



TEMPLATE CONSTITUTION FOR NATIONAL ASSOCIATIONS

This template document is designed to help National Associations ensure that their constitutional documents contain all of the provisions required by the FIH Statutes. Such mandatory provisions are highlighted in blue font in this document.

The template also contains further provisions addressing certain basic issues that all national associations' constitutions have to address, such as which organs exercise which of the NA's powers, who is eligible for membership, and how disputes should be resolved. These provisions (set out in black font) are not mandatory under the FIH but instead are provided in an effort to guide and assist National Associations as to how they might address such issues in their constitutions.

It is important to remember, however, that each National Association will be founded under and governed by its country's national laws. Those laws may impose particular requirements on national sports governing bodies, including potentially dictating the form of organisation the National Association must take (e.g. a body corporate, an unincorporated association, a registered society), which will obviously have important consequences for its constitutional documents. Furthermore, a National Association may also have to meet the requirements of other bodies, such as the National Olympic Committee and/or funding agencies. As a result, this document can only act as a template, and it will always be necessary for the National Association to take local advice to ensure that its constitutional documents comply with all local requirements as well as all FIH requirements. (Local requirements should not conflict with the requirements of the FIH Statutes. If they do, please contact the FIH immediately).

**CONSTITUTION OF
[NATIONAL ASSOCIATION]**

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ARTICLE 1 – NAME AND PURPOSE

- 1.1. [NATIONAL ASSOCIATION] is a [company limited by guarantee/registered society/ [insert other form of organisation]], [incorporated and registered] in [COUNTRY]. Its address is _____.
- 1.2. [NATIONAL ASSOCIATION] was formed in [insert date]. Its fundamental purposes are:
- (a) to act as the sole and exclusive national governing body of *Hockey* for men and women in [COUNTRY], in accordance with and subject to the authority of the FIH and [insert name of relevant CONTINENTAL FEDERATION] over the sport, in accordance with the rights and freedoms of the Olympic Charter, and without discrimination of any kind, such as race, colour, gender, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status;
 - (b) to promote and develop *Hockey* at all levels throughout [COUNTRY] both at an elite level (as a professional/Olympic sport) and as a sport for all, including developing and organising (and/or supporting the development and organisation of) facilities, coaching and competitions that provide access for mass participation in the sport and pathways for the development of players, coaches and officials to participation in the sport at the elite level;
 - (c) to administer and regulate the sport at a national level, and to delegate authority to regional and local bodies as it sees fit to administer and regulate the sport at the regional and local level, subject always to its ultimate authority over the sport in [COUNTRY];
 - (d) to represent [COUNTRY] in continental affairs as a *Member* of [CONTINENTAL FEDERATION] and in international affairs as a *Member* of the *FIH*, including by organising the entry of teams to represent [COUNTRY] in *International Events*;
 - (e) to preserve and protect the safety and the integrity of the sport; and
 - (f) to fulfil such other functions and to discharge such other responsibilities as are delegated to it by the *FIH* and/or [CONTINENTAL FEDERATION].
- 1.3. This *Constitution* [or other name for the founding document], together with the bye-laws, rules and regulations issued under it, is governed by and shall be interpreted and applied in accordance with the laws of [COUNTRY], using the definitions and principles of interpretation set out in the Appendix (words and terms that appear in italicised text are defined in the Appendix).
- 1.4. This *Constitution* was adopted at the meeting of the *General Assembly* in [place] on [date] and came into force on [date]. It may be amended in accordance with [Article 4.1\(b\)](#), below.

ARTICLE 2 – AUTHORITY AND POWERS

- 2.1. [NATIONAL ASSOCIATION] recognises the *FIH* as the international governing body of the sport of *Hockey* and [CONTINENTAL FEDERATION] as the continental governing body of the sport of *Hockey*. As such, [NATIONAL ASSOCIATION] acknowledges and agrees, and all persons under the jurisdiction of [NATIONAL ASSOCIATION] (including all of the constituent bodies, officers, employees and appointees of [NATIONAL ASSOCIATION], including appointees to any [NATIONAL ASSOCIATION] board or committee, and all persons participating in any way in activities controlled and/or sanctioned by [NATIONAL ASSOCIATION], including, without limitation, any person who is involved in organising and/or participating as a player, umpire, tournament official or team official in any *Event* or match organised or sanctioned by [NATIONAL ASSOCIATION]) shall also be deemed to have acknowledged and agreed:
- (a) that the *FIH* has sole ultimate authority over the governance, regulation, and playing of *Hockey* and (subject to the *FIH*'s ultimate authority) [CONTINENTAL FEDERATION] has sole authority over the governance, regulation, and playing of *Hockey* in [CONTINENT];
 - (b) not to become a *Member* of or recognise or otherwise support any organisation with similar objects to the *FIH* or [CONTINENTAL FEDERATION] unless that organisation is recognised by the *FIH* or [CONTINENTAL FEDERATION] (as applicable);

