

**SAMOA ASSOCIATION OF  
SPORTS & NATIONAL OLYMPIC  
COMMITTEE**

**S.A.S.N.O.C.**

**Strategic Plan 2020-2024**

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## ABBREVIATIONS

IOC: International Olympic Committee	NFs: National Federations
CGF: Commonwealth Games Federation	CGA: Commonwealth Games Association
NOC: National Olympic Committee	MCIL: Min Commerce, Industry & Labour
NGO: Non-Government Organization	MESC: Ministry of Education, Sports & Culture
NRM: National Representation Manual	MOU: Memorandum of Understanding
ONOC: Oceania National Olympic Committee	OSEP: Oceania Sports Education Program
PGA: Pacific Games Association	PGC: Pacific Games Council
SWOT: Strengths, Weaknesses, Opportunities, Threats	SDS: Strategy for the Development of Samoa
RAT: Readiness Assessment Tool	SOE: State Owned Enterprise
WADA: World Anti-Doping Agency	SSFA: Samoa Sports Facilities Authority
OSEP: Oceania Sports Educator Program	



## Message from the President

It is my pleasure to note the achievements of the past two years and the relaunch of the SASNOC strategic plan 2020-2024.

The review highlighted the need for SASNOC to revisit progress made to date since its first ever strategic direction was formed, recognize the gaps within and the need to focus on the future, taking into account the current global pandemic challenges, that exist within the sports fraternity.

The outcomes from 2018 to 2020 include positive changes in the overall results of the Games performance by SASNOC. These include Team Samoa performances at the 2017 Pacific Mini Games, the Youth Olympic Games, the 2018 Australian Arafura Games, and the 2019 Pacific Games. In addition to these, were a number of Regional events and Global World Championships where SASNOC's National Federations have participated successfully. In a snapshot, the athlete performances at the global front have seen significant improvements. At present, six current Samoan athletes have qualified for the 2021 Olympics, from four different sports.

The perception and the public image of the organization has seen positive change with more awareness through info-share to the public of what SASNOC is about, and the various partnerships, within our local shores, the region and internationally, that has increased visibility and value for SASNOC.

The empowerment growth within our executive and its members and the drive to include all people to fulfill their ambitions and roles at the sports performance and administration levels, continues to build capacity and growth, through investment and the drive by our Commissions.

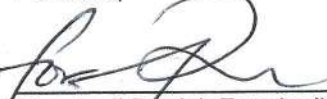
The inclusion of SASNOC in national government, civil society and private sector active dialogue, have resulted in valued input into national strategies, and stands for inclusiveness of sports in national, regional and global high level engagement and representation.

2019 saw Samoa as a nation, host the "Miracle Games" and SASNOC's role in expediting a highly result expected national campaign in which Team Samoa achieved high performance milestone and delivered national legacy initiatives such as greening the games and reducing carbon footprints.

The SASNOC Strategic Plan 2020-2024 continues the vision that of inspiring excellence through sports with a mission to empower and provide opportunities for all people of Samoa to achieve personal aspirations and excellence through Sports.

The reset strategy focuses on five priorities in (1) leadership, governance and management, (2) national federations, (3) a valued brand, (4) Team Samoa readiness and (5) enhancing strategic partnerships and international representation.

Fa'afetai,

  
Fepulea'i Patrick Fepulea'i  
PRESIDENT



## 1.0 Background

The Samoa Association of Sports and National Olympic Committee (SASNOC) is Samoa's national sporting body with the unique and exclusive representation role for Samoa to the **International Olympic Committee, the Commonwealth Games Federation and Pacific Games Council**. It is a non-governmental and not-for-profit organisation registered as an incorporated society in Samoa. SASNOC is constitutionally mandated to develop, promote and protect the Olympic Movement in Samoa, in accordance with the Olympic Charter.

It further undertakes to respect the provisions of the **Olympic Charter and the World Anti-Doping Code** and to abide by the decisions of the International Olympic Committee, Commonwealth Games Federation and Pacific Games Council.

SASNOC shares the goal of the **Olympic Movement** to contribute to building a peaceful and better world by educating youth through sport practiced without discrimination of any kind, in the spirit of friendship, solidarity and fair play.

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SASNOC is the peak sporting body in Samoa consisting of Olympic and Non-Olympic sports National Federations (NFs). National Federations are the governing bodies of sports included in the programme of Olympic and Non-Olympic sports, affiliated to their respective International Federations (IFs).

Consequently, the constitutional role of SASNOC is two-fold in its responsibility to uphold the Olympic Movement and the fundamental values of Olympism in Samoa AND to encourage the development of high-performance sports in general, for Samoa.

SASNOC's foundational objectives strongly values social development issues such as its constitutional undertaking to participate in actions that promote peace and women in sport, support and encourage the promotion of sport ethics, fight against doping and demonstrate a responsible concern for environmental issues. In line with the IOC Gender Equality focus,

*Olympism* blends sport with culture and education and seeks to create a way of life based on the joy found in effort, the educational value of good example and respect for universal fundamental ethical principles and best practices.

SASNOC undertakes to uphold, promote and advance Gender Equality and Social Inclusion (GESI) in Samoa and the Pacific Region.

### **1.1 Exclusive Representation Authority**

SASNOC has the exclusive authority for the representation of Samoa at the Olympic, Commonwealth and Pacific Games (The Games), and their Youth versions. It is mandated to constitute, organise and lead its respective delegations at such events and competitions. SASNOC's authority extends to deciding upon the entry of athletes proposed by the respective national federations. SASNOC ensures that the entries proposed by the National Federations comply in all respects with provisions set by The Games, and SASNOC's own policies and selection criteria.

### **1.2 Links to the Strategy of Development of Samoa**

SASNOC's mandate to support the sustainable development of sports in Samoa has social and economic impacts on the Government's national strategy (SDS 2017-2020) which is "*to accelerate sustainable development and broaden opportunities for all*". Sports has cross-sectorial benefits to social and economic development through its positive impacts on job opportunities, tourism, people development as well as the health and well-being of the nation.

The development of sports provides employment, creates job opportunities and contributes to visitor arrivals through sports tourism.

High performing athletes who participate at the International level promote Samoa as a destination, and help to stimulate Samoa's economy. Sports contribute averaging 3.1% from 2013 to 2017 (Source: Maximizing the Contribution of Sport to Economic & Social Development of Fiji and Samoa| Research 2018), to GDP to Samoa's Gross Domestic Product (GDP). SASNOC and its National Federation members continue to host a series of regional and international sporting events that contribute significantly to Samoa's visitor arrival numbers. SASNOC shall continue to advocate and work closely with the Government of Samoa and stakeholders to enhance the profile of sports as a development tool in achieving Samoa's national priorities.

### **1.3 Strategic Representation as a Critical Success Factor**

In order to fulfill its mission, SASNOC recognises the need to engage and be represented at the highest level of regional and international governance bodies, through strategic collaboration and partnerships.



By the same token, SASNOC supports the move to establish the Pacific Games as the Oceania Continental Qualifiers for the Olympics.

#### **1.4 Independence**

SASNOC shall maintain its position of autonomy in line with the Olympic Charter. SASNOC's continued collaboration with Government, NGOs and Development Partners shall not affect its independence. In line with Article 15 of the Independent State of Samoa, the Olympic Charter and its own recently developed Board Charter, SASNOC shall remain an independent body and shall resist any and all pressures, whether of a political, religious, racial or economic nature. As an organization, SASNOC shall ensure that its policies, rules, regulations and laws are aligned with guiding principles of gender equality and social inclusion.

#### **1.5 Governance Structures, Regulations and Democratic Processes**

The composition of the SASNOC Executive Board in accordance with Article VII of its Constitution comprises of a President, First Vice President, Second Vice President, a Secretary General, Treasurer, an Athletes Representative and no more than 5 members - elected by financial members at the Annual General Meeting, with elections occurring every 4 years.

The National Federation members of SASNOC must be affiliated with their International Federations, noting that SASNOC can only recognize one NF per sport. SASNOC requires its members to be legally constituted membership-based entities, registered as incorporated societies in Samoa which requires that they file annual reports and audited financial statements with the Ministry of Commerce Industry and Labour. National Federations are required to act in accordance with the Olympic Charter, the IOC Code of Ethics and the World Anti-Doping Code. Individuals representing SASNOC are expected to uphold SASNOC's Values and Code of Conduct.

#### **1.6 Commissions**

SASNOC operates 4 Commissions being the Athletes Commission, Equity Commission, Medical Commission and the Education Commission. The Commissions serve to drive the values of Olympism at the regional and national levels; and act as important links between the IOC Commissions and NOCs.

The Executive Board places high priority on the work of all Commissions in recognition of the crucial work that they perform in the various areas of sports. Each Commission has been allocated

an Executive Board member to oversee its work. That Executive Board member shall be responsible for the successful implementation of Commission objectives.

Equity Commission promotes the use of sports as a tool for gender equality.

### **Equity Commission**

The Equity Commission is mandated to deliver relevant activities in line with the IOC's Gender Equality Recommendations under the 5 key themes of: Sport, Portrayal, Funding, Governance and HR, Monitoring and Communication.

The Equity Commission shall develop a National Gender Equality Strategy to increase the number of women and girls participating in all areas of sport – as athletes, administrators and technical officials. The Equity Commission shall work collaboratively with the Athlete's Commission to address harassment and abuse in sport.

### **Athletes Commission**

The Athletes Commission's mandate is to ensure that the athlete's viewpoint remains at the heart of Olympic Movement decisions, as reflected in the Olympic Agenda 2020. It is recognition of the need to strengthen support and protection to athletes both on and off the field.

### **Education Commission**

The Education Commission aims to promote Olympic values-based education and provides strategic direction on IOC programmes and activities related to the education of youth through sport. It advises on the delivery of the Olympic Values Education Programme, and the Oceania Sports Education Program. The key deliverable for the Education Commission over the next four years is to build the capacity of our National Federations in the areas of: Coaching and Sports Science, Team Management, Governance and Leadership. The Education Commission will continue to advocate for quality physical education and physical activity, as well as the integration of Olympic values to national school curricula.

### **Medical Commission**

Using the Fundamental Principles of Olympism, the medical commission is to encourage all stakeholders to take measure to ensure that sport is working towards minimizing harm to health of the athletes and with respect for fair play and sports ethics, this is accomplished by minimizing the risks of physical injury, illness and psychological harm. It also encourages measures that will protect athletes in their relationships with Physicians and other health care providers. Ensuring to promote and protect the health of athletes through on-going education, based on the ethical



values of sport and the recognition of each, individual's responsibility to protect their health and the health of others.

Antidoping Agency: To adopt and implement the World Anti-doping Code.

### **1.7 Secretariat**

SASNOC operates a full-time Secretariat comprising a revised Organisational Structure (Annex 2) that is able to effectively support the successful implementation of this Strategic Plan. The revised structure is better aligned to the current vision of the board for efficiency and sustainability. The SASNOC Board recognises the need to build and retain a Secretariat with the relevant skills, knowledge and experience to effectively deliver the objectives as set out in this Strategic Plan. In alignment with the Basic Principles of Good Governance of the Olympic and Sports Movement, SASNOC's management should have professional competency and impeccable professional history and shall be selected in accordance with pre-determined criteria and core competencies. The SASNOC Secretariat is primarily funded by the IOC.

### **1.8 Funding**

The IOC provides core funding for the activities of SASNOC. To a much lesser extent, funding is sourced through member subscriptions, sponsorship of activities, donations and development partner support. The SASNOC Board recognises the importance of securing alternative funding sources to sustain the operations of the organisation. Key areas to explore include Team Samoa Branding and Merchandise, Hosting Events and National Sports Awards.

SASNOC upholds the Basic Universal Principles of Good Governance of the Olympic and Sports Movement of Accountability, Transparency and Control to ensure the effective management of its Internal Control systems. Financial information is disclosed both timely and appropriately to all members, stakeholders and the public. SASNOC shall adopt appropriate compliance, documentation and information security systems, and mandate NFs to do the same.

## **2.0 Development of Strategic Plan**

This Strategic Plan was developed through a process of analysis and consultation, beginning with a Strategy Workshop of SASNOC members and the Executive Board, facilitated by a local consultant. The draft plan produced from the outcomes of the strategy workshop was refined by a working group of the Executive Board. This Strategic Plan will commence its implementation in 2020 after endorsement by the SASNOC General Assembly. It is fully recognised that ongoing



consultation, engagement and alignment with affiliated SASNOC members and stakeholders is required for success.

As a National Olympic Committee, SASNOC has taken care to align its strategic direction to with the recommendations of the Olympic Agenda 2020, the Olympic Charter, the IOC Code of Ethics and the Basic Principles of Good Governance of the Olympic and Sports Movement. The SASNOC Strategic Plan has been aligned to the recommendations of the IOC Gender Review Project, the Commonwealth Games Federation Transformation 2022 strategic priority areas and the Transformation of Pacific Games into the Oceania Continental Games.

### 3.0 SWOT Analysis

As part of its strategic planning process, SASNOC undertook an analysis of the current issues and challenges faced by the organization. This took the form of a SWOT analysis identifying internal strengths and weaknesses and external opportunities and threats. SASNOC used the SWOT analysis to formulate its strategies, to build on identified strengths, resolve the weaknesses, exploit the opportunities and avoid the threats.

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Board's willingness to recognize the importance of strong leadership.</li> <li>2. Improved gender balance in the Board's composition.</li> <li>3. Solid relationships with IOC, ONOC, International and Regional Bodies.</li> <li>4. Good relationships with and support from Government Ministries.</li> <li>5. SASNOC engages in high level policy development for sports – at the national, regional and international level.</li> <li>6. Core funding provided by the IOC.</li> <li>7. Improved governance of NF members.</li> <li>8. Excellent pool of natural sporting talent available.</li> <li>9. Excellent pool of sports administrators available.</li> <li>10. Increased engagement of member NFs.</li> <li>11. Success of athletes at regional &amp; international level.</li> <li>12. Exclusive representation at Olympics and other regional/international sporting events.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of visibility in terms of marketing and branding.</li> <li>2. Financially dependency on funding support by IOC.</li> <li>3. Limited capacity of secretariat staff.</li> <li>4. Skills sets of current staff not aligned to new vision, goals and objectives of SASNOC.</li> <li>5. Capacity of NF sports athletes and administrators.</li> <li>6. Capacity and clarity of roles and responsibilities of the Executive Board.</li> <li>7. Commitment of Executive Board.</li> <li>8. Financial sustainability of SASNOC.</li> <li>9. Lack of women's participation in all areas of sports – administration, coaching, technical officials and athletes.</li> <li>10. SASNOC not represented in decision making forums at the regional and international level.</li> </ol>

<p>13. Ability to mobilize NFs, put aside differences and stand together for national interests.</p> <p>14. We are Samoa - exceptional unity in times of hosting events.</p>	
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Team Samoa branding opportunities.</li> <li>2. Visibility of SASNOC as an organization.</li> <li>3. Untapped opportunities with IOC, ONOC for athletes, coaches, scholarships and projects.</li> <li>4. Commonwealth Games Federation support.</li> <li>5. Sponsorships through partnerships with local business, SOEs, Government Ministry initiatives.</li> <li>6. Sharing of resources with key partners.</li> <li>7. Capitalize on exclusivity of rights to represent Samoa at The Games.</li> <li>8. Partnerships with Development Partners on common and shared objectives.</li> <li>9. Improve image and visibility through good governance and positive messaging.</li> <li>10. Successful athletes profiling and exposure.</li> <li>11. National events such as Samoa Sports Awards</li> <li>12. Tourism - promotion of Samoa by hosting regional/international events.</li> <li>13. Maintain relationships with Government, Private Sector and Civil Society.</li> <li>14. Continue contribution to development of regional and global policy development and inclusion.</li> </ol>	<ol style="list-style-type: none"> <li>1. Threat to Independence through external financial and political influence.</li> <li>2. Sustainability of funding arrangements.</li> <li>3. Credibility of the organization as an ongoing challenge to uphold.</li> <li>4. Non-compliance with minimum governance standards of the IOC and CWF.</li> <li>5. Members' knowledge and ownership of organizational goals and objectives.</li> <li>6. Board continuity and succession planning.</li> <li>7. Strength of relationships with Government, Private Sector and Civil Society.</li> <li>8. Economic and social stability of Samoa.</li> <li>9. Environmental threats e.g. climate change.</li> <li>10. Health related global pandemics.</li> </ol>



#### 4.0 Vision Statement

SASNOC's vision statement describes what SASNOC aspires to achieve:

**"To Inspire Excellence through Sports"**

#### 5.0 Mission Statement

SASNOC's mission statement sets out the nature and purpose of the organization:

**"To Empower and Provide Opportunities for All People of Samoa to Achieve Personal Aspirations and Excellence through Sports"**

#### 6.0 PILLARS

The 3 Foundational Pillars upon which SASNOC shall implement its vision and mission are:

1. Developing a Comprehensive Vision of Inclusive Access for All
2. Maximizing the Contributions of Sport to Sustainable Development and Peace
3. Protecting the Integrity of Sports

### 3 Pillars

1. Developing a Comprehensive Vision of Inclusive Access for All

2. Maximising the Contributions of Sport to Sustainable Development and Peace

3. Protecting the Integrity of Sports

## 7.0 CORE VALUES

SASNOC is governed and operated effectively and efficiently in accordance with its Core Values:

### **Integrity**

• We are impartial, objective, balanced and transparent. • We develop policies, procedures and practices that reflect justice, equity and integrity. • At all times, we must act with the highest degree of integrity, and particularly when taking decisions, we must act with impartiality, objectivity, independence and professionalism. • We are the guardian of the values and spirit inherent in the IOC Code of Ethics.

### **Accountability**

• We are accountable to our members, while maintaining appropriate independence from undue influence. • We observe the highest ethical standards and avoid improper influences or conflicts of interests that would undermine our independence and autonomy. • We govern and manage in accordance with the fundamental principles of the IOC Code of Ethics.

### **Excellence**

• We conduct business professionally. • We develop innovative and practical solutions to assist with development of sports and sporting bodies. • We benchmark off and apply best practice standards to all our activities.

### **Inclusiveness**

We recognise gender equality and social inclusion as a key success factor of our work. We strive to achieve gender equality and social inclusion in all areas of sports. We share the IOC mandate of gender equality by 2024.

## 8.0 Adoption of Basic Universal Principles of Good Governance of the Olympic, Commonwealth and Pacific Sports Movement.

SASNOC has adopted, as its minimum standard, the Basic Universal Principles of Good Governance of the Olympic, Commonwealth and Pacific Sports Movement.

Accordingly, SASNOC's mission upholds and undertakes to include the following key elements:

- Development and promotion of sport through non-profit organisations
- Promotion of the values of sport
- Organisation of competitions
- Ensuring a fair sporting contest at all times



- Protection of the members and particularly the athletes
- Uphold athletes' rights to participate in sports competitions at an appropriate level
- Uphold principals of inclusivity to address all forms of discrimination
- Ensure the voice of athletes is heard
- Solidarity - to ensure fair and equitable distribution of resources for the expansion and development of sports
- Respect for the environment

## 9.0 Summary of Strategic Goals

SASNOC's objectives describe the key results SASNOC wants to achieve by 2022, and outlines how SASNOC can achieve its mission. SASNOC'S Strategic Priorities focuses on 5 Key Areas:



## 10.0 Strategic Goals and Objectives

SASNOC has identified a number of strategies in order to achieve each of its stated objectives. The following strategies will be implemented over the period 2020-2024:

### Strategic Goal 1: Leadership, Governance & Management

**Strengthen SASNOC's Governance and enhance the capacity of its Secretariat.**

#### Objectives:

- 1.1 Facilitate good governance through clear, transparent and publicized procedural regulations.
- 1.2 Enhance quality leadership capacity, competence, integrity and experience of the Board

and Management team.

1.3 Establish good internal management, communication and coordination systems.

**Strategic Goal 2: Supporting National Federations.**

**Provide Quality Support Services to All Member NFs.**

**Objectives:**

2.1 Develop MOUs with all members to effectively manage relationships, communications and expectations.

2.2 Provide and disseminate all relevant support to SASNOC members.

2.3 NFs to enhance and establish good governance structures.

2.4 Support NFs to develop and implement Gender Equality and Social Inclusion (GESI) policies.

**Strategic Goal 3: A Valued Brand**

**Establish and Promote the Unique Team Samoa Brand.**

**Objectives:**

3.1 Develop and Implement a Marketing Strategy.

3.2 Design exclusive events that will promote and celebrate success of athletes.

3.3 Establish viable sponsorship and funding opportunities.

**Strategic Goal 4: Team Samoa Readiness**

**Achieve Excellence in the Representation of Samoa.**

**Objectives:**

4.1 Establish operational readiness throughout Samoa.

4.2 Provide exclusive sports educator training throughout Samoa.

4.3 Establish a unified team culture for Team Samoa.



## **Strategic Goal 5: Strategic Partnerships and International Representation**

### **High Level Engagement and Representation on International Governing Bodies**

#### **Objectives:**

- 5.1 Strengthen SASNOC's engagement with IOC, ONOC, OS, CGF, PGC and all international sports federations to identify inclusive sport development opportunities.
- 5.2 Establish mutually beneficial partnerships that will enhance the work of SASNOC and develop sports in Samoa.
- 5.3 Actively influence and strengthen the engagement of sport in policy dialogue and implementation.

## **11.0 Work Plan, Organizational Structure and Budget**

SASNOC's four year **Work Plan** (Annex 1) specifies activities, performance measures, timeframes and resources to implement these objectives and strategies. The revised **Organisational Structure chart** (Annex 2) and **Projected Budget** (Annex 3) provide further details about required resources and costings. The Board Charter (Annex 4) provides ethical and administrative guidelines for the work of SASNOC as a National Olympic Committee.

## **12.0 Implementation and Review**

For successful implementation, the activities outlined in the Work Plan will be incorporated into annual organisational business plans for the SASNOC Secretariat under the guidance of its Executive Board. The SASNOC Strategic Plan covers the 4-year period 2018-2022. This plan is subject to a mid-term review in 2020 to monitor and evaluate its progress and implementation. SASNOC also undertakes to update members regularly on the progress of this plan. Any constitutional changes resulting from the implementation of this plan will be submitted to the IOC and subsequent ratification during the 2020 AGM.