

NSA Governance Principles and Guidelines

Principle 1: NSA Governing Authority

NSAs should continue to strive for stakeholder and public recognition as the governing authority for their sport in Singapore, and by virtue of their affiliations, endeavours and conduct that befits their status as NSAs.

Guidelines:

- 1.1. NSAs should be an affiliate member of good standing with their respective international sport federation (IF) and the Singapore National Olympic Council in order to maintain their recognition as the national governing body for their sport.
- 1.2. NSAs should have Objects that are consistent with their status as national sport governing bodies and that should position the NSA as a force for good benefitting its key stakeholders and Singapore.
- 1.3. NSAs should unify all segments within their sport fraternity and be willing to work with each of these segments for the common good of the sport in Singapore.
- 1.4. NSAs should integrate adaptive forms of their sport for people with disabilities in the activities they organize, where possible.

Principle 2: NSA Membership

NSA membership should reflect the diverse needs and contributions of the various stakeholder groups within the sport, and decision-making powers should be vested in members who participate in the sport and activities of the NSA.

Guidelines:

- 2.1. Membership should be inclusive and open to clubs, sports academies, educational institutions, organisations, corporates and individuals who have an interest in the sport and agree to abide by the rules and regulations of the NSA.
- 2.2. Voting rights should only be accorded to members who are legal entities who continue to participate in the activities organised by the NSA.
- 2.3. Voting members should not have foreigners outnumbering Singaporeans (i.e. Singapore Citizens) on their board.
- 2.4. Voting members should have a minimum of 25 registered members and should be involved in the promotion, training and / or development of the sport in Singapore.
- 2.5. Each voting member should only have one vote regardless of the number of clubs, schools, branches, subsidiaries or business units they may have as a parent body or organisation.
- 2.6. Acceptance and removal of voting members should preferably be approved at a General Meeting of members by a resolution carried by at least two-thirds of the votes recorded at the meeting. Newly accepted members should only exercise their voting rights at subsequent general meetings.
- 2.7. Decisions that involve changes to the NSA's constitution, acquisition and disposal of immovable properties/assets, and expenditures of significant value that draws on the NSA's financial reserves (i.e. more than 10% of reserves or \$0.25M whichever is higher) should be approved at a General Meeting of members by a resolution carried by at least two-thirds of the votes recorded at the meeting.

Principle 3: Board Election

Election of NSA Board members should be conducted in a democratic manner and based on clearly stated rules, processes and criteria that are fair, open and transparent. Board members should be suitably qualified and be individuals of good standing in the community.

Guidelines:

- 3.1 The complete set of election rules, processes and criteria that ensures the proper conduct of Board elections (i.e. democratic, fair, open and transparent) should be clearly spelt out in the constitution, without any ambiguity or cause for contention by members.
- 3.2 Only a member of the NSA or an authorised delegate of a member of the NSA who has attained 21 years of age, and is a citizen or permanent resident of Singapore, should be allowed to contest the Board elections.
- 3.3 Individuals who are disqualified from serving on the Board of charities or companies pursuant to the Charities Act and Companies Act and individuals with past convictions for offences for which criminal record cannot be spent pursuant to the Registration of Criminals Act (Third Schedule) should not be allowed to contest the Board elections or to remain on the Board.
- 3.4 Nominees for the position of President should be a person of exemplary character with the relevant experience and leadership credentials, and preferably having served the sport and/or the NSA with distinction as an ex-athlete, official or volunteer.
- 3.5 The eligibility of voting members and nominated candidates for the Board election should be verified and confirmed by an independent panel that comprises individuals who are not contesting the elections.
- 3.6 The list of eligible nominees should be published in the NSA's official website and/or circulated to all voting members at least 5 days before the day of the election.
- 3.7 The Board election should be supervised by individuals who are not contesting the election and viewed as being impartial to the outcome of the election.
- 3.8 Voting should preferably be by secret ballot and no proxy votes should be allowed. Electronic voting shall be allowed for General Meetings conducted by electronic means.
- 3.9 Any tie in votes that affects the outcome of the election should be resolved through a subsequent round(s) of voting. If there are more than two candidates involved in the subsequent rounds of voting, the candidate with the lowest votes should be eliminated until the tie is broken.
- 3.10 If a tie persists after two successive rounds of voting involving the same candidates, the Chairman who is presiding over the election may decide to either exercise a casting vote, where the Chairman had been so empowered by the members at the start of the election, or draw lots to resolve the tie.

Principle 4: Board Role

NSAs should be headed by an effective Board with clear role and responsibilities. Board members should objectively discharge their duties and responsibilities as fiduciaries in the interests of the NSA and the sport in Singapore, and hold themselves to high ethical standards at all times.

Guidelines:

- 4.1 The role of the NSA Board is to:
 - (a) provide strategic leadership, set objectives, and ensure that the necessary plans, policies, programs and resources (financial and human) are in place for the NSA to meet its objectives;
 - (b) ensure all legal and statutory obligations are met and all constitutional and governance requirements are complied with;

- (c) establish a framework of prudent and effective controls which enables risk to be assessed and managed, including safeguarding of NSA's assets and the public funds it receives;
- (d) be responsible for the appointment (and removal) of senior management with clearly documented roles, responsibilities, accountability, reporting relationships and delegation of authority;
- (e) review management and Board performance;
- (f) manage conflict of interest;
- (g) identify and sufficiently engage the key stakeholder groups and recognise that their perceptions affect the NSA's reputation;
- (h) set the NSA's values and standards (including ethical standards), ensure that obligations to members and other stakeholders are understood and met, and address all disciplinary issues that arise; and
- (i) consider financial sustainability, social issues and environmental factors as part of its strategy and policy formulation.

Principle 5: Board Governance

The Board is collectively responsible to ensure compliance with the NSA's governing instrument and all relevant laws and regulations. The Board should ensure that the NSA is run well and operates responsibly, and continues to be effective, credible, and sustainable.

Guidelines:

- 5.1 The NSA Board should be appropriately sized to facilitate effective decision making. The ideal Board size should be no more than 15 members including any appointed members. Appointed Board members should not make up more than one-third of the Board.
- 5.2 Independent Board members with voting rights should make up at least one-fifth of the NSA Board. An "independent" Board member is one who is not associated or related to a club, organisation or individual who has an interest in the affairs or business of the NSA that could interfere, or be reasonably perceived to interfere, with the exercise of the Board member's independent judgement and ability to act in the best interests of the NSA.
- 5.3 The Board should appoint a Nominations Committee to identify and recommend suitable candidates, with the necessary competencies, to serve on the Board and for an appropriate balance and diversity of skills, experience, ethnicity and gender within the Board.
- 5.4 NSAs should form an Athletes' Commission, comprising of current and former national athletes, and should include its Chairperson, who should be a former national athlete, as a member on the Board. Alternatively, at least one athletes' representative should be elected to the Board.
- 5.5 The term of office for Board members should be no more than 4 years and preferably on a staggered terms basis.
- 5.6 In the event more than half of the Elected Board Member positions become vacant, the Board should convene a General Meeting as soon as possible in order to elect the replacement Board members for the remaining period of office.
- 5.7 The NSA's constitution should include provisions for telephonic and video-conference Board meetings, and for decisions to be made by circular resolutions through any acceptable means of communication including email.
- 5.8 The NSA's constitution should include provision for all unresolved disputes to be resolved at a General Meeting of the members or through mediation or arbitration.

- 5.9 The Board should establish, and make available online, a clear set of policies and processes that are consistent with established principles for the following:
- (a) selection of athletes for national teams, overseas competitions and major games
 - (b) selection of coaches and Technical officials for assignments and courses
 - (c) sanctioning of competitions and events held locally
 - (d) Anti-doping and Prevention of Manipulation of Competitions
 - (e) Safe Sport
 - (f) Whistleblowing
 - (g) Privacy and Data Protection
-