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- (c) to be bound by and to comply in all respects with the *FIH Statutes and Regulations* and the *Statutes and Regulations* of [CONTINENTAL FEDERATION], and with the decisions taken by the *FIH*, [CONTINENTAL FEDERATION], and/or their respective constituent bodies pursuant to and in application and enforcement of such statutes and *Regulations*; and
- (d) to submit to the jurisdiction of the bodies set up under the *FIH Statutes and Regulations* and under the *Statutes and Regulations* of [CONTINENTAL FEDERATION] (including the *FIH Disciplinary Commissioner*, the *FIH Judicial Commission* and the *CAS*) to hear and determine disputes and appeals as set out in those documents, to the exclusion of all other courts, tribunals and arbitration bodies of any *Country* or organisation whatsoever;

2.2. Furthermore, [NATIONAL ASSOCIATION] agrees to respect, uphold and further the fundamental purposes of the *FIH* and [CONTINENTAL FEDERATION] and the ideals and objects of the *Olympic Movement*, including:

- (a) by claiming the sole and exclusive right to govern both men's and women's *Hockey* in [COUNTRY];
- (b) by concerning itself exclusively with the administration, organisation and playing of *Hockey* and not with the affairs of any other sport;
- (c) by managing its affairs autonomously and without interference from bodies outside the *Olympic Movement*;
- (d) by avoiding and opposing any discrimination against any person on the basis of his or her race, colour, gender, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status; and
- (c) by determining its office-holders by democratic elections, ensuring at all times an adequate minimum representation of each gender within its governance structure.

2.3. As a *Member* of the *FIH* and [CONTINENTAL FEDERATION], [NATIONAL ASSOCIATION] is recognised by those bodies as having sole and exclusive authority (subject to the ultimate authority of the *FIH*) to govern, administer and regulate the sport in [COUNTRY]. In accordance with that authority, and in furtherance of its purpose, [NATIONAL ASSOCIATION] shall:

- (a) establish and maintain an efficient administration to manage and control the affairs of [NATIONAL ASSOCIATION];
- (b) establish bye-laws or *Regulations* to make further provision for the management and control of the sport of *Hockey* in [COUNTRY] and/or the affairs of [NATIONAL ASSOCIATION] and/or its *Members*, as the [NATIONAL ASSOCIATION] thinks fit and shall:
 - (i) organise *Hockey Events* and matches and other activities at a national level within [COUNTRY], and organise and/or sanction the organisation of *Hockey Events* and matches and other activities at a regional or local level within [COUNTRY], all in accordance with the *FIH Regulations* on Sanctioned and Unsanctioned *Events*;
 - (ii) establish rules and *Regulations* governing *Hockey Events* and matches and other activities organised or sanctioned by [NATIONAL ASSOCIATION], including incorporating within its rulebook all *Regulations* that the *FIH* requires its *Members* to implement at national level (including the *FIH's Regulations* on Sanctioned and Unsanctioned *Events*, *Anti-Doping Rules* and *Anti-Corruption Regulations*, in each case as amended from time to time). For all aspects not directly regulated by the *FIH Anti-Doping Rules*, the *WADA code* and the *International Standards* shall apply automatically and be considered as part of this Constitution. In case of any conflict between other rules and the *FIH Anti-Doping Rules*, the *FIH Anti-Doping Rules* shall prevail so far as anti-doping matters are concerned.
 - (iii) establish and enforce appropriate disciplinary procedures to ensure the application of all relevant rules and *Regulations* at all *Hockey Events* and matches and other activities organised or sanctioned by or otherwise played under the jurisdiction of [NATIONAL ASSOCIATION]; and

- (iv) raise funds to finance the activities of [NATIONAL ASSOCIATION] by all available and appropriate means, including by levying subscriptions and other fees from *Members*, and by exploiting the commercial assets of [NATIONAL ASSOCIATION], including its intellectual property rights and any sponsorship, broadcasting and/or other commercial rights that it controls, and by receiving grants and donations, as the [NATIONAL ASSOCIATION] thinks fit;
 - (c) employ and pay person(s) to supervise, organise and carry out the work of [NATIONAL ASSOCIATION], as the [NATIONAL ASSOCIATION] thinks fit;
 - (d) purchase, lease or otherwise acquire any property or other rights and privileges, construct, maintain and alter any buildings or premises, and/or sell, let, mortgage, dispose of or turn to account all or any of the property or assets of [NATIONAL ASSOCIATION], in each case as the [NATIONAL ASSOCIATION] thinks fit;
 - (e) invest any funds not immediately required to fund [NATIONAL ASSOCIATION]'s activities in such manner as the [NATIONAL ASSOCIATION] thinks fit;
 - (f) establish, acquire or otherwise control other legal entities such as foundations or corporations as the [NATIONAL ASSOCIATION] sees fit;
 - (g) exercise all such other rights, powers and authorities and take such other lawful actions as may be considered necessary or desirable to achieve its objects; and
 - (h) file an annual report with the *FIH Executive Board* and with [CONTINENTAL FEDERATION] within the first three (3) months of each year, reporting on its activities (including major national Events staged, and drug-testing conducted) in the previous year.
- 2.4. [NATIONAL ASSOCIATION] will exercise its powers through its constituent bodies and officials, i.e., the *General Assembly*, the *Executive Committee (or Board of Directors)*, the *President*, the *CEO*, and/or other bodies or committees or persons appointed by and representing [NATIONAL ASSOCIATION].

ARTICLE 3 – MEMBERS

3.1. Eligibility for membership

- (a) Membership of [NATIONAL ASSOCIATION] is open to:
 - (i) the organisation for each [REGION] in [COUNTRY] that is responsible for governance of *Hockey* in that [REGION]; and
 - (ii) any organisation or institution registered in [COUNTRY] which is solely concerned with the development of *Hockey* in [COUNTRY].

Note: Subject to the requirements of national law, which may dictate the form and/or composition of membership of the National Association, a National Association is free to set the criteria for eligibility for membership, and to admit such persons as members in accordance with those criteria as it sees fit, including individuals and/or organisations. However, the National Association must ensure, by whatever means are appropriate under national law, that it has jurisdiction over and is able to bind to the commitments set out in this document, all persons participating in sanctioned hockey events and activities within its national jurisdiction.

3.2. Rights and obligations of *Members*

- (a) Subject always to the powers of suspension of rights of *Members* set out in this *Constitution*:
 - (i) a full *Member* shall enjoy all of the rights and benefits conferred on *Members* under the *Constitution*, including the right to participate in meetings of the *General Assembly* and to vote on resolutions put to the *General Assembly*; and

- (ii) a provisional *Member* shall enjoy the same rights and benefits as full *Members*, save that, although they may attend and speak at meetings of the *General Assembly*, they may not vote on resolutions put to the *General Assembly*.
- (b) Each full *Member* and provisional *Member*:
 - (i) must respect, uphold and further the purposes of [NATIONAL ASSOCIATION] set out in Article 1.2, above;
 - (ii) must pay when due all *Member* subscriptions decided upon by the *General Assembly* and any other monies due and owing to [NATIONAL ASSOCIATION]. Any *Member* that has failed to pay any part of any subscription or other debt when due for payment to [NATIONAL ASSOCIATION]:
 - (A) may not enter any team in any *Hockey Event* or match organised or sanctioned by or otherwise played under the jurisdiction of [NATIONAL ASSOCIATION] without the approval of [NATIONAL ASSOCIATION], unless it settles all such debts at least two weeks before the start of the *Event* or match in question; and
 - (B) may not attend (and so may not vote at) any meeting of the *General Assembly* unless the full amount owing is paid (in fully cleared funds) at least 24 hours before the start of the meeting; and
 - (C) may, in the circumstances set out in Article 3.6(a), below, be expelled from membership of [NATIONAL ASSOCIATION];
 - (iii) must comply with the requirements of the *Constitution*, including recognising and enforcing:
 - (A) all decisions of [NATIONAL ASSOCIATION]'s constituent bodies and/or officials made under the *Constitution*;
 - (B) periods of ineligibility and other disciplinary sanctions imposed by or under the *Constitution*; and
 - (C) periods of ineligibility and other disciplinary sanctions imposed by or under the *Regulations* of the *FIH*, a *Continental Federation*, or another *National Association*.
- (c) Neither the *Constitution* nor membership of [NATIONAL ASSOCIATION] shall create a partnership or agency relationship between [NATIONAL ASSOCIATION] and its *Members*. *Members* are not liable for the debts or obligations of [NATIONAL ASSOCIATION], and [NATIONAL ASSOCIATION] is not liable for the debts or obligations of *Members*

3.3. Admission to membership

- (a) Any entity wishing to become a *Member* of [NATIONAL ASSOCIATION] must apply in writing to the *Executive Committee*. All applications for membership must include:
 - (i) the name and address of the entity seeking admission as a *Member*, the names and addresses of the officers of the entity and (if applicable) the number of individual participants affiliated to it, either directly or indirectly (through their affiliation to clubs or provinces affiliated to the entity);
 - (ii) evidence that the entity satisfies the eligibility criteria for membership set out at Article 3.1, above;
 - (iii) a copy of the entity's *Constitution*; and
 - (iv) such further information as the *Executive Committee* considers relevant to the application.

- (b) If and when the *Executive Committee* is satisfied that the application satisfies all applicable requirements, it will submit the application to the next meeting of the *General Assembly* for decision. Only the *General Assembly* may admit an applicant as a full *Member*. However, the *Executive Committee* may admit an applicant as a provisional *Member* pending that meeting where it deems it appropriate to do so.
- (c) If the *Executive Committee* declines to submit the application to the *General Assembly*, or if the *General Assembly* rejects the application, the applicant may challenge that decision in accordance with Article 8.1, below.

3.4. Transfer of membership

A *Member* may not transfer its membership of [NATIONAL ASSOCIATION] to any other body.

3.5. Withdrawal from membership

Any *Member* may withdraw from membership of [NATIONAL ASSOCIATION] at the end of any calendar year provided it has given [NATIONAL ASSOCIATION] at least six (6) months' notice in writing of such withdrawal and has paid in full all monies that it owes to the [NATIONAL ASSOCIATION].

3.6. Suspension or expulsion from membership

- (a) Upon the proposal of the *Executive Committee*, the *General Assembly* may (by resolution supported by a *Special Majority*) suspend or expel any *Member* from membership of [NATIONAL ASSOCIATION] on any of the following grounds:
 - (i) the *Member* fails to pay any annual subscription or other amount owing to [NATIONAL ASSOCIATION] within six (6) months of it becoming due; or
 - (ii) the *Member* commits a serious or persistent breach of its obligations as a *Member*;
 - (iii) the *Member* neglects or compromises the interests of [NATIONAL ASSOCIATION]; or
 - (iv) the *Member* becomes insolvent, suspended operations, dissolved, or otherwise ceased to exist, or proposes to do any of those things

PROVIDED ALWAYS THAT the *Member* shall be given due notice of any such proposal for suspension or expulsion, as well as of the grounds for that proposal, and shall be given the opportunity to be heard by the *General Assembly* before any final decision is made in respect of such proposal. Furthermore, any such decision may be subject to appeal by the *Member* in accordance with Article 8.1, of this *Constitution*.

- (b) The *Executive Committee* may at any time (by resolution supported by a *Special Majority*) suspend a *Member* on any of the grounds set out in Article 3.6(a) pending consideration by the *General Assembly* at its next meeting of the *Executive Committee's* proposal for suspension or expulsion of that *Member*. The *Executive Committee* shall give the *Member* due notice and an opportunity to be heard (by means of written submission, unless otherwise specified by the *Executive Committee* before it makes any such decision. Furthermore, any such decision may be challenged by the suspended *Member* in accordance with Article 8.1, below.
- (c) A *Member* that has been suspended may not exercise any of the rights or benefits of membership of [NATIONAL ASSOCIATION] during such suspension. In particular, a suspended *Member* may not attend meetings of the *General Assembly* other than to be heard in accordance with Article 3.6(a), of this *Constitution*. Other *Members* may not maintain sporting contact with a suspended *Member*.
- (d) An entity that has withdrawn or been excluded from membership ceases to be a *Member* and shall not be entitled to enjoy any of the rights or benefits of membership. Any application to regain its status as a *Member* must be accompanied by payment in full of any subscriptions and/or other amounts owing to [NATIONAL ASSOCIATION] from its previous period of membership.

- (e) In cases where action is warranted against a *Member* but expulsion or suspension would be inappropriate, the *General Assembly* (or the *Executive Committee*, subject to ratification by the *General Assembly* at its next meeting) has the power to caution or censure a *Member*, withhold grants or subsidies from a *Member*, exclude a *Member's* teams from any *Event(s)* or match(es), remove or deny accreditation to officers or other representatives of a *Member*, or take such other action as it deems appropriate, provided that the *Member* shall be given due notice and an opportunity to be heard before any final decision is made, and any such decision may be challenged by the *Member* in accordance with Article 8.1, below.

3.7. Register of Members

The *CEO* shall maintain a register recording the names of all *Members* together with such other details relating to such *Members* as the *General Assembly* or the *Executive Committee* may require from time to time. The *CEO* shall make the register available for inspection on request by any *Member* or any member of the *Executive Committee*.

ARTICLE 4 – GENERAL ASSEMBLY

4.1. Authority

- (a) The *General Assembly* is the *Members* of [NATIONAL ASSOCIATION] in general meeting.
- (b) The *General Assembly* holds ultimate and supreme authority in relation to the affairs of [NATIONAL ASSOCIATION], including sole and exclusive authority (i) to expel a *Member*; (ii) to amend or add to this *Constitution* (subject to the mandatory requirements of the *FIH's Statutes*); (iii) to elect the *Executive Committee*; and (iv) to dissolve [NATIONAL ASSOCIATION].
- (c) The *General Assembly* may delegate any of its other powers to the *Executive Committee*, and/or may refer items to the *Executive Committee* for consideration and report.

4.2. Meetings

- (a) Ordinary meetings of the *General Assembly* shall be held once every year. The *Executive Committee* shall determine the date, the venue and the agenda for each such meeting. Any item that a *Member* wishes to be considered for inclusion on the agenda must be sent to the *Executive Committee* in writing, with a brief explanation, at least two (2) months before the date of the meeting.
- (b) Extraordinary meetings of the *General Assembly* shall be held (i) on the request of the *Executive Committee* or the *President*; (ii) within three (3) months of the death, resignation or permanent incapacity of the *President*; or (iii) within three (3) months of receipt by the *CEO* of a request signed by at least one third (1/3) of all *Members*, stating the matters to be discussed at the meeting. The *Executive Committee* shall determine the date, the venue and the agenda for each such meeting, except that the business of an extraordinary meeting that is requested by *Members* shall be as specified in that request.
- (c) *Members* shall be given notice of no less than three (3) months of the date and venue of any ordinary meeting of the *General Assembly* and notice of no less than two (2) months of the date and venue of any extraordinary meeting of the *General Assembly*. The formal convocation of *Members* shall be made in writing at least one (1) month before the date of the meeting, and shall include an agenda stating the nature of the business to be transacted at such meeting, as well as (in the case of an ordinary meeting) copies of the *President's* report and the audited financial statements of [NATIONAL ASSOCIATION] for the period since the last ordinary meeting of the *General Assembly*, and a list of the persons who have been nominated to stand in any election(s) to be conducted at the meeting.
- (d) Any matter that is not included on the agenda sent to *Members* at least one (1) month before the date of the meeting of the *General Assembly* may only be discussed at the meeting if the *Members* present at the meeting agree by a *Special Majority* to do so.
- (e) Meetings of the *General Assembly* may be attended by the following persons:

- (i) Each *Member* that is not in arrears or suspended from membership may send up to two (2) delegates to the meeting, each of whom must be affiliated to that *Member*. One of those two delegates must be designated the head of the delegation, with exclusive authority to speak for and (in the case of a full *Member*) to cast the vote of that *Member* on each resolution put to the *General Assembly* at the meeting.
 - (ii) A *Member* whose suspension or expulsion is on the agenda may send up to two (2) delegates to the part of the meeting where the resolution for such suspension or expulsion is considered, one of whom must be designated the head of the delegation. He may speak to but may not vote on the resolution. If the resolution is not passed, from that point the delegation may remain in the meeting and may speak to and vote (exclusively through the head of its delegation) on all subsequent resolutions put to the *General Assembly* at the meeting.
 - (iii) Members of the *Executive Committee*, who may speak at meetings of the *General Assembly* in their own right but may not vote on resolutions put to the *General Assembly*.
 - (iv) Other observers, at the discretion of the *President*, with no vote.
- (f) No business (save for adjournment of the meeting) may be conducted at a meeting of *General Assembly* that is not quorate. For a meeting of the *General Assembly* to be quorate, one-third (1/3) of all full *Members* must be in attendance at the opening of the meeting. If such quorum is not reached, the *Executive Committee* may convene another meeting of the *General Assembly* with the same agenda within thirty (30) days by written notice to all *Members*. Such meeting will be validly convened even if no quorum is then reached.

4.3. Decision-making

- (a) The *General Assembly* shall make decisions by voting on resolutions put to it at a meeting convened in accordance with Article 4.2. Such decisions shall come into effect immediately, unless *General Assembly* fixes another date for a decision to take effect. Resolutions for the admission, suspension and/or expulsion of any *Members* shall be considered before any other resolutions.
- (b) Save where this *Constitution* provides to the contrary, each full *Member* is entitled to one (1) vote on each resolution put to the *General Assembly*, provided it has a delegation present at the meeting. Voting by proxy or by letter is not permitted.
- (c) Voting shall be by show of hands or secret ballot (manual or electronic). The *Member's* vote on the resolution shall be exercised by the head of that *Member's* delegation to the *General Assembly*, provided that a person may only be head of one *Member's* delegation and so may only vote on behalf of one (1) *Member*
- (d) A resolution shall be considered passed by the *General Assembly* if it receives the requisite majority of votes in favour, as follows:
 - (i) Alterations to this *Constitution* require the support of a *Special Majority*, as does the suspension or expulsion of a *Member*.
 - (ii) Election to the office of *President* and to the *Executive Committee* requires *Absolute Majority* in favour of the candidate
 - (iii) Unless otherwise specified in this *Constitution*, all other resolutions require *Simple Majority* (disregarding any abstentions or blanked or spoiled votes).

ARTICLE 5 – THE EXECUTIVE COMMITTEE

If the NA is incorporated as a company, then some or all of the functions traditionally assigned to the “Executive Committee” would likely be performed by the NA’s Board of Directors. This template refers to “Executive Committee/Board of Directors”, to cover both possibilities; the NA should determine which one is correct to use in its case.

5.1. Authority

- (a) Subject to the exclusive powers and the authority of the *General Assembly*, the *Executive Committee* shall have full power and authority to manage the affairs of [NATIONAL ASSOCIATION] and to exercise all its powers, including (without limitation) the power to implement the decisions of the *General Assembly*, to issue, amend and rescind *Regulations*, to fix the strategy and policies of [NATIONAL ASSOCIATION], to supervise the *CEO* and his staff in the administration of the affairs of [NATIONAL ASSOCIATION] and in the implementation of such strategy and policies, to oversee legal compliance and risk management, and to appoint committees and/or working parties to advise the *General Assembly*, the *Executive Committee*, or the *President* and/or *CEO*.
- (b) In general, all matters not otherwise reserved to another body by this *Constitution* or by a mandatory provision of the laws of [COUNTRY] shall be decided by the *Executive Committee*.

5.2. Composition and authority

- (a) The *Executive Committee* shall consist of:
 - (i) The *President*, who shall be elected by *General Assembly* in accordance with this *Constitution*;
 - (ii) [X] ordinary members each of whom shall be elected by *General Assembly* in accordance with this *Constitution*, PROVIDED ALWAYS THAT [x] of the members must be female and [x] must be male;
 - (iii) An *Athletes' Representative*;
 - (iv) The *CEO*; and
 - (v) Any (non-voting) member co-opted onto the *Executive Committee*.

Note: In order to allow for effective decision-making, it is recommended that the *Executive Committee/Board of Directors* be limited to 10-12 members. Apart from elected members and an athlete's representative, National Associations are encouraged to consider providing for the co-option of further members on the basis of their skills, experience and/or independence. There should, so far as possible, be gender equality amongst its members.

- (b) All members of the *Executive Committee* shall hold such office in their personal capacity and not as representatives of any member or other organisation. They shall be required to exercise their powers and discharge their responsibilities as members of the *Executive Committee* not on behalf of any member or other organisation but rather based on their good faith assessment of what is in the best interests of [NATIONAL ASSOCIATION] and its member as a whole. In that regard, they shall exercise independent judgment and shall not be directed by any other person or body.

5.3. Election to the *Executive Committee*.

- (a) The member of the *Executive Committee* shall be elected at meetings of *General Assembly* in accordance with the following provisions of this Article 5.3.
- (b) Candidates for election (or re-election as the case may be) to the *Executive Committee*, including as *President*, must be nominated by the member to which they are affiliated. Nominations must reach the *CEO* not later than two (2) months before the date fixed for the next ordinary meeting of the *General Assembly*.

- (c) Further to Article 5.3(a), election to the *Executive Committee* (whether as *President* or as an ordinary member) requires an *Absolute Majority* to vote in favour of the candidate. If no candidate receives the support of an *Absolute Majority* on the first ballot:
 - (i) A second ballot shall be held. If there are more than two candidates for the post, then only the two candidates who came first and second in the first ballot shall be put forward in the second ballot.
 - (ii) If neither candidate is supported by an *Absolute Majority* on the second ballot, there shall be a third ballot.
 - (iii) If neither candidate is supported by an *Absolute Majority* on the third ballot, the candidate with the larger number of votes shall be declared the winner.
- (d) If there is a tied vote on the third ballot, then following completion of all other elections the member of the *Executive Committee* present at *General Assembly* shall select the winner by *Simple Majority*.

5.4. Term of Office

- (a) The *President* holds office for a term of four (4) years expiring at the close of the ordinary meeting of *General Assembly* at which the position falls vacant for election. The ordinary members of the *Executive Committee* hold office for a term of four (4) years (one half retiring every two years) expiring at the close of the ordinary meeting of *General Assembly* at which their position falls vacant for election.
- (b) The *President* and ordinary members of the *Executive Committee* are eligible for re-election at the end of any term of office, save that:
 - (i) they may not hold the same office for more than eight (8) consecutive years; and
 - (i) they are not eligible for election if they have reached the age of seventy (70) years as at the date of the ordinary meeting of the *General Assembly* at which they stand for election or if they will reach that age within six (6) months thereafter.
- (c) The *Athletes' Representative* is appointed by the *Executive Committee* and holds office for a term of four (4) years, which may be renewed. If he has to be replaced during that term, his replacement shall hold office for the remainder of that term.

5.5. Vacancies

- (a) If the *President* dies, resigns, is expelled or becomes permanently incapacitated during his term of office, or if there is no eligible or elected candidate for the position of *President* at the time of election, the *Executive Committee* shall appoint an acting *President* to hold office until the *General Assembly* appoints a person to fill the vacancy. A meeting of the *General Assembly* must be held within three (3) months for that purpose, unless the vacancy arises less than six (6) months before the next meeting of *General Assembly*, in which case, the acting *President* shall continue to hold office until the *General Assembly* elects a new *President*. The acting *President* shall be entitled to all privileges and responsible for all duties of the *President*.
- (b) Should an ordinary member of the *Executive Committee* die, resign, be expelled or become permanently incapacitated during his term of office, the seat shall remain vacant until the next ordinary meeting of the *General Assembly*. At that meeting, an election will be held for a new ordinary member in place of the departed ordinary member, with the successful candidate to serve either a four year term (if the departed ordinary member was elected four years previously and so was due to retire at that meeting in any *Event*) or a two year term (if the departed ordinary member was only elected two years previously and so was not otherwise due to retire at that meeting).
- (c) The *Executive Committee* has the right to end the mandate of any of its member who has been absent without valid reason for two (2) consecutive meetings. In such *Event*, that member's seat shall remain vacant until the next ordinary meeting of the *General Assembly*.

- (d) An *Executive Committee* member may be expelled by decision of the *General Assembly* if such member has breached the Code of Ethics or if the *General Assembly* considers that such member has neglected or knowingly jeopardised the interests of the [NATIONAL ASSOCIATION] or acted in a way which is unworthy of the [NATIONAL ASSOCIATION]
 - (i) The decision to expel an *Executive Committee* member is taken by the *General Assembly* upon the proposal of the *Executive Committee*. