



STANDING COMMITTEE ON SOCIAL AFFAIRS

Review Report on the 2022 Fiji Association of Sports and National Olympic Committee Annual Report



PARLIAMENT OF THE REPUBLIC OF FIJI
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Table of Contents	Page
CHAIRMAN’S FORWARD.....	3
ACRONYM.....	4
COMMITTEE MEMBERS	5
1.0 INTRODUCTION	6
1.1 Committee Procedures	
2.0 BACKGROUND OF FASANOC.....	7
3.0 KEY FINDINGS	8
4.0 COMMITTEE RECOMMENDATION	9
5.0 SUSTAINABLE DEVELOPMENT GOALS AND GENDER ANALYSIS	10
6.0 CONCLUSION	11
7.0 COMMITTEE MEMBERS SIGNATURE	12
8.0 ANNEXURE	13

CHAIRPERSON'S FOREWORD

I am pleased to present the Standing Committee on Social Affairs report on *the Review of the Fiji Association of Sports and National Olympic Committee 2022 Annual Report*.

FASANOC with its affiliation with International Olympic Committee, Commonwealth Games Federation and Pacific Games Committee, have played a pivotal role in sending Team Fiji to international and regional games. Since 1938 Team Fiji have been participating in Commonwealth Games, Olympic Games and Pacific games and hosted regional games.

The 38 affiliated national sporting federations have attained international exposure and regularly participated in international games with three-way funding from the Government of Fiji, National Sporting Federation and International partners.

FASANOC promoted the institutional sustainability by working within a broader national framework that aligns to various sporting goals.

The Committee acknowledged FASANOC intentions to actively bid to host regional games and further recommends that Government of Fiji must support and lobby for international and regional events to be hosted in Fiji.

I sincerely thank Ms Vanassa Kilner, the Chief Executive Officer and the Executives Board of Fiji Association of Sports and National Olympic Committee for their valuable contributions to this review process.

I am thankful to the Social Affairs Committee Members, Hon. Ratu Rakuita Vakalalabure, Hon. Alipate Tuicolo, Hon. Viam Pillay, Hon. Alikia Bia and Hon. Parveen Bala for their invaluable contribution and support.

I would like to thank the Secretariat for their dedication in compiling this report.

On behalf of the Standing Committee on Social Affairs, I commend this report to Parliament.



.....
Hon. Iliesa Vanawalu
Chairperson

Acronym

CGF	Commonwealth Games Federation
FASANOC	Fiji Association of Sports and National Olympic Committee.
IOC	International Olympic Committee
PGC	Pacific Games Council
SO	Standing Order

COMMITTEE MEMBERS

The Standing Committee on Social Affairs (**‘Committee’**) is established under Section 70 of the Constitution of the Republic of Fiji and Standing Order 109. The Committee’s mandate and functions are provided under SO 109 (2) and 110 (1) (a)-(d) & (f).

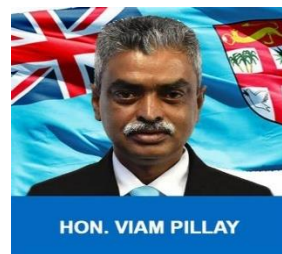
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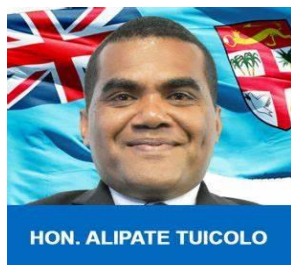
Chairperson



Deputy Chairperson



Member



Member



Member



Member

1.0 INTRODUCTION

The FASANOC Annual Report for 2022 was tabled in Parliament on 24th November 2023 and referred to the Standing Committee on Social Affairs pursuant to Standing Order 109(2)(b).

Standing Order 109(2)(b) empowers the Standing Committee on Social Affairs to examine matters related to health, education, social services, labour, aviation, culture and media.

1.1 Committee Procedures

Deliberations on the FASANOC 2022 Annual Reports commenced in November 2025. The Committee reviewed the reports, prepared questions and sought clarifications on key issues of interest from the FASANOC.

A public submission was held with the officials of FASANOC on 13th November 2025. Upon receipt of all pertinent information addressing the Committee's queries, the report was finalised and subsequently endorsed on 21st November 2025.

Responses from FASANOC can be accessed via the following link:
<https://www.parliament.gov.fj/committees/standing-committee-on-social-affairs/>

2.0 Background of Fiji Association of Sports and National Olympic Committee (FASANOC)

2.1 The Fiji Association of Sports and National Olympic Committee (FASANOC) was founded in 1949. FASANOC gained International Olympic Committee (IOC) recognition in 1955.

FASANOC is

- affiliated to the International Olympic Committee
- a member of the Oceania National Olympic Committees (ONOC)
- a member of the Association of National Olympic Committees (ANOC),

FASANOC is responsible for sending Team Fiji to the Olympic Games, Olympic Youth Games, Commonwealth Games, Commonwealth Youth Games, Pacific Games and Pacific Mini-Games.

FASANOC is a non-government organisation which has its members from the National Sporting Federation.

In accordance with its mission and role at the national level, FASANOC encourages actions to promote peace and enhance women participation in sport.

3.0 KEY FINDINGS

The Committee conducted its review of the FASANOC 2022 Annual Report and identified the following key findings:

1. The Committee noted that FASANOC is affiliated with three international sporting bodies, namely International Olympic Committee (IOC), Commonwealth Games Federation (CGF) and Pacific Games Council with the intention to assist and support the 38 local sporting federations.
2. The Committee noted that FASANOC secures its funding through a three-way partnership from Government, National Sporting Federations and international partners to facilitate Team Fiji's participation in international and regional games.
3. The Committee noted that FASANOC worked within a broader national framework that aligns the sporting goals.
4. The Committee noted that FASANOC developed a new ten-year Strategic Plan.
5. The Committee noted FASANOC intentions to actively bid to host regional games.
6. The Committee noted that the national sporting federations are responsible for selecting athletes for their participation in regional games.

4.0 RECOMMENDATION

1. The Committee recommends that FASANOC continue its affiliation with the three International Sporting bodies and facilitate the local sports federation with human resource development and capacity building.
2. The Committee recommends that the Government through Fiji Sports Commission provide funding to FASANOC annually for athletes to participate in regional and international games hence allocate funds for the preparation cost.
3. The Committee recommends that Fiji Sports Commission to monitor the development of athletes through its grassroot development plan and further support FASANOC towards the welfare of all athletes.
4. The Committee recommends that all National Sporting Federations align their strategic plan in line with FASANOC strategic plan.
5. The Committee recommends that in future, Government of Fiji must support and lobby for international games to be hosted in Fiji.
6. The Committee recommends that FASANOC should monitor and make decision on the selection criteria of athletes for international games.

5.0 SUSTAINABLE DEVELOPMENT GOALS AND GENDER ANALYSIS (SDG Analysis provided by FASANOC).

FASANOC has explicitly integrated the United Nations' SDGs into its strategic framework, recognizing the powerful role sports can play in achieving broader societal and environmental goals. Their alignment is not incidental but a deliberate part of their operations and programming.

In particular with the FASANOC Athletes & Community Engagement Program, which directly target non-communicable diseases (NCDs), Stop HIV, Say NO to Drugs, Go Green, Gender Equality, Athletes Welbeing, Be a Leader (Role Models).

FASANOC implements the following SDG's during the review period:

- SDG 3: Good Health and Well-Being
- SDG 4: Quality Education
- SDG 5: Gender Equality
- SDG 13: Climate Action
- SDG 15: Life on Land
- SDG 16: Peace, Justice and Strong Institutions

Gender Analysis

In terms of Gender Equality, FASANOC views gender equality not as a box-ticking exercise but as a non-negotiable principle that strengthens the entire sports ecosystem. This is seen from the Executive Board, through to the Athletes Commission. There was a specific Women in Sports Commission focusing on getting more women and girl active in sports.

Table below shows the appointment of staff based on Gender for year 2022

Year 2022	Male	Female
Executive Board	3	7
Staff	6	5

6.0 CONCLUSION

The Committee noted the achievements of FASANOC in year 2022 and support the important role played in participating in international and regional games. Considering FASANOC being the main coordinator for Team Fiji, it must deliver its obligations to propel our sporting goals forward.

COMMITTEE MEMBERS' SIGNATURE

We, the Members of the Standing Committee on Social Affairs, hereby agree with the contents of this report:

Committee Member	E-Signature
Hon. Iliesa Vanawalu Chairperson	
Hon. Ratu Rakuita Vakalalabure Deputy Chairperson	
Hon. Alipate Tuicolo Member	
Hon. Viam Pillay Member	
Hon. Parveen Bala Member	
Hon Aliko Bia Member	
Date: 21 st November, 2025	

ANNEXURE

Published evidence

Written evidence, transcripts, and supporting documents can be viewed on the Parliament website at the following link: <https://www.parliament.gov.fj/committees/standing-committee-on-social-affairs/>

[VERBATIM REPORT]

STANDING COMMITTEE ON **SOCIAL AFFAIRS**

FASANOC

SUBMITTEE: **Fiji Association of Sports and National
Olympic Committee**

VENUE: **Committee Room, Parliament**

DATE: **Thursday, 13th November, 2025**

VERBATIM NOTES OF THE MEETING OF THE STANDING COMMITTEE ON SOCIAL AFFAIRS HELD AT THE COMMITTEE ROOM (EAST/WEST WING), PARLIAMENT PRECINCTS, GOVERNMENT BUILDINGS ON THURSDAY, 13TH NOVEMBER, 2025 AT 9.34 A.M.

Interviewee/Submittee: Fiji Association of Sports and National Olympic Committee (FASANOC)

In Attendance:

- | | | |
|--------------------------|---|-------------------------------|
| 1. Ms. Vanessa Kilner | - | CEO & Secretary General |
| 2. Ms. Prem Lata Narayan | - | Board Member |
| 3. Mr. Inoke Niubalavu | - | Board Member |
| 4. Mr. Petero Vatu | - | Board Member & Vice President |
-

MR. CHAIRMAN.- Honourable members, members of the public who are tuning in this morning, secretariat, dear viewers, ladies and gentlemen, a very good morning to you all. It is a pleasure to welcome everyone here this morning, especially viewers who are watching this public hearing session.

At the outset, for information purposes, pursuant to Standing Order 111 of the Standing Orders of Parliament, all Committee meetings are to be open to the public. Therefore, please note that this submission is open to the public and the media, and is also being aired via the wireless platform, streamlined on the Parliament website and the media platform. Sensitive information concerning the matter before us this morning that cannot be disclosed in public can be provided to the Committee either in private or in writing. However, please be advised that under Standing Order 111, the following circumstances permit non-disclosure of information, and these relate to;

- National security matters,
- Third-party confidential information,
- Personnel or human resources matters, and
- Committee deliberations and development of the committee's recommendation based on the report.

This is a Parliamentary meeting, and all information gathered is covered by the Parliamentary Powers and Privileges Act 1965. Please bear in mind that we do not condone slander or libel of any sort, and any information brought before this Committee should be based on facts. In terms of protocol for this Committee meeting, please minimise the use of mobile phones, and all mobile phones are to be on silent mode while the meeting is in progress.

I wish to also remind honourable Members and our guests this morning that all questions are to be addressed through the Chairperson. I would like the Members of the Committee to introduce themselves.

(Introduction of Committee Members)

Today, the Committee will be hearing submissions from FASANOC, who are present with us this morning. This is in relation to the FASANOC 2022 Annual Reports. I would like to thank them for availing themselves to appear before this hearing. Due to the essence of time, you may give a brief response on the matter. We will intervene with our supplementary questions during your presentation. I now invite the officials from FASANOC to introduce themselves and then begin with their presentation.

(Introduction of representatives from FASANOC)

MS. V. KILNER.- I would like to thank you for this opportunity. It is always a good opportunity to be able to explain who we are, what we do, and how we bring the nation together. I will go straight into the presentation given the time limitation. FASANOC is an organisation belonging to the Olympic Movement. I think I have to place that at the outset as we go through this presentation because it underpins everything that we do.

FASANOC status

Our status is that we are an organisation registered under the Charitable Trust Act and are affiliated with three different bodies: the National Olympic Committee, the Commonwealth Games Federation, and the Pacific Games Council. This is important because it relates to our branding. We hold three different brandings, and depending on the games that we attend, that is the logo that we carry.

When we go to the Olympic Games, we carry the Olympic rings and are governed by the International Olympic Committee, their games regulations, and their branding regulations. When we go to the Commonwealth Games, we are governed by the Commonwealth Games Federation and all of the regulations stipulated under their games. When we go to the Pacific Games, we are known as the Fiji Pacific Games Association, and we are governed by their regulations.

MR. CHAIRMAN.- Chief Executive Officer, based on the branding aspect and the affiliation with these three bodies, moving forward, are there any challenges that you face in terms of affiliating with these three bodies? When you talk about the regulations and the policies that apply, are there any challenges that sometimes hinder your operations as you move along?

MS. V. KILNER.- They are actually more of a help to us than a hindrance, because they are the ones that have been able to provide us with structure, governance frameworks, and funding to undertake certain activities within the country. They are responsible for the National Olympic Committees, for example, in each country. Therefore, they provide support so that the National Olympic Committees can, in turn, support the National Federations. They are more of a help than a challenge.

In terms of FASANOC, our job is to take you to the games because of our affiliation. We have been taking you to the games since 1950 to be exact. Since the 1950s to date, we have had one, sometimes two, and in rare cases three games per year. That means three teams are being prepared to go on national duties. The games that we refer to are not single-sport events; they are multi-sport events. In terms of going to the games, there is a structure. From this very simple structure, there are your clubs. Your clubs are your baseline, and that is where your grassroots development happens. All of the clubs are affiliated with a national body.

I will use rugby as an example because we are familiar with rugby. You have all your club rugby, and they are affiliated with the Fiji Rugby Union, which is then affiliated with FASANOC. We do not deal with the clubs. We deal with the national federation elite team. We work with the international body. In this case, the Fiji Rugby Union is affiliated with FASANOC and with World Rugby. You will see the triangle there. To get to the games, only FASANOC will take you to the games. Therefore, we work with all the federations. We have selection criteria and selection policies regarding how to qualify for the games. We comply with each of the games' policies, and then we take the team to the games.

HON. P.K. BALA.- When you are talking about federations, there have been some issues raised by the federations to FASANOC that they were unable to secure the opportunity to host the South Pacific Games. Can you update us on this matter?

MS. V. KILNER.- You are referring to the 2031 Pacific Games. I think we need to understand the process of how this happens. It starts a year out. First of all, each country has to put up its hand, and an expression of interest is put forward that you will bid for the games. You then come back to your country and work within the country to develop a bid document. That bid document is prepared alongside the country because ultimately the country will host, as it provides the facilities, transportation, accommodation, and all of the necessary infrastructure.

FASANOC puts together a bid document. The bid document is then submitted to the Pacific Games Council, and the Council then undertakes a country assessment. They come into the country, they meet with the Government of the day and with our Sports Council, and they visit all of the venues. They then prepare a report, which is based on a risk assessment. There are a number of factors that they assess. That assessment is then given to all members of the Pacific Games Council.

Then, one year later, we attend a Special General Assembly where the bid, along with the assessment, is voted upon by the different countries. The countries are given time to present, but each member country already has the bid and the independent assessment document. The countries then vote. In this particular case, we lost by two votes. The members voted against us.

HON. P.K. BALA.- I understand the process. I wanted to know because people do ask us. I just want to know from your side whether all the boxes were ticked to qualify.

MS. V. KILNER.- Yes, and we had a very good risk assessment. It was very positive. We had one of the lowest risk assessments among the countries. It just did not go our way.

HON. P.K. BALA.- Perhaps next time we will have to do more lobbying.

MS. V. KILNER.- I agree. I wanted to highlight the sporting framework in terms of structure and how we actually get to the games. Who we are and what we do — these are our corporate statements, our vision.

Our vision

Our vision is very interesting because it talks about inspiring Fiji through sports. This is our vision because everyone will remember the feeling they experienced when we won the Olympic gold medal. That is what we are trying to bring together. We are trying to unite the community and inspire Fiji, using sports as a tool for change.

Our mission

Our mission is to enhance sports through collaboration and learning. There is a lot of collaboration required because too often, stakeholders like to work independently. Collaborating and learning from each other is a mission we must achieve.

Our values

Excellence, respect, integrity, and commitment are our values, underpinned by our Olympic values. We also have our values and cultural compass, all of which were designed using Fijian elements, because when we represent the country internationally, this is what we showcase. We review these elements with our athletes and the team before they depart the country.

Governance structure

In terms of governance structure, FASANOC is controlled by the Board of Management. The Board of Management comprises all of the member federations. We currently have 38 national federations as members, each with voting rights. The Board of Management then votes in an executive board, three of whom are seated beside me. The executive board has a total of seven members. Out of the executive board, we have commissions and subcommittees. Our commissions include the Medical Commission, High Performance Commission, and Education Commission. Underpinning all of this is the Secretariat and management, which is our operational team, where I sit. The operational staff execute our plans.

Our commissions

On the next page, you will see the commissions. I have highlighted Sports Education, High Performance, and Medical. We also have an Athletes' Commission. I have separated this particular commission because it is run by athletes for athletes. They govern themselves and have their own board. Currently, we have a female chair. The chairmanship alternates every two years to maintain gender balance. This commission brings current athletes together, discusses issues, and supports athletes.

Our programmes

In terms of our programmes, these are key because this is where we apply our Olympic values to address societal and community issues. Our programmes include the Athletes and Community Engagement Programme, Olympic Values, which teaches the values of the Olympics, and Smash Down Barriers, which is an inclusive programme bringing disabled and able-bodied people together. We also have Safe Sport, which focuses on safeguarding and creating safe spaces for sport. Additionally, we have training programmes aimed at upskilling and building capacity within national federations to better support athletes.

In 2022, we developed and approved a ten-year strategic plan. The simplest explanation of the plan is that it has four pillars:

- The first pillar focuses on our athletes. How do we prepare them for 2032? How do we support them through the different games? How do we provide athlete welfare and manage athlete pathways, including the transition of retiring athletes? This pillar is entirely about the athletes.
- The second pillar focuses on national federations and building capacity within them to support athletes. This pillar also includes Sports for Development, which is linked specifically to our Sustainable Development Goals. It addresses development frameworks and high-performance frameworks.
- The third pillar is strategic collaboration. This pillar focuses on strengthening partnerships, governance, stakeholder relations, and sponsor engagement.
- The fourth pillar is Operational Sustainability. This pillar focuses on strengthening operational and commercial sustainability through good governance and effective communications.

Over the 10 years, we aim to focus on the first two pillars, underpinned by the second two pillars. That is our strategic plan and strategy.

HON. A. BIA.- Mr. Chairman, Sir, through you, on the third pillar, the first sentence states that it is to be recognised by the Government as an enabler to increase the value of sport and the impact of sports programmes. Chief Executive Officer, please correct me if I am wrong. Since the introduction of FASANOC, how has the level of participation been in terms of cooperation from the Government regarding this matter?

MS. V. KILNER.- This particular pillar is not specifically about the teams. It is about our development initiatives, working within communities, expanding our programmes, and using sports, sportspeople, and sports ambassadors. This is the context in which this pillar comes in. The pillar is about collaboration—how do we bring everything together, and how do we collectively use sports as an enabler within communities?

In terms of Government support for Team Fiji, the Government has assisted us in a number of ways. We have preparation support that goes directly to the federations and to the sports, and participation support that comes to FASANOC, which helps cover the costs of sending teams to the games. Consistently, the Government has supported us. We have faced some issues, but the Government has been able to support us.

I have highlighted the “Why.” This is not only FASANOC’s why, but the nation’s why. It is about this feeling — how do we get the nation behind our sporting people? How do we foster this sense of pride and support? How can we continue to succeed on a global stage? Ultimately, such victories bring recognition and pride back to Fiji.

I wanted to emphasise that while we have won medals on the global stage in rugby, we also have a number of minor sports. Many athletes in these sports have achieved world championship titles or been ranked number one in the world at some point in their careers. I highlight this to draw attention to the fact that we do not only focus on rugby. FASANOC must support all other sports as well.

HON. P.K. BALA.- Mr. Chairman, Sir, if we are talking about all sports, why is soccer not included? Roy Krishna is the number one sports person. Why is his picture not included?

MS. V. KILNER.- I was highlighting the individuals who had ranked highly within their international federation.

HON. P.K. BALA.- Likewise, Roy Krishna is an individual.

MS. V. KILNER.- Absolutely. I did not include everyone, but there are a number of athletes. Football is very important for us. We took the team to the Olympics in 2016, and we hope to continue taking them to the Olympics.

HON. A. BIA.- Mr. Chairman, Sir, through you, Chief Executive Officer, regarding the minor sports raised by Honourable Bala, I would like to know the requirements for how these minor sports qualify for the regional games. In terms of funding, what is the criteria? Some of these minor sports do not even conduct weekly club competitions in the country, yet when it comes to the regional games, we see them participating. In terms of quality and attempting to put Fiji on the world map, some of these minor sports do receive funding, but they do not organise local competitions. Yet they still participate in the regional games.

MS. V. KILNER.- In terms of individuals, we have 38 national federations affiliated with us. We do not control their activities. They work within their own clubs, have their own sporting programmes, and manage their own development programmes, so I cannot answer on behalf of what they do. I can say that, for example, if the Pacific Games programme includes 27 sports, we put out a call to the national federations.

First, we issue an expression of interest to see if they would like to participate. From there, they begin the process. There is a criteria process, and we have a separate commission called the Selection Justification Commission, which works with the national federation on selection criteria. What comes to us is what we assess. If they inform us that they are holding three tournaments where selectors will be

present, then that is what we verify. Did they hold the three tournaments? Were the selectors present? Unfortunately, I cannot comment on weekly or club competitions because we do not deal with the clubs.

MR. CHAIRMAN.- Honourable Bia, that answers your question?

HON. A. BIA.- Yes, I do understand that, Chief Executive Officer, but in terms of the criteria to approve athletes to represent Fiji at the international stage or at some of the regional games: as you said, you work with the information provided to you. However, in terms of visibility, I note that the majority of these minor sports do not conduct weekly competitions to prepare their athletes for these regional games.

MS. V. KILNER.- I cannot comment on whether the national federations or the clubs hold weekly competitions. I can only comment on what is submitted to us at the national federation level. They submit a long list of athletes, and that is what we assess. How they selected the athletes to be on that list, I cannot tell you. There is an extended squad submitted to us, and those are the athletes that we track. If they inform us that they are holding competitions, we will only verify those. How athletes make it onto the long list is not something I can comment on.

HON. P.K. BALA.- I think I understand where my colleague is coming from. These federations are registered with FASANOC under certain conditions. If they fulfil all those conditions, their registration remains; otherwise, it can be revoked. From your presentation, it appears that there is no direct monitoring or oversight of these federations. Your assessment is based entirely on what they submit. Am I correct in saying that?

MS. V. KILNER.- We do not assess the federations. They are autonomous, so they manage themselves. We do not hover over them, and we do not micromanage. If they submit a calendar of events to us, we do not penalise them, because what we focus on are the elite athletes. We identify what we consider elite athletes and take responsibility for them. There is a criteria policy on how athletes are selected. In some cases, we do not take athletes unless they have already participated in international competitions. That responsibility lies with the national federation. That was an overview of FASANOC.

Financial performance and revenue streams

I would now like to move to the next section, which relates to questions on our Annual Report 2022. The first section in particular addresses financial performance and our funding streams. FASANOC is not a commercial entity; we do not raise funds commercially. We rely heavily on grants and sponsorship. The International Olympic Committee is our major funder. They have largely supported our administration, courses, programmes, development initiatives, some preparation funds, training for administrative capacity building within the national federations, and the development of our athletes and entourage.

Team Fiji is the team that represents the nation, which is the brand. FASANOC is the organisation, and Team Fiji is the entity we support. We operate through a three-way partnership, funding from FASANOC, the Government, and the national federations, to facilitate participation in the games. In terms of 2022, the pie chart shows where our funding came from in percentage terms. This information is also included in our financial statements and in the report submitted to you. I have also prepared a graphical representation. The majority of our total income is allocated to Team Fiji, shown in green. I have separated Government contributions in 2022 into two colours. The first represents participation, which was provided directly to FASANOC to help send the team to the games. The second, shown in red, represents Government preparation, which goes directly to the federations to assist in preparing the teams. Even though these funds came through FASANOC, the criteria stipulated that they were directly for the sports, and we facilitated the distribution on the Government's behalf. That is why these two streams are separated.

MR. CHAIRMAN.- By looking at the graph and the development, when we examine the pie chart, you mentioned that the Government contributes. I am not certain whether this is in the form of a grant or some other type of support. Based on the data provided in the 2022 Annual Report, if we look back over the last three or four years, what trends do you observe in terms of Government contributions? Have there been any increases or changes?

MS. V. KILNER.- Since 2022?

MR. CHAIRMAN.- Yes, the report is based on 2022, but to provide a broader perspective and identify trends, we can analyse how Government grants have supported FASANOC over time. This analysis will show whether the support is sufficient or whether adjustments, such as increases, may be required.

MS. V. KILNER.- The grant from the Government is very specific to Team Fiji. I will leave FASANOC aside for a moment because Government does not provide funding for administration. The funding is specifically for sending Team Fiji to competitions. Over the years, the three-way partnership has operated under a one-third formula: one-third paid by FASANOC, one-third by the government, and one-third by the national federations. That covered the total cost of sending Team Fiji.

In reality, the national federations do not pay a full one-third. FASANOC often subsidises their portion, and they may end up paying around 20 percent instead of 33 percent. In many recent cases, the Government has fulfilled its one-third share. In 2022, the year under discussion, we had two games, and the Government did not provide one-third for either. Instead, they provided \$250,000 towards the Commonwealth Games, while the total budget for those games was \$1.5 million, as noted in the annual report.

Since then, the Government has been fulfilling its one-third contribution. Our issues have mainly been with the Pacific Games and the Mini-Games, which are feeder competitions for the Commonwealth and Olympic Games. The base of the team sent to these games is quite large; for example, we sent a delegation of 500 to the Solomon Islands. You will never see a delegation of that size at the Commonwealth or Olympic Games. Therefore, the support required from the nation for these events must be taken into consideration.

We recently returned from Palau this year, and the Government provided its full one-third. This support enabled us to take two charters. We topped the table, moving from seventh to second place. This demonstrates that when athletes receive support from the preparation stage through to participation, the outcomes improve significantly.

HON. A. BIA.- Chief Executive Officer, regarding the three-way partnership between FASANOC, the Government, and the national federations in funding athletes for these games, do you think it is fair that the onus is on the national federations to pay their portion of the partnership? Representing our country at any international event is the highest honour. Do you think it is fair for the national federations to levy athletes for their share of the costs? I can recall, during the recent Palau Mini Games, that in volleyball, both the women's and men's teams were levied \$3,000 each. One of the players from the women's team was unable to participate because of this levy. Do you think this is fair to the players?

MS. V. KILNER.- It is absolutely not fair, and I would like to correct the misconception. The levy is applied to the national federation, not the athletes. The national federation is responsible for fundraising to support sending and developing their teams. FASANOC has never, and will never, burden the athletes. In terms of volleyball, it was unfortunate that some federations levied their athletes, but this

is not the mandate of FASANOC. Our role is to protect the athletes and provide the support they need. The levy applied to the national federation was heavily subsidised. It costs \$15,000 per person to participate in Palau.

HON. A. BIA.- Thank you for that statement. I feel sorry for some of these athletes who have been required to raise their own levies to participate in events organised by their federations.

HON. P.K. BALA.- This relates to our earlier discussion on the national federations. If they do not meet all the requirements, they cannot be registered simply for the sake of registration. What actions does FASANOC take in such cases? This is a classic example of what Honourable Bia mentioned. As you noted, there is no direct monitoring or oversight, your assessment is based solely on the reports they submit. If they fail to comply or continue to fail, what is the solution?

MS. V. KILNER.- That is a good question. We can only monitor what they submit. If they submit their annual general meeting minutes, their financial statements, respond to call-outs, and participate in developing criteria, I cannot penalise them because we do not control or directly monitor their activities.

HON. P.K. BALA.- What is the solution?

MS. V. KILNER.- Personally, I always advise the athletes and the entourage—the supporting people around the athletes. At the end of the day, not only are we all volunteers, but we have also put our hands up to be in these positions. I often tell them to ensure that they elect people who are willing to work and support them, because otherwise, how can those individuals take ownership of their athletes? We must reach a point where national federations stop levying athletes — absolutely 100 percent. The only way I can influence this within my control is by building capacity within the national federations. Even if we build capacity and they fail to act, I still do not have the grounds to penalise them.

HON. P.K. BALA.- You cannot deregister them?

MS. V. KILNER.-No, because they comply with all other requirements. I cannot penalise them for not fundraising. In terms of our expenses, the major expenditure is Team Fiji — sending the team to competitions. All other expenses relate to FASANOC, which covers administration, operating costs, marketing, and support for the national federations. Essentially, 75 percent of our expenses are for Team Fiji.

Policy and regulatory changes

The question was raised regarding policy and regulatory changes and whether any changes during that period significantly impacted us. In 2022, the most significant shift was COVID-19 and the subsequent reopening of borders. This allowed sporting teams and FASANOC to travel. We sent two teams to the Pacific Mini Games in Saipan and to the Commonwealth Games in Birmingham. That was the largest change.

In terms of funding, the biggest impact was the limited funding available at that time. The last point relates to the national federations. Although I have no control over them, it is important to highlight that the national federations focusing on grassroots development faced challenges. Developing a pathway to nurture athletes within the country received very little funding because funding was primarily focused on medals and international rankings. As a result, those who were trying to develop athletes locally faced some difficulties.

HON. V. PILLAY.- This report covers the year 2022. As we know, prior to that, we had COVID-19, and teams were unable to travel during that period. In 2022, our borders reopened, although some countries still had restrictions. What lessons were learned during those years, and what support did

FASANOC, with the assistance of the federations, provide to trainers and athletes? Significant effort, time, and money were invested to provide training and support to the athletes, and suddenly it all stopped. In 2022, when restrictions were lifted, FASANOC was prepared to take the teams. What support was provided in the interim to ensure athletes could continue training, such as online programmes or other methods? What were some of the challenges faced?

MS. V. KILNER.- The COVID-19 period was obviously a global issue, and everyone was impacted. Some individual sports continued, with athletes training at home and competing online. Officials were also accredited online to monitor competitions. For team sports, bubbles were created to comply with COVID-19 restrictions, allowing athletes to train while remaining isolated within their teams. There are many lessons to be learned from COVID-19. Significantly, the need to adapt is crucial. Athletes are among the few who can adjust to different environments, but it has also forced administrators, coaches, and trainers to adapt. Some trainers worked with athletes over Zoom, which challenged us to operate effectively in the digital space.

In 2022, we did not receive funding for the Pacific Mini-Games. I understand the Government had other priorities, which is acceptable. I also wish to clarify a misconception: the mini-games are not youth games. Too often, I hear that “our athletes are too elite” and therefore will not attend the mini-games. That is incorrect. The mini-games are hosted by smaller nations. The Pacific Games Council has 22 members, and the Pacific Games are hosted by larger countries capable of supporting a full programme. The mini-games allow smaller nations to host a limited number of events. Elite athletes still participate.

The mini-games are pivotal, as they occur at the beginning of the quadrennial, which is a four-year cycle ending with the Olympic Games. Supporting the mini-games allows us to identify new athletes and track their development toward the Olympics. This is why the mini-games and Pacific Games act as feeder competitions into larger events.

Infrastructure development

The next topic relates to infrastructure development and the projects undertaken in 2022, as well as how we ensure sustainability in our development plans. Our approach is not to build facilities ourselves, which is why we partner with the Government. The Sports Council provides the facilities, while we facilitate and advocate. We operate within a national framework and promote institutional sustainability. Our infrastructure focus is on soft infrastructure: capacity building, investment in athletes, coaches, officials, and administrators. This is largely funded by the IOC.

Additionally, we were gifted a property in Toorak, which remains undeveloped. We had plans to develop it prior to COVID-19, but they were postponed. We are now revisiting these plans, intending to build a facility to support the national federations. At this stage, the exact design is under consideration. For sporting facilities, we rely heavily on the Fiji Sports Council.

HON. P.K. BALA.- Do you have any memorandums of understanding with the municipal councils? I understand there is one with Lautoka City Council for the track. Do you have any MOUs regarding the use of the track with them?

MS. V. KILNER.- No, we do not have an official MOU. The Fiji Sports Council has been very supportive of national teams. Often, we write to them with details of the finalised teams and their training requirements, and they have consistently provided concessionary access to venues, which is very helpful.

HON. P.K. BALA.- I was talking about the municipal council?

MS. V. KILNER.- No, we do not have an MOU.

Public engagement

The next section focuses on public engagement and transparency, particularly decision-making. The foundation of FASANOC lies in our Charter, which governs all powers. I previously showed the governance framework from the Board of Management downwards, and the Charter clearly outlines the scope of those powers.

We were asked about performance and how it aligns with operational and strategic plans, as well as future development. In 2022, coming out of COVID-19, it was a transitional period, and we developed a 10-year strategy from 2022 to take us to Brisbane 2032. Brisbane 2032 is significant because it is within our region and presents challenges that require us to start selecting and developing athletes now. We also aim to use Brisbane 2032 as an opportunity to attract more international sporting events to Fiji, such as hosting qualifying events. Our strategic plan is designed with Brisbane 2032 in mind.

Strength and performance

In terms of areas of strength and performance in 2022, we had a rugby success and returned from Birmingham with two silver medals. We promoted our Olympic values, and we faced challenges such as limited financial support for games participation and the lack of a national high-performance or sporting framework. Establishing such a framework would allow everyone to understand their roles, safely prepare elite athletes, and begin conditioning them at a national level.

HON. V. PILLAY.- Has that strategic plan finalised and approved?

MS. V. KILNER.- Yes, the strategic plan was finalised in 2022 and passed at the Annual General Assembly. Another challenge is broadening our middle base beyond rugby. Rugby is our national sport, and it will always have strong support, but we need to develop other sports as well. We need to recognise sports such as football and their pathways to events like the World Cup, which we do not directly manage, but which can lead athletes into the Olympics. Several other sports have also qualified outright, and this remains an ongoing challenge.

In terms of the future, as outlined in our strategic plan and the four pillars, the first pillar focuses on providing athlete support for Brisbane 2032. This includes long-term athlete development pathways, high-performance needs, and working with the government to establish a national sporting framework. The second pillar aims to strengthen the capability and capacity of national federations, so they understand their responsibility to their elite athletes and do not place financial or other pressures on them. We also actively support national federations that bid to host international tournaments in Fiji, as this highlights Fiji's capacity to host such events. We have hosted a number of Oceania tournaments across various sports, and we encourage this because it attracts global attention and demonstrates that Fiji is capable of hosting world-class qualifying tournaments. Our aim is to strengthen this capacity within the country to host more international events.

MR. CHAIRMAN.- When you talk about these international games to come over to Fiji, do we have the resources and the capacity currently to host them?

MS. V. KILNER.- The short answer is yes, but with some qualifications. We have the facilities, absolutely, but they are ageing and need to be upgraded to meet the standards required by international federations. Compliance is key, and while we have the facilities, upgrades are necessary.

Secondly, Fiji is one of the few countries in the Oceania region with a significant number of technical experts. Whenever the Pacific Games are held anywhere in the Pacific, the majority of technical officials come from Fiji. This underscores the need to continue investing in our people. By accrediting

technical officials and investing in their development, we also require the facilities to support them when hosting events.

MR. CHAIRMAN.- When discussing the ageing of these facilities, are there any plans to review and upgrade them? This is essential. If international officials were to visit and assess our facilities against a checklist, do we have plans at present to bring the facilities up to standard?

MS. V. KILNER.- That is beyond the scope of FASANOC, as the facilities belong to the Fiji Sports Council and the government. We have encouraged them to continue liaising with international bodies to determine the checklist standards, because in the past, some facilities were developed but became non-compliant for hosting international tournaments. We connect with the international federations to ensure proper standards are met, but upgrading the facilities remains outside our scope.

SDGs and gender

The next segment relates to the Sustainable Development Goals (SDGs) and gender. We were asked about our alignment with the SDGs and how FASANOC addresses gender balance. We explicitly integrate SDGs into our work because we believe in the power of sport and athletes as ambassadors who can influence society. One of our key programmes is the FASANOC Athlete and Community Engagement Programme (ACE). This programme directly impacts SDGs 2, 4, 6, and 7. It addresses issues such as non-communicable diseases, drug prevention, HIV awareness, environmental sustainability, and equality. The ACE programme has been active for over 10 years, often collaborating with Fiji Sports Commission development officers who engage communities through sports programmes while the ACE programme addresses these broader social issues.

Regarding gender equality, this is not a box-ticking exercise for FASANOC. Our leadership reflects this commitment: the president has been female for the last quadrennial, and the new president, the CEO, and the Secretary General are all female. The chair of our Athletes Commission is also female. Previously, we had a Women in Sport Commission dedicated to encouraging female participation, which has now been embedded into our broader programmes.

Strategic plan

In our strategic plan, under the pillar “Sports for Development,” we champion using sports as a tool for societal impact. The ACE programme is our flagship initiative, empowering athlete leaders to engage with communities and teach values. This programme has received international recognition through the IOC and has been acknowledged by the Ministry of Health and the Ministry of Sport. The impact at the community level is significant, as this is where foundational engagement occurs. In 2022, our leadership and staff showed strong gender balance, with females holding key positions including the president, CEO, and Secretary General, and an even balance among staff.

MR. CHAIRMAN.- Thank you very much for a nice, in-depth presentation to the Committee.

HON. A. BIA.- Mr. Chairman, I would like to know, when the Government prepares the budget, does FASANOC make a submission as well? I ask this because, while we want to ensure that the welfare of our athletes is paramount, our role is primarily supportive. I understand that through the Fiji Sports Commission, the federations have been able to provide assistance. However, when athletes leave our shores, it is FASANOC that takes responsibility for their preparation and sends them. We want to help ensure that our athletes are fully prepared and that their welfare is fully taken care of before they depart.

MS. V. KILNER.- I must admit that all of our submissions to the Government thus far have been very specific to Team Fiji. We submit the total games budget and request that the Government provide one-third to support the team. We have not gone beyond that to request support for other activities we

undertake. I acknowledge that we have not done so, and this may be an area we need to explore. Fiji is one of the few countries in the Pacific, along with Australia and New Zealand, that travels with a psychologist and a full medical team during competitions. Moving forward, we need to provide this support to athletes domestically, prior to their departure, rather than solely at the games.

HON. A. BIA.- I believe that should be an important recommendation from this Committee. The welfare of our athletes is paramount, and we must do everything possible to assist FASANOC in preparing our athletes effectively.

MR. CHAIRMAN.- Thank you, Honourable Bia, for your detailed comments regarding the government's contribution today. I believe there will be further discussion on this matter when we convene as a Committee. As Team Fiji, our athletes represent the entire nation, and we have a collective responsibility to support them in every way possible, as discussed today. On that note, Honourable Members, I wish to sincerely thank the FASANOC team for availing themselves for this public hearing session. We appreciate your time and hope that you will be available for any further queries the Committee may have regarding the 2022 Annual Reports. I now declare this meeting closed.

The Committee adjourned at 10.41 a.m.

FASANOC

Fiji Association of Sports & National Olympic Committee



An organization belonging to the Olympic Movement



FIJI
ASSOCIATION
OF SPORTS &
NATIONAL
OLYMPIC COMMITTEE

Excellence, Respect, Friendship

FASANOC STATUS

- National not-for-profit non-governmental organization registered under the terms of Charitable Trusts Act (CAP.67)
- Affiliated to
 - *INTERNATIONAL OLYMPIC COMMITTEE (IOC)*
 - *COMMONWEALTH GAMES FEDERATION (CGF)*
 - *PACIFIC GAMES COUNCIL (PGC)*



FASANOC BRANDING



***FIJI NATIONAL OLYMPIC
COMMITTEE
(NOC)***

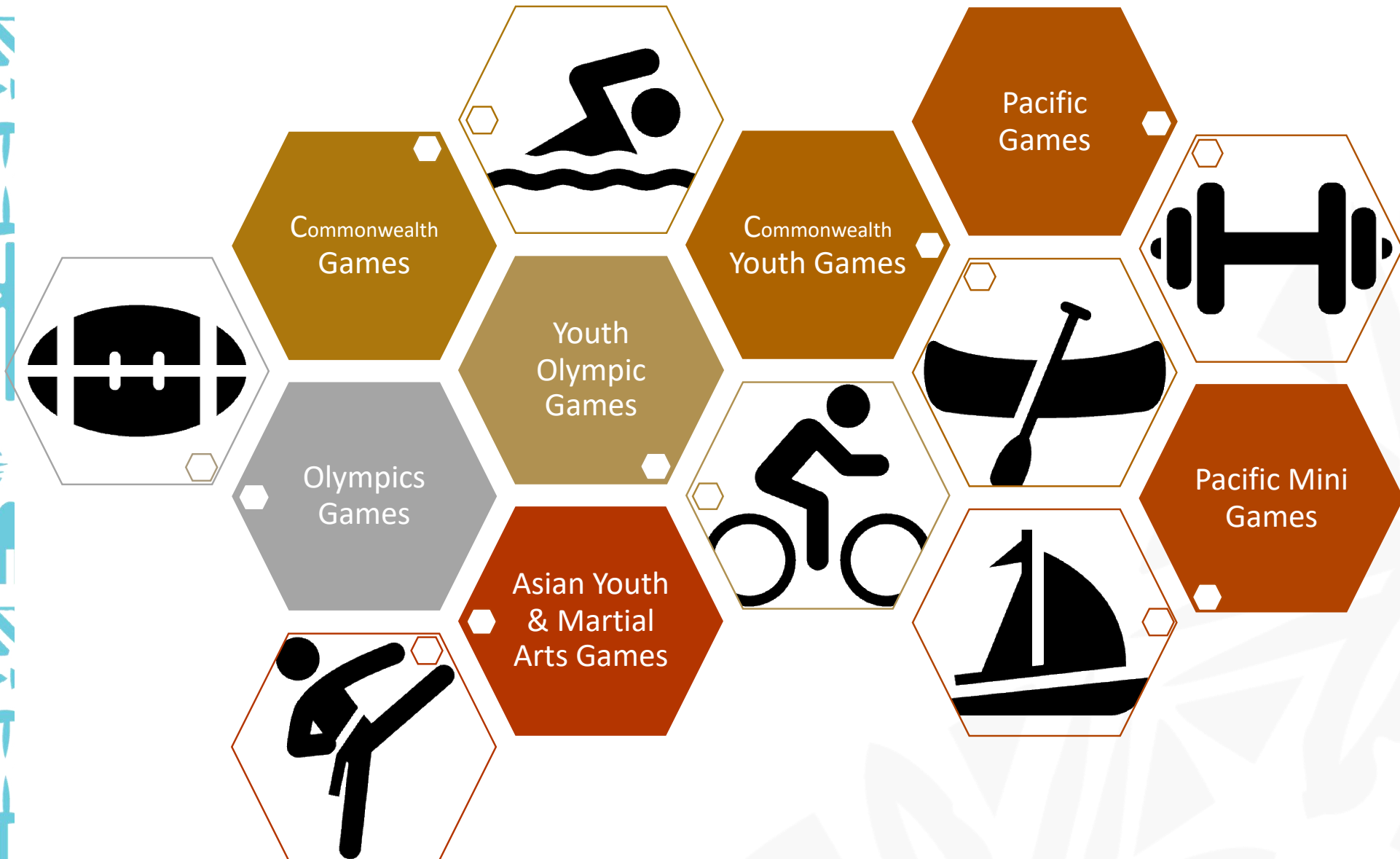


***FIJI COMMONWEALTH
GAMES ASSOCIATION
(CGA)***



***FIJI PACIFIC GAMES
ASSOCIATION
(PGA)***

WE TAKE YOU TO THE GAMES!!





PARTICIPATION

- FASANOC has coordinated the participation of Fiji in:
 - The Empire Games now the Commonwealth Games, debut 1938 then 1950 to date),
 - Commonwealth Youth Games (2004)
 - The Olympic Games (since 1956),
 - Youth Olympic Games (2010)
 - The South Pacific Games (since 1963), and
 - The South Pacific Mini Games (since 1981).
- 



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COMMONWEALTH GAMES  
PACIFIC GAMES"] --> B["FASANOC"]; A --> C["INTERNATIONAL  
FEDERATIONS"]; B --> D["NATIONAL FEDERATIONS"]; C --> D; D --> E["CLUBS"]; D --> F["CLUBS"]; D --> G["CLUBS"]; D --> H["CLUBS"];
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**OLYMPIC GAMES
COMMONWEALTH GAMES
PACIFIC GAMES**

FASANOC

**INTERNATIONAL
FEDERATIONS**

NATIONAL FEDERATIONS

CLUBS

CLUBS

CLUBS

CLUBS



OUR VISION

***Inspiring FIJI
through SPORTS***

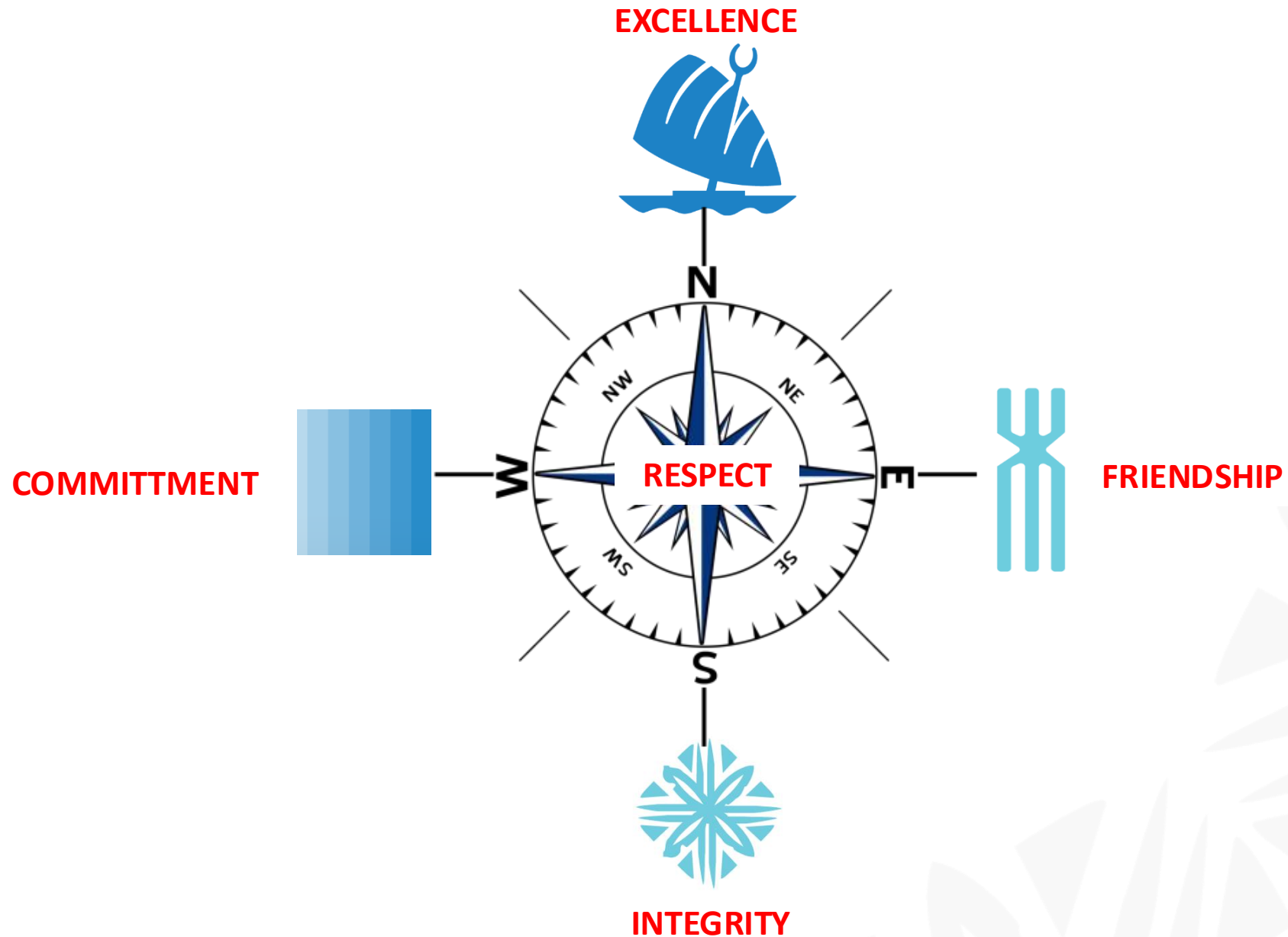
OUR MISSION

***Enhancing SPORTS
through
Collaboration and Learning***

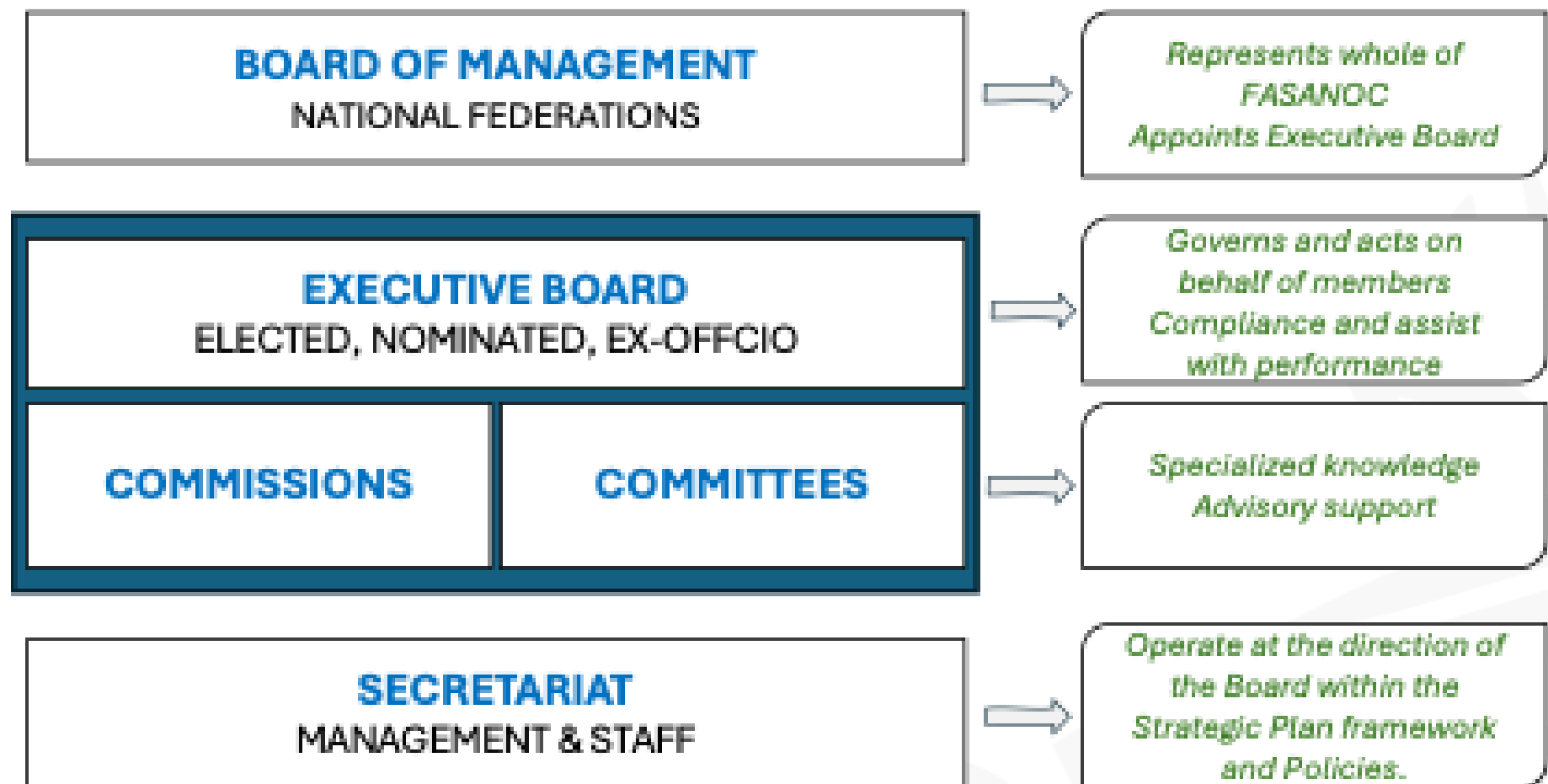
OUR VALUES

-  Excellence
-  Respect
-  Integrity
-  Commitment

OUR CULTURAL COMPASS

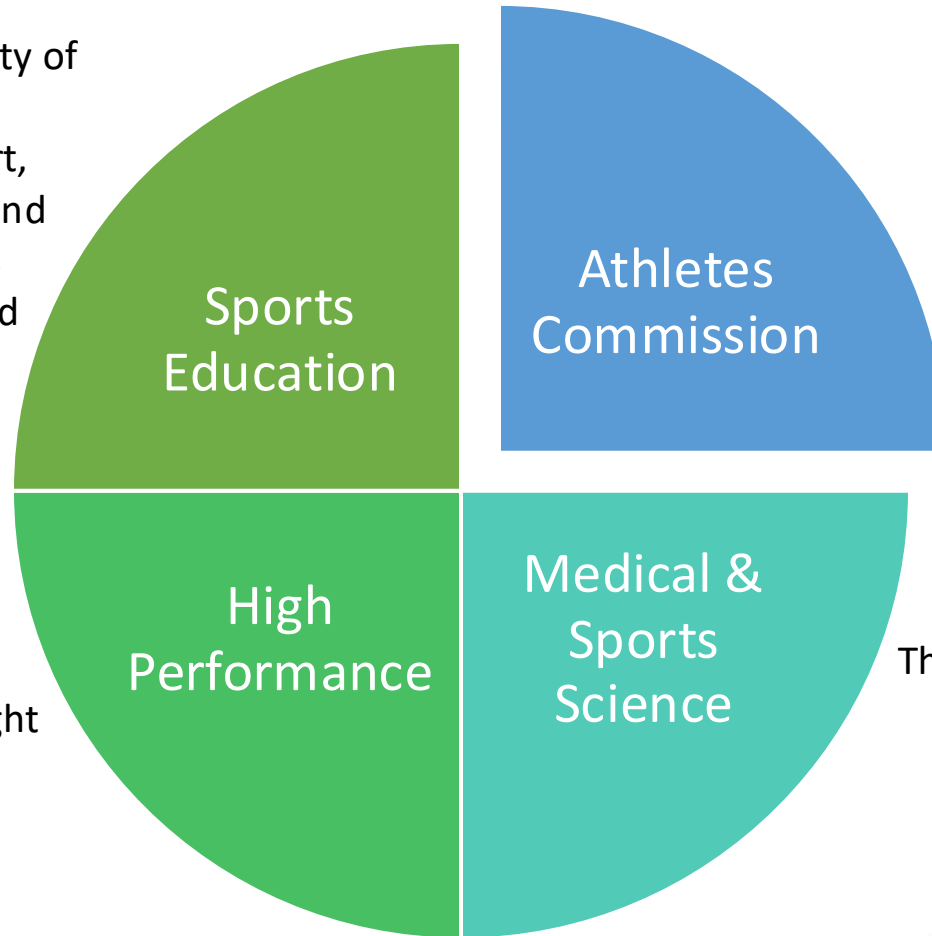


GOVERNANCE STRUCTURE



OUR COMMISSIONS

To protect the health and safety of TEAM FIJI athletes through research, education, & support, advisory body on all medical and sports science related matters including injury prevention and treatment.



The Commission promotes and protects the interests of Fiji's athletes to present views and to promote athlete involvement in decision-making at all levels including the promotion of Safe Sport.

High Performance provides strategic guidance and oversight on high performance sports programs, ensuring the development of elite athletes and the achievement of Fiji's competitiveness at regional and international levels.

The Sport Education Commission is an advisory group on developing an integrated sport training, development and accreditation framework to support the development of competent sport volunteers and professionals from grassroots to the elite level.

OUR PROGRAMS

Athletes and Communities Engagement (ACE)

The ACE Program advocates True Spirit of Sport and Social Messages; with thematic areas that covers personal growth, clean sport (Say NO to Drugs), sports integrity, NCDs awareness and promotional of physical activity.

Olympic Values

The Olympic Values Program speaks to the universal values of the IOC and using this to "Inspire the People of Fiji through sporting excellence" through its purpose which is to encourage, engage and empower athlete leaders and communities in Fiji in the advocacy of Olympic Values,

Smash Down Barriers

Table Tennis Disability Program are about increasing inclusive participation and improving quality of life of people with disability and women and girls - it provides opportunities to participate, and improved attitudes towards people with disabilities.

Safe Sports

Focuses on creating environments free from abuse, harassment and discrimination, promoting the physical, psychological and emotional safety of everyone, athletes, coaches, officials and spectators.

Training Programs

The FASANOC Sport Education Program works closely with the National Federations (NFs) to steadily produce trainers, coaches, mentors, and professional mentors that undergo ONOC's Oceania Sport Education Program (OSEP).

Vision

Inspiring FIJI through SPORT

Mission

Enhancing SPORTS through Collaboration and Learning

Values

Excellence***Respect******Integrity******Commitment***Strategic
Pillars**ATHLETE AND TEAM
SERVICES****NATIONAL FEDERATION
SERVICES****STRATEGIC
COLLABORATION****OPERATIONAL
SUSTAINABILITY**Strategic
Objectives***Strengthen Athlete & Team
Support from Grassroots to
Podium by 2032******Support, Strengthen & Service
National Federations for Podium
by 2026******Strengthen Stakeholder
Collaboration & Grow
Partnerships******Enhance Operational
Sustainability through Better
Administration & Governance***Strategic
Focus Areas**Team Fiji** to finish in the Top 3 for
PG27 and 1st in PG31Build and strengthen capacity of
National Federations where full
compliance to Principles of Good
GovernanceTo be recognized by **Government** as an
enabler to increase the value of sport
and impact of sports programs in
achieving National Development plansTo lead by example and to practice
Good Governance PrinciplesTo enhance **Sports Science** to ensure
athletes through their entourage are up
to date with current training protocols,
testing, and preparation**Sport for Development** to increase
awareness of potential of sport for
lifestyle, environment sustainability,
gender inclusion, safeguarding, wellness
and wellbeing initiatives**Sponsorship Acquisiton & Retention**
to create meaningful experiences by
delivering on promises and valueCreate a **Commercially Sustainable**
organisation and incorporate
sustainable business ventures and
partnershipsAdapt achievement-related processes
and outcomes to enhance **Athlete
Welfare and Pathways**Enhance **Development Framework**
through analyzing the sports ecosystem
using RAT to identify the key gaps and
risks AND implement measures to
change situations accordinglyDevelop **Strategic Partners** and
coolaborate to enhance sports
performancePrioritise athlete development and
welfare in ALL **Sports Commissions
and Programs**Implement and capitalise on ONOC's
Brisbane 2032 PlanSupport **High Performance** Systems,
structures and processes to enhance
elite performance targetsDevelop and moderate an Ecosystem of
Regional Partners from Community to
Elite for maximum benefitDevelop FASANOC's
Communications strategy and digital
footprint to support and promote its
programmes, partnerships, and
commercial relationships

OUR WHY!



FIJI
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NATIONAL
OLYMPIC COMMITTEE









FIJI
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NATIONAL
OLYMPIC COMMITTEE



PARLIAMENTARY STANDING COMMITTEE ON SOCIAL AFFAIRS



FIJI
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OLYMPIC COMMITTEE





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ANNUAL REPORT 2022



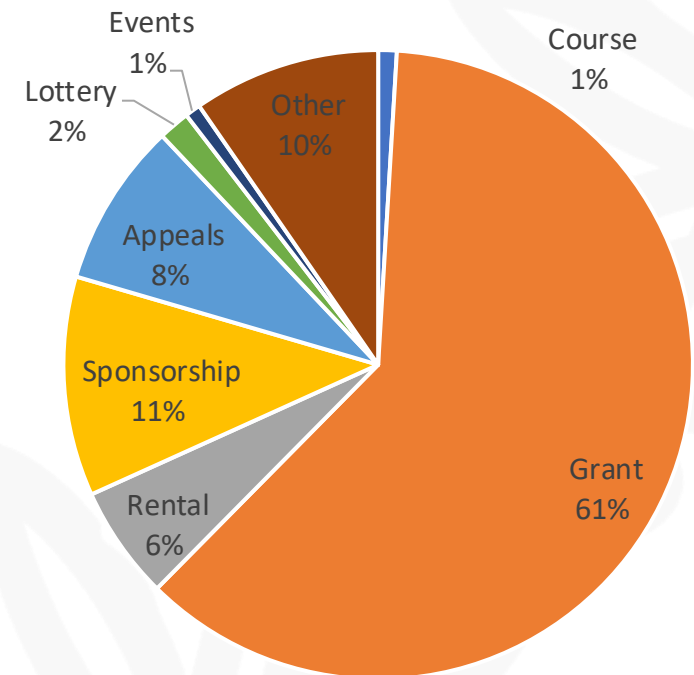
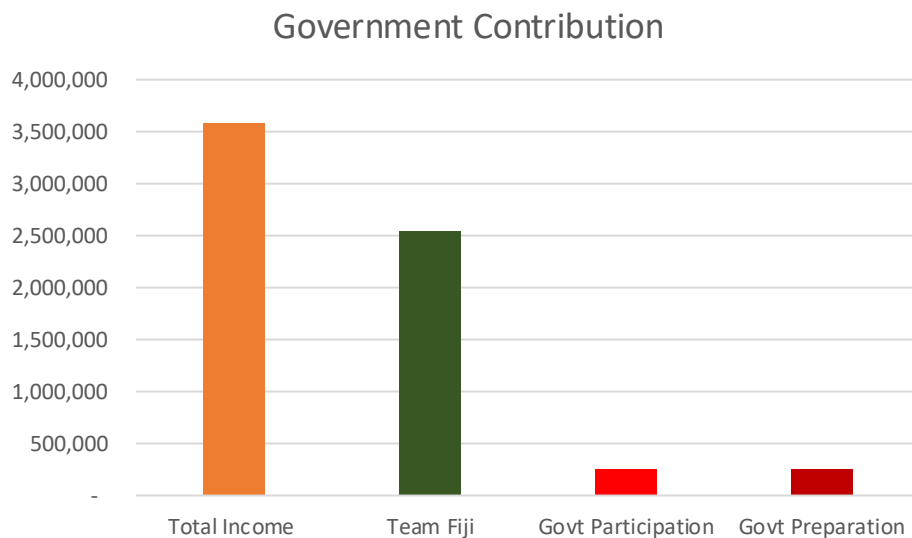
FINANCIAL PERFORMANCE

What are some of the major revenue streams that FASANOC had during 2022, and how has this revenue stream evolved over the years?

Can you provide insights into the major expenditures and how they contributed to operational efficiency?

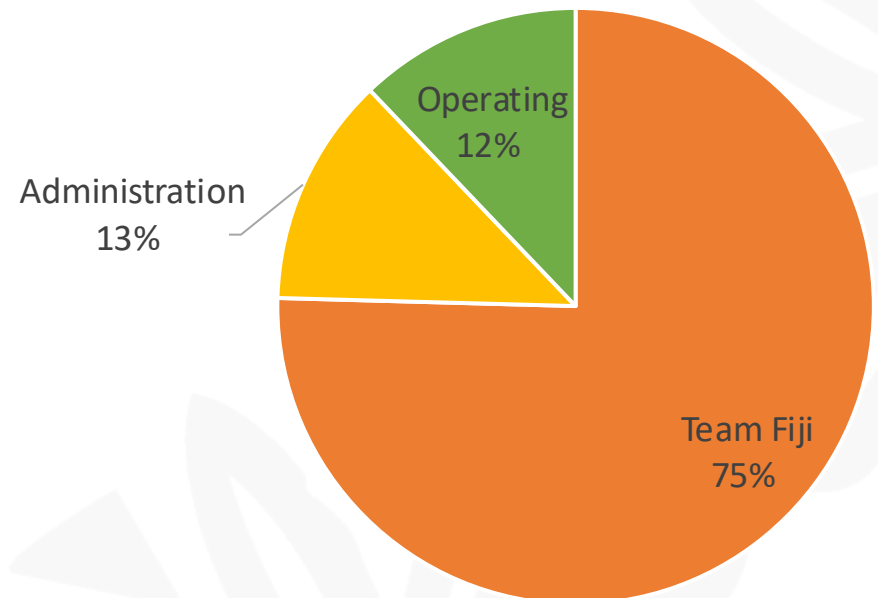
MAJOR REVENUE STREAMS

- FASANOC heavily relies on Grants and Sponsorship to fund its programs
 - IOC funding is the major funding donor that supports, some administration, programs, trainings, athlete and entourage development, etc
 - Team Fiji is funded through a 3-way partnership between FASANOC, Government, and the National Federations
 - Appeals is the NF contribution (levies)



MAJOR EXPENSES

- 75% of FASANOCs expenses are TEAM FIJI related;
 - Travel, Insurance, Team Uniforms, Accommodation
- Operations and administrations is largely to support Team Fiji and to provide support towards, athletes and national federations through education programs, and community programs.



POLICY AND REGULATORY CHANGES

What major changes were implemented during this period, and how did they impact on the services that you provide?

Were there any amendments to regulations that directly affected the sporting federation?

POLICY AND REGULATORY CHANGES

- The most significant shift was the full reopening of Fiji's borders and the removal of nearly all domestic COVID-19 restrictions.
 - Teams could travel abroad, and foreign teams and athletes could enter Fiji for tournaments.
 - Full-contact sports, indoor sports, and large-scale tournaments could resume without capacity limits or health protocols, revitalizing local competition and fan engagement.
- Federations focused primarily on grassroots development may have found it more difficult to secure significant government funding, as the budget was tightly focused on measurable outcomes (medals, international rankings).

POLICY AND REGULATORY CHANGES

- However, funding support was not provided for the Pacific Mini Games
- The view that the Pacific Mini Games are solely for youth, rather than national teams, is a misconception.
 - The Mini Games is hosted by smaller nations with limited hosting capacity, and therefore the Games are called 'mini'.
- These games are a pivotal developmental platform, providing athletes with essential international experience and exposure as they progress toward larger competitions.
- The mini games are the beginning of the quadrennial, and it is often these athletes, when nurtured that qualify and participate in the Olympic and Commonwealth Games.

INFRASTRUCTURE DEVELOPMENT

What were the key infrastructure projects undertaken in 2022.

How did FASANOC ensure sustainability in its infrastructure development plans?



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INFRASTRUCTURE DEVELOPMENT

- FASANOC's approach to infrastructure is less about being a direct builder and more about being an advocate, planner, and facilitator.
- FASANOC works within a broader national framework that aligns the goals of the government, national federations, and other stakeholders. This promotes institutional sustainability.
- FASANOC emphasis on "Soft Infrastructure" and Capacity Building:
 - A significant part of FASANOC's strategy is to invest in people — athletes, coaches, officials, and sports administrators.
 - Funding is largely from IOC

PUBLIC ENGAGEMENT AND TRANSPARENCY

How did FASANOC ensure transparency in its decision-making?



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OLYMPIC COMMITTEE

PUBLIC ENGAGEMENT AND TRANSPARENCY

- The foundation of FASANOC's transparency is its Charter; it outlines:
 - The powers of the CEO-Sec Gen, Executive Board, the President, and various committees. This prevents ambiguity about who is authorized to make which decisions.
 - It stipulates how office bearers are elected by the member federations.
 - It mandates regular meetings of the Executive Board and an Annual General Assembly (AGM), ensuring decisions are made in a forum, not unilaterally.

PERFORMANCE

Can you explain how well FASANOC has performed against the targets of your Operational and Strategic Plans.

If you could highlight FASANOC's future development plans towards Regional, International sporting events and athlete's empowerment.



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PERFORMANCE

- 2022 was a planning and transitional phase for FASANOC, coming out of COVID and developing a new Strategic direction for FASANOC through a new 10year Strategic Plan.
- The 2022-2032 Strategic Plan was being finalized for approval
- Areas of strong performance
 - Support towards rugby for international success.
 - Promotion of olympism and values and FASANOCs commitment to boarder societal goals using sports as a tool for change.
- Areas with Challenges and ongoing work
 - Financial limitations towards Games participation
 - Limitations with a national sports framework for high-performance athletes.
 - Broadening our medal base beyond rugby.

PERFORMANCE

- FASANOC's future plans are essentially linked to the next strategic cycle:
 - As per the Strategic Plan; the first pillar focuses on athlete support on systematically qualifying for and preparing for games in the next two quads – through to LA28 and B32.
 - The proximity of Brisbane 2032 is a massive opportunity, and long-term athlete development plans are already being influenced by this. This support includes the surrounding HP needs.
 - The second pillar focuses on strengthening the capability of the national federations (administrative and technical) in providing support in coaching education, sports science, and medicine.
- FASANOC will also actively support bids for Fiji to host regional tournaments as it provides a direct competitive advantage for Fijian athletes, boosts local sport economically, inspires community participation, and forces upgrades to local infrastructure.

SDGs & GENDER

How has FASNOC aligned to the Sustainable Development Goals.

How important FASNOC considers Gender equality throughout the organization.

SDGs & GENDER

- FASANOC has explicitly integrated the United Nations' SDGs into its strategic framework, recognizing the powerful role sports can play in achieving broader societal and environmental goals. Their alignment is not incidental but a deliberate part of their operations and programming.
- In particular with the FASANOC Athletes & Community Engagement Program; directly target non-communicable diseases (NCDs); Stop HIV, Say NO to Drugs, Go Green, Gender Equality, Athletes Wellbeing, Be a Leader (Role Models)
 - [SDG 3: Good Health and Well-Being](#)
 - [SDG 4: Quality Education](#)
 - [SDG 5: Gender Equality](#)
 - [SDG 13: Climate Action](#)
 - [SDG 15: Life on Land](#)
 - [SDG 16: Peace, Justice and Strong Institutions](#)

- In terms of Gender Equality, FASANOC views gender equality not as a box-ticking exercise but as a non-negotiable principle that strengthens the entire sports ecosystem. This is seen from the Executive Board, through to the Athletes Commission.
- There was a specific Women in Sports Commission focusing on getting more women and girls active in sports, however this has now moved to programs through the ACE programs.

Vision

Inspiring FIJI through SPORT

Mission

Enhancing SPORTS through Collaboration and Learning

Values

Excellence

Respect

Integrity

Commitment

Strategic
Pillars

**ATHLETE AND TEAM
SERVICES**

**NATIONAL FEDERATION
SERVICES**

**STRATEGIC
COLLABORATION**

**OPERATIONAL
SUSTAINABILITY**

Strategic
Objectives

*Strengthen Athlete & Team
Support from Grassroots to
Podium by 2032*

*Support, Strengthen & Service
National Federations for Podium
by 2026*

*Strengthen Stakeholder
Collaboration & Grow
Partnerships*

*Enhance Operational
Sustainability through Better
Administration & Governance*

Strategic
Focus Areas

Team Fiji to finish in the Top 3 for
PG27 and 1st in PG31

To enhance **Sports Science** to ensure
athletes through their entourage are up
to date with current training protocols,
testing, and preparation

Adapt achievement-related processes
and outcomes to enhance **Athlete
Welfare and Pathways**

Implement and capitalise on ONOC's
Brisbane 2032 Plan

Build and strengthen capacity of
National Federations where full
compliance to Principles of Good
Governance

Sport for Development to increase
awareness of potential of sport for
lifestyle, environment sustainability,
gender inclusion, safeguarding, wellness
and wellbeing initiatives

Enhance **Development Framework**
through analyzing the sports ecosystem
using RAT to identify the key gaps and
risks AND implement measures to
change situations accordingly

Support **High Performance** Systems,
structures and processes to enhance
elite performance targets

To be recognized by **Government** as an
enabler to increase the value of sport
and impact of sports programs in
achieving National Development plans

Sponsorship Acquisiton & Retention
to create meaningful experiences by
delivering on promises and value

Develop **Strategic Partners** and
coolaborate to enhance sports
performance

Develop and moderate an Ecosystem of
Regional Partners from Community to
Elite for maximum benefit

To lead by example and to practice
Good Governance Principles

Create a **Commercially Sustainable**
organisation and incorporate
sustainable business ventures and
partnerships

Prioritise athlete development and
welfare in ALL **Sports Commissions
and Programs**

Develop FASANOC's
Communications strategy and digital
footprint to support and promote its
programmes, partnerships, and
commercial relationships

FASANOC Athletes and Communities Engagement



Program

Advocacy program that uses **creative teaching ideas/techniques** and **physical activity** through form of different sports to address social issues, true spirit of sport and Olympic Values.

It is an inclusive Program that upholds the principle of Non-Discrimination

Purpose

To Encourage, Engage and Empower Athlete Leaders and communities in Fiji in the advocacy of Olympic Values , True Spirit of Sport and Social messages.

To promote physical activity in Fiji

Help FASANOC Commissions disseminate information to Athletes



FASANOC GENDER EQUITY

Year 2022	Male	Female
Executives	3	7
Staff	6	5

- President and CEO/Secretary General are both females