment of unsuitable individuals.
- ensure robust safeguarding arrangements and procedures are in operation.

Procedures

Training, Education and Prevention

FASANOC is committed to carrying out education and advocacy on safeguarding from harassment and abuse and child protection. It is recommended that member National Federations, employees, board members and volunteers complete safeguarding and child protection training program at least every two years.

This will ensure that “Associates” of FASANOC are aware of their personal responsibilities regarding their behaviour and conduct as is set out in this policy. Each person has a responsibility to report any instance of harassment, abuse or bullying which they witness, or which comes to their attention. Team Managers and Coaches have responsibilities to act as role models to pro-actively address instances of harassment, abuse and bullying on and off the field.

Respect for International Conventions

Respect for international conventions on protecting human rights as they apply to sports, e.g., World Anti-Doping Code and the Olympic Movement Code on the Prevention of the Manipulation of Competitions.

FASANOC commits to ensuring that this Policy aligns to, enforces and implements the provisions encapsulated in the UN Convention on the Right of the Child.

Safeguarding & Child Protection Officer

FASANOC shall appoint a Safeguarding & Child Protection Officer (Safe Officer) within its employees and within Team Fiji management. A senior staff member to be appointed to provide support for any Child Protection incidents.

The duties of the Representative will include:

- Being the contact point for anyone wanting to make a report about the safety or wellbeing of a child
- Providing training or organising the training on the Child Protection and Safeguarding for employees and volunteers
- Answering questions or concerns about the Policy or Code of Behaviour

- Organising the review of the Policy.

Safeguarding Committee

FASANOC shall appoint a Safeguarding Committee that will convene only in the event of a significant safeguarding incident and should include a mix of expertise, authority, representation and independence. Refer to the Sub-Committee and Commissions section.

Expected Standards of Behaviour

To maintain a safe and respectful environment, all FASANOC Employees and participants are expected to adhere to the principles outlined in this policy and the standards outlined in FASANOC Code of Conduct.

Further details and examples of what can constitute the different types of unacceptable conduct can be found on the IOC Consensus Statement: (2024).

Use of Photographs and Visual Footage

FASANOC shall ensure to portray that children and young people participating in its programs and activities are treated in a respectful, appropriate and consensual manner. Before any image or footage of child/children/young people is taken, the following guidelines shall be adhered to:

- Obtain permission from the parent or guardian and clearly outline the purpose of using the image, how it is going to be used and for how long. If the image is going to be taken in a venue away from the organisation's usual venue, and to make sure the parents or guardian or teacher is/are present.
- Make sure professional photographers are aware that any images taken will remain the property of the organisation and cannot be used or sold for other purposes.
- Not allow photographers to be unsupervised or with individual access to children.
- Only use images of children and young people that are relevant to the organisation's activities and services, such as children participating in an activity specifically associated with that organisation. Particular care needs to be taken when using images of children for an organisation's activities that involve minimal clothing, such as swimming groups or training camps.
- Provide details of parents or other persons to contact if they have concerns or complaints around the use of inappropriate images or inappropriate behaviour in obtaining images.

REPORTING PROCEDURE

A report can be made directly to the nominated Safe Officer in writing via email or in person, or via telephone. The specific contact details (email address, phone number, and physical address) of the Safe Officer will be published on the FASANOC website and included in training materials.

If a member of staff or volunteer who is not trained in safeguarding becomes aware of a safeguarding concern or allegation, they must refer the person making the report to the designated Safe Officer. Employees and volunteers must not attempt to assess the validity of an allegation. All allegations must be taken seriously and addressed as such.

In situations where an individual is making an allegation, our employees and volunteers are required to:

- i. Listen to the allegation or disclosure supportively, without dispute;
- ii. Clarify the basic details, without seeking detailed information or asking suggestive or leading questions;
- iii. Record what was said (where possible, noting the exact words used by the person making the allegation);
- iv. Date and sign the record;
- v. Explain to the individual (if present) that other people may need to be told, to stop what is happening;
- vi. Provide reassurance that our organisation will take immediate action in response to the allegation; and
- vii. Report the matter as per organisational policy requirements (as stated earlier).

Only personnel trained in safeguarding procedures should receive and manage allegations. Untrained personnel should only facilitate the referral of the person making the report to the Safe Officer.

INVESTIGATION PROCESS

- (a) The Safe Officer receives the complaint regarding an alleged incident and then explains the next steps.
- (b) The Safe Officer, will immediately inform the CEO-SG to convene a **Safeguarding Committee** meeting in preparation for the outcome of the incident. The Safeguarding Committee shall include the legal advisor as a compulsory member
- (c) The Safe Officer conducts interviews with all parties identified in the complaint with the sole purpose of retrieving evidence to the narrative from both parties. Notes are taken from these discussions if no recording is made.
- (d) The Safe Officer may ask for written statements if necessary.
- (e) The Safe Officer shall coordinate and report to the Safeguarding Committee on the outcome of the investigation. The Committee shall review the investigation report and assess whether an incident of harassment and abuse has occurred, as per the organization's definition.
- (f) The Committee may also make recommendations based on the evidence on what measures to impose, which may include, corrective action; sanction and/or reporting the matter to external authorities.
- (g) SAFE COMMITTEE shall report back to the Complainant and Respondent within 10 working days.
- (h) It is not appropriate for sporting organizations and National Federations to investigate or attempt to resolve concerns, where a criminal offence is suspected to have been committed.
- (i) Whether a complaint is referred to external authorities or not, the internal investigation/disciplinary process must proceed until a decision is made.

DISCIPLINARY PROCEDURES

SAFE COMMITTEE shall make recommendations imposing corrective action and/or sanctions to the FASANOC Disciplinary Committee whose recommendations in turn, shall be made to the Executive Board.

Measures and sanctions must respect the principle of proportionality and be consistent with applicable laws.

The following factors should be taken into consideration when determining proportionality: the nature and severity of the violations, the number of violations and any other relevant circumstances (e.g., when the abused or harassed person is a minor).

The nature of the decisions will depend on the gravity and extent of the harassment. A complaint shall be referred to external authorities if it constitutes a criminal offence.

FAIR PROCESS AND NATURAL JUSTICE

FASANOC provides sufficient opportunity to the offending party to respond and to be heard. Such a process highlights the importance of providing the responding party with fair process. In practical terms, this means that if an allegation is made against someone in a sporting organization, the following procedure is followed:

- (a) Notice is provided to the individual/individuals concerned, and
- (b) The right and or opportunity to be heard should be offered, before any measure or sanction is applied.

Any matter will be referred to external authorities should the alleged act(s) of harassment and abuse constitute a criminal offence.

MAINTAINING CONFIDENTIALITY

All reports will be treated in confidence. However, it will be necessary that both parties are aware of their identities and the details of the complaint in order to resolve it.

The Safe Officer may also need to provide information to Safe Committee who will be involved in investigating the complaint. It is important that confidentiality is maintained at all times to avoid gossip and the possibility of defamation claims. The confidentiality requirement will equally apply to any support persons.

COORECTIVE ACTIONS AND LESSONS LEARNT

Investigative Findings

The Respondent will be notified in writing of the investigative findings.

- (a) If the allegations of harassment and abuse satisfy the definition under this policy, the Safe Committee may recommend that the matter be referred to Police for further investigation.
- (b) If as a result of the investigation the allegation is proven to be false, the matter will undergo the organization's disciplinary process.
- (c) Mediation may also be an option that the Safe Committee may recommend to the complainant. However, the Safe Committee must respect the rights of the Complainant if he/she wishes to proceed with reporting the matter externally.

REPORT

For all reports made to FASANOC:

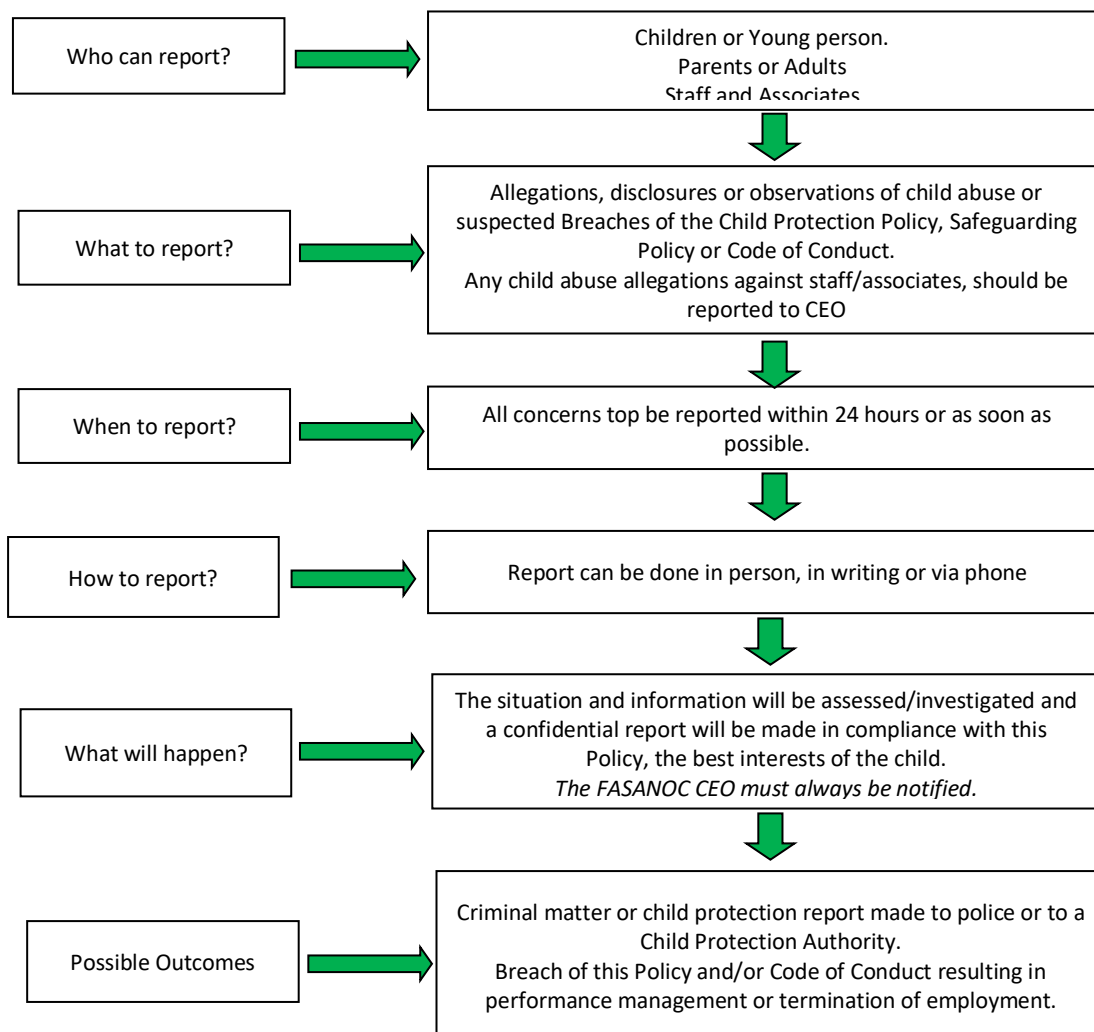
- principles of procedural fairness will be observed
- confidentiality will be maintained except when a report to police or authorities is required.
- anyone making a false allegation will be disciplined.
- will be handled professionally and in a timely manner and reports will be stored securely. A report of the matter will be kept by FASANOC and will be recorded in the Child Protection Complaint and Safeguarding Register.

REVIEW

This policy will be reviewed 12 months after implementation and every 3 years after that.

This Policy is created through referencing and adaptation of the IOC Guidelines for IFs and NOCs related to creating and implementing a policy to safeguard athletes from harassment and abuse in sport, the IOC Safeguarding Toolkit.

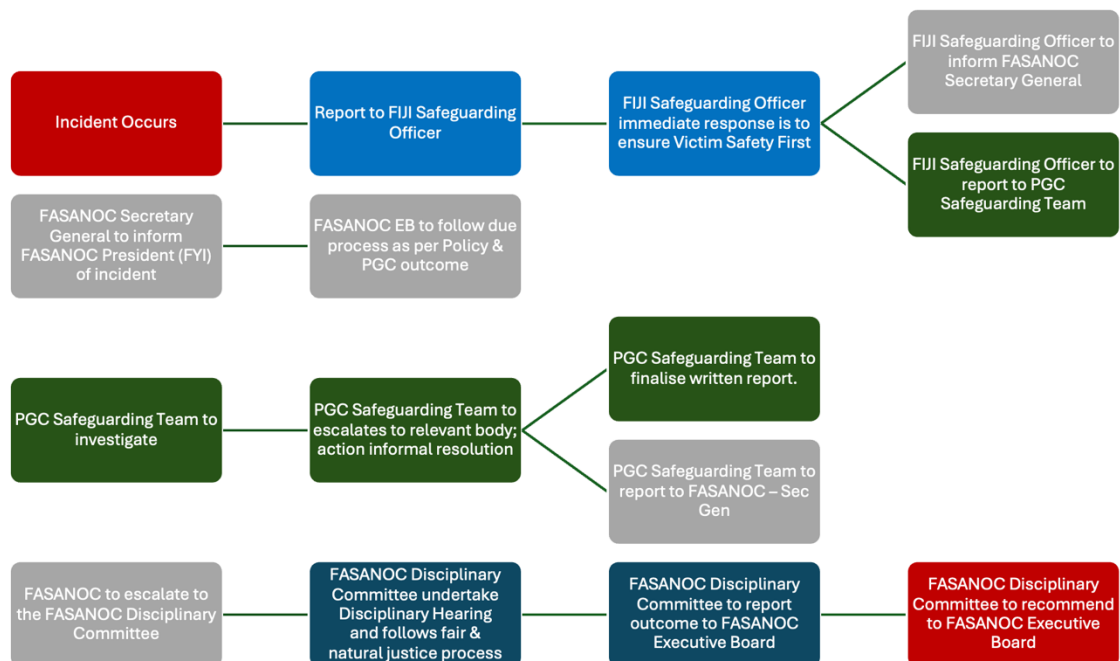
Child Protection Reporting Process



Safeguarding Reporting Process



Games Time Safeguarding Reporting Process – to incorporate Games Safeguarding process.



Policy Number: GOV-10-RISK
Policy Date: 30 August 2025
Policy Version: 1.0

Introduction

The Fiji Association of Sports and National Olympic Committee (FASANOC) is steadfastly committed to the safety, security, and well-being of its athletes, officials, staff, volunteers, and all stakeholders. We are dedicated to protecting our reputation, assets, and the integrity of the Olympic Movement in Fiji.

Our goal is to navigate challenges with minimal disruption to FASANOC operations, our athletes' journeys and to safeguard the future of sport in Fiji.

Risk management is intentionally proactive, not reactive.

Procedures

Reporting

The Board and Management should receive regular Risk Reports to allow them to properly discharge their duties. Regular Board and Management reporting helps to promote conversations around risk and drive accountability for risk-related activities and tasks. Reports should describe and seek endorsement for the proposed program of work to develop the organisation's Risk Management Framework.

Key Components of Corporate Risk Management Guidelines:

Risk Identification:	This involves identifying potential risks across various areas, such as financial, operational, strategic, and reputational domains.
Risk Assessment:	Once risks are identified, they need to be analyzed to determine their likelihood of occurrence and potential impact on the organization.
Risk Prioritization:	Based on the assessment, risks are prioritized to determine which ones require immediate attention and mitigation efforts.
Risk Treatment:	This involves developing and implementing strategies to mitigate or transfer risks, such as implementing controls, developing contingency plans, or purchasing insurance.
Risk Monitoring and Review:	Continuous monitoring and review of risks and mitigation efforts are crucial to ensure their effectiveness and make necessary adjustments.
Communication and Reporting:	Clear and effective communication about risks and risk management activities is essential for all stakeholders.

Governance and Oversight: Guidelines should define the roles and responsibilities of the board, management, and other stakeholders in the risk management process.
Integration with Business Strategy: Risk management should be integrated into the organization's overall business strategy and decision-making processes.

Culture of Risk Awareness: A strong risk culture is essential, where employees are aware of risks, understand their roles in risk management, and are empowered to take appropriate actions.

Adaptability and Flexibility: Risk management guidelines should be adaptable to changing circumstances and evolving risks.

Risk Likelihood Ratings		
Level	Rating	Criteria
A	Almost Certain	Is almost certain to occur
		Risk has more than 75% chance of occurring
		Will occur in the next 6 months
B	Likely	The event will probably occur more than once
		Risk has 50-74% chance of occurring
		Will occur within 18 months
C	Possible	The event might occur at some time
		Risk has 25-49% chance of occurring
D	Unlikely	Could occur at some time
		Risk has less than 25% chance of occurring
		Will occur within 54 months
E	Rare	The event may occur only in highly exceptional circumstances
		Not likely to occur within next 5 years

		Consequence				
		1:00	2:00	3:00	4:00	5:00
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	A: Almost Certain	Low	Medium	High	Extreme	Extreme
	B: Likely	Low	Medium	High	High	Extreme
	C: Possible	Low	Medium	Medium	High	Extreme
	D: Unlikely	Low	Low	Medium	High	High
	E: Rare	Low	Low	Medium	Medium	High

Rating	Financial	Reputational	Corporate	Legal & Compliance	People
Catastrophic	Financial impact / opportunity cost greater than [insert value]	Long term damage to reputation/brand of FASANOC and/or TEAM FIJI Continuous, sustained [greater than 6 months] and universal negative media coverage Actions of individuals or the FASANOC resulting in loss of: - [major sponsor(s)] - [significant government or other funding]	Full loss of FIJI OLYMPIC HOUSE Full loss of SUVA APARTMENTS Full loss of server/s Loss of internal business critical system for 3 DAYS	Litigation with uninsured costs, damages or regulatory fine of greater than [value] Jailing of director, officer or employee for FASANOC-related issue Successful litigation against FASANOC for negligence relating to athlete injury Proven corruption or doping violation involving multiple [FASANOC personnel]	Single sport/tour related fatality of FASANOC personnel Significant widespread disengagement and loss of morale resulting in: - Key resignations
Major	Financial impact / opportunity cost between [insert values]	Significant damage to reputation/brand of [FASANOC and/or TEAM FIJI] Continuous adverse [between 1 and 6 months] media coverage Adverse media coverage resulting in: Actions of individuals or FASANOC resulting in loss of [material] funding source Sustained poor performance of elite team(s)/athlete(s)	Full loss of FIJI OLYMPIC HOUSE Full loss of SUVA APARTMENTS Loss of internal business critical system for [timeframe] Extensive management involvement and moderate cost to restore critical processes	Major systemic, recurring or significant breaches of contract or regulation Litigation with uninsured costs, damages or regulatory fine of between [insert values] Prosecution of director, officer or employee for FASANOC-related issue Significant litigation involving full-time legal resource for greater than [timeframe] Proven corruption or doping violation involving single FASANOC personnel	Multiple serious sport/tour related injuries resulting in permanent disability to FASANOC personnel Widespread disengagement and loss of morale resulting in: High staff turnover

Moderate	Financial impact / opportunity cost between [insert values]	Moderate damage to reputation/brand of [FASANOC and/or TEAM FIJI Actions of individual or FASANOC resulting in loss of funding source One-off poor performance of elite team(s)/athlete(s)	Full loss of FIJI OLYMPIC HOUSE Full loss of SUVA APARTMENTS Loss of customer facing system [insert timeframe] Loss of internal business critical system [insert value]	Serious breach of contract or regulation with investigation, renegotiation or report to authority with damages, prosecution and / or moderate fine possible between [insert value] Litigation involving full time legal resource for greater than [timeframe] Systemic non-compliance by the business	Serious tour related injury resulting in temporary disability to FASANOC personnel Serious but short-term loss of morale and disengagement resulting in: [insert relevant HR metrics]
Minor	Financial impact / opportunity cost between [insert values]	Low-level damage to reputation/brand of [FASANOC and/or TEAM FIJI Actions of individual or FASANOC resulting in:	Loss of customer facing system [timeframe] Loss of internal business critical system [timeframe]	Minor legal issues, non-compliance and/or breach of regulation or contract Low range exposure less than [insert value] Litigation involving less than [insert timeframe] full time legal resource Sanctioning of several FASANOC athletes for on-field misdemeanour in same incident / match	Minor to moderate tour related injury with no disability Noted disengagement and loss of morale resulting in: [insert relevant HR metrics]
Insignificant	Financial impact / opportunity cost less than [insert value]	Limited adverse publicity [1 – 2 days] No measurable impact on attendances or registrations	Service standards not achieved but no impact on business-critical functions	Sanctioning of athlete for low-level on-field misdemeanour	Short term disengagement, localised loss of morale

Policy Number: GOV-11-CRIS
Policy Date: 30 August 2025
Policy Version: 1.0

Introduction

This Crisis Management Policy is a foundational declaration of our duty of care, it provides a clear structure for effective preparedness, response, and recovery in the event of a crisis. It exists to ensure that FASANOC is prepared to protect our people and our mission from potential threats and to respond to crises in a swift, coordinated, and effective manner.

Guiding Principles:

1. The safety and well-being of athletes, staff, officials, volunteers, and spectators is our absolute priority.
2. FASANOC will speak with a single, coordinated, and authoritative voice during a crisis.
3. Pre-defined roles, responsibilities, and plans empower teams to act quickly and decisively.
4. The scale of the response will be proportionate to the severity of the incident.
5. All incidents and exercises will be debriefed to learn and strengthen the framework.

Procedures

Crisis Management

Crisis management is the application of strategies designed to help an organisation deal with a sudden and significant negative event, while maintaining business continuity.

Types of crisis in sport

- Natural disaster –affecting an event, NOC operations, team
- Security –affecting/involving team, event
- Athlete –doping offense, social media comment, criminal incident
- Coach –behavioural, criminal
- Financial –sponsor withdrawal, organisational default
- External –Government actions

Definition of a Crisis

A crisis is any event or situation that threatens or causes:

- Significant harm to people.
- Severe damage to FASANOC's reputation, integrity, or financial stability.
- Major disruption to critical operations or a major event.
- Intense, unwanted media or public scrutiny.

Examples: Natural disasters (cyclones, floods), serious athlete injury or death, travel accident, major security incident, significant data breach, allegations of abuse or corruption, major reputational scandal.

Crisis Management Structure & Roles

Crisis Management Team (CMT) is the core decision-making body during a crisis.

CMT Lead:	CEO-SG (Ultimate decision-maker, primary spokesperson)
CMT Vice:	President, VP-Finance or other appointed VP
Members:	Chef de Mission (for games-related crises) Finance Manager Communications lead (Lead on all messaging) Legal Advisor (Internal or external)
Optional	(Invited as needed) -Operations lead, Sports Development lead, specific NF President.

Crisis Activation Process

1. Activate the crisis response plan.
2. Establish a dedicated Crisis Operations Centre (virtual or physical).
3. Assess the situation and determine strategic objectives.
4. Ensure safety and duty of care for all affected individuals.
5. Authorize all public statements and communication.
6. Liaise with key external stakeholders (IOC, ONOC, Government, Police, etc.).
7. Delegate tasks and allocate resources.
8. Stand down the response and authorize the recovery phase.

Crisis Classification Level

To ensure a proportional response, crises are classified into three levels:

Level 1: *Minor Incident (Managed at operational level)*

Example: Localized minor injury, small IT outage, minor complaint.

Response: Managed by the relevant department/team lead.

Level 2: *Significant Crisis (Activates Crisis Management Team)*

Example: Serious athlete injury, significant reputational issue, event disruption, cyber attack.

Response: FASANOC's Crisis Management Team (CMT) is activated to coordinate the response.

Level 3: *Major/Catastrophic Crisis (Full Mobilization)*

Example: Death of an athlete/official, natural disaster impacting a games, major terrorism threat.

Response: Full activation of CMT. Likely requires coordination with Government, ONOC, IOC, and other national agencies.

DOCUMENTATION NEEDED:

1. Contact Directory (CMT members, key staff, major stakeholders – emergency services)

FASANOC Crisis Communication Matrix

This matrix ensures FASANOC speaks with One Voice, maintains Trust, and controls the Narrative during a challenging situation.

Stakeholder Group	Key Concerns & Interests	Primary Contact	Secondary Contact	Timing / Frequency	Key Messages / Actions	Communication Channels
INTERNAL STAKEHOLDERS						
Athletes & Team Officials (at event/home)	Their safety, well-being, status of competition, what to do/say.	Chef de Mission / Games Lead	Team Manager	Immediate & Ongoing. First group notified after immediate danger is managed.	<ul style="list-style-type: none"> Your safety is our priority. Here are the facts we can confirm. Here is what you need to do now (shelter in place, evacuate, etc.). 	In-person briefings, Team WhatsApp Broadcast, Official Team App, Email
FASANOC Staff & Volunteers	Their safety, their role, how to respond, business continuity.	Operations Lead / CEO-SG	Direct Line Manager	Immediate. Notified concurrently with athletes.	<ul style="list-style-type: none"> You are safe. Confirm procedures. Do not speak to media; refer all inquiries to Comms. Instructions for remote work/next steps. 	SMS Alert, WhatsApp Group, Email, All-Staff Call
National Federations (NFs)	Safety of their athletes, impact on their sport, reputational fallout.	CEO-SG	Sport Director	Within 1st Hour. After internal groups are stable.	<ul style="list-style-type: none"> We are managing a situation. Here is what we know about your athletes. Please direct all your members to our official channels for updates. 	NF President WhatsApp Group, Official Email, Phone Call
EXTERNAL STAKEHOLDERS						
IOC / ONOC	Duty of care, integrity of sport, protocol, potential support needed.	President	CEO-SG	Within 1st Hour. Critical for major crises (Level 2/3).	<ul style="list-style-type: none"> Notification of incident. Outline of immediate response actions. Request for guidance/support if needed. 	Secure Email, Official Phone Line, IOC/ONOC liaison portals

Government Ministries (Sports, Health, Foreign Affairs)	National reputation, citizen safety, potential for inter-governmental coordination.	CEO-SG	President	Within 1st Hour. For crises requiring state support (evacuation, diplomacy).	<ul style="list-style-type: none"> • Formal notification of incident involving Fijian citizens. • Outline of actions taken. • Request for specific assistance if required. 	Official Phone Call, followed by Formal Email
Media (Local & International)	Getting facts, headlines, human interest stories, accountability.	CEO-SG (Official Spokesperson)	President	After key stakeholders are informed. First statement within 1-2 hours.	<ul style="list-style-type: none"> • Initial Holding Statement: "We are aware of... and responding. Priority is safety. More info to follow." • Follow with approved factual statements. 	Media Release, Dedicated Media Phone Line, Press Conference (if warranted)
Sponsors & Partners	Brand association, contractual obligations, value of partnership.	CEO-SG	Marketing & Sponsorship Lead	Within 2-4 Hours. Before they see it on the news.	<ul style="list-style-type: none"> • We are managing a situation. • We have protocols in place. • We will keep you informed of developments that may affect our partnership. 	Direct Phone Call to key contact, followed by Formal Email
Families of Affected Individuals	Well-being of their loved one. Information, support, and access.	President	CEO-SG	Immediate & Continuous. Highest priority for direct, personal communication.	<ul style="list-style-type: none"> • Personal, direct contact. • Provide confirmed facts only. • Explain support processes available to them. 	Phone Call (Never SMS/Email first) , followed by in-person meeting if possible.
General Public / Fans	General safety, impact on events, integrity of FASANOC.	Communications lead	CEO-SG	After immediate stakeholders. Once a clear message is approved.	<ul style="list-style-type: none"> • A clear, concise, factual public statement. • Where to find further updates. 	Social Media (FB, Twitter, Instagram), FASANOC Website Banner

Abbreviation, Acronyms and Definitions

Abbreviation	Definition
IOC	International Olympic Committee
NF	National Federations
GA	General Assembly
EB	Executive Board
CEO-SG	Secretary General-Chief Executive Officer

To set forth the main rules and conditions applicable to the employment relationship between FASANOC, and any other person linked by an employment contract, on a full- or part-time basis, hereinafter the “Employee”.

Term	Definition
Child	FASANOC uses the United Nations Convention on the Rights of the Child (UNCRC) definition of a child, which is any person under the age of 18, regardless of whether a nation’s laws recognize adulthood earlier.
Young person	Usually defined as a person between the ages of 12-25 years. Child Protection: the measures and structures to prevent and respond to abuse, neglect, exploitation and violence affecting children.
Staff	This includes all employees.
Associates	This includes all consultants, board members, volunteers, partner organizations, interns and students or any person that involve in any activity organized by the organization.
Contact with Children	working on an activity or in a position that involves or may involve contact with children, either under the position description or due to the nature of the work environment.
Working with Children	working in a position that involves regular contact with children, either as part of the person’s position description or due to the context of the work that brings the person into regular contact with children.
Harassment	as stated in Article 1.4 of the IOC Code of Ethics or “harassment and abuse” includes psychological abuse, physical abuse, sexual harassment and neglect. These forms of harassment and abuse may occur in combination or in isolation. Harassment may be, but is not limited to:

- Harassment and abuse can be based on any grounds including race, religion, colour, creed, ethnic origin, physical attributes, gender, sexual orientation, age, disability, socio-economic status and athletic ability. It can include a one-off incident or a series of incidents.
- It may be in person or online. Harassment may be deliberate, unsolicited and coercive.

Physical contact – ranging from touching to serious assault, gestures, intimidation, aggressive behaviour.

Verbal – unwelcome remarks, suggestions and propositions, malicious gossip, jokes and mockery, offensive language.

Non-verbal – offensive literature or pictures, computer imagery, isolation or non-cooperation and exclusion or isolation from social activities

Psychological abuse Means any unwelcome act including confinement, isolation, verbal assault, humiliation, intimidation, infantilisation, or any other treatment which may diminish the sense of identity, dignity and self-worth.

Moral or psychological harassment is a series of hostile words or acts, repeated frequently over an extended period, through which one or more individuals seek to isolate, marginalise or even exclude a person in the workplace. The victim is often placed in a position in which each act taken individually could be considered tolerable, whereas the whole series of acts constitutes a destabilisation of the personality, pursued until the professional removal of the person being targeted. Psychological harassment does not exist simply because of a conflict in professional relations, personal incompatibility or unpleasant working atmosphere, or because anybody is called upon – even urgently, repeatedly or if necessary under the threat of sanctions or dismissal – to comply with their obligations, or even because of periodic discussions during which facts that are unfavourable to a person are mentioned.

Physical abuse means any deliberate and unwelcome act - such as for example punching, beating, kicking, biting and burning - that causes physical trauma or injury. Such act can also consist of forced or inappropriate physical activity (e.g., age-, or physique- inappropriate training loads; when injured or in pain), forced alcohol consumption, or forced doping practices.

Sexual harassment is deemed to be all inappropriate conduct of a sexual nature, or any other conduct based on gender identity that impinges on the dignity of a person at their workplace, in particular making threats, promising

advantages, imposing constraints, or placing pressure of any kind on a person with the aim of obtaining favours of a sexual nature from them.

Sexual harassment may take various forms: sexist remarks, rude or embarrassing comments, use of pornographic material, unwelcome physical contact or approaches, or advances made with promises of a reward or threats of retaliation. The notion of sexual harassment encompasses any unwelcome conduct of a sexual nature, including that which contributes to making the work environment hostile, such as inappropriate jokes.

Neglect within the meaning of these Guidelines means the failure of a coach or another person with a duty of care towards the athlete to provide a minimum level of care to the athlete, which is causing harm, allowing harm to be caused, or creating an imminent danger of harm.

Bullying

- Conduct which is intimidating, physically abusive or threatening conduct that denigrates, ridicules or humiliates an individual, especially in front of colleagues
- Humiliating an individual in front of colleagues or other athletes
- Picking on one person when there is a common problem
- Shouting at an individual to get things done
- Consistently undermining someone and their ability to perform
- Setting unrealistic targets or excessive training hours
- Setting an individual up to fail e.g. by giving inadequate instructions or excessive training hours and unreasonable timeframes prior to competitions
- Harassment and abuse often result from an abuse of authority, meaning the improper use of a position of influence, power or authority by an individual against another person.

Cyber bullying or Cyber harassment

- Cyber bullying and cyber harassment are also known as online bullying and is a form of bullying or harassment using electronic means
- It has become increasingly common, especially among teenagers
- Cyber bullying is when someone, typically teens, bully or harass others on social media sites
- Harmful bullying behavior can include posting rumors, threats, sexual remarks, a victim's personal information, or pejorative labels (i.e. hate speech)
- Bullying or harassment can be identified by repeated behavior and intent to harm
- Victims may have lower self-esteem, increased suicidal ideation, and a variety of emotional responses, including fear, being frustrated, angry, and depressed.

Discrimination means any speech or act that unjustifiably disadvantages, humiliates, or belittles a person because of their origin, gender, age, language, social situation, way of life, religious, philosophical, or political convictions, or because of a physical, mental, or psychological impairment. Moreover, for there to be discrimination, it is necessary that, in an equivalent situation, a person is placed in a clearly less advantageous situation than the majority of other people without justification (in particular in the allocation of tasks, promotion or remuneration), and for this to lead to a form of humiliation or exclusion.

MONITORING & REVIEW

Monitoring

The policy will be reviewed a year after development and then every three years, or in the following circumstances:

- changes in legislation and/or government guidance
- as required by the Local Child Protection Authority, Ministry of Youth and Sports and/or Fiji National Sports Commission and Oceania National Olympic Committee.
- as a result of any other significant change or event.

Review

This policy will be reviewed 12 months after implementation and every 3 years after that.

Revision History

Version	Date	Changes Made	Author
1.0	Jul 2025	Initial Draft	V.Kilner
1.1	Aug 2025		

Employee/Member Sign-Off Sheet

To ensure compliance and understanding of FASANOC's Organisational Manual, all employees and relevant stakeholders are required to review the document in full and confirm their acknowledgment by signing the sign-off sheet.

This sign-off sheet serves as a formal record that individuals have read, understood, and agreed to adhere to the policies and procedures outlined in this Manual.

Please tick the following Policies, Procedures and Guidelines that you have received, reviewed and understood:

GOVERNANCE

- GOV-01-COMP COMPLIANCE POLICY
- GOV-02-ETHI CODE OF ETHICS
- GOV-03-CODE CODE OF CONDUCT
- GOV-04-SANC ACCOUNTABILITY AND SANCTIONS
- GOV-05-COFI CONFLICTS OF INTEREST
- GOV-06-SEGR SEGREGATION OF DUTIES
- GOV-07-CONF CONFIDENTIALITY
- GOV-08-EBRG EXECUTIVE BOARD REGULATIONS
- GOV-09-SAFE SAFEGUARDING & CHILD PROTECTION POLICY
- GOV-10-RISK RISK MANAGEMENT GUIDELINE
- GOV-11-CRIS CRISIS MANAGEMENT GUIDELINE

By signing, you confirm that you:

- Have received, reviewed, and understood the Manual.
- Agree to comply with all stated policies and guidelines.

Name		Signature	
Position		Date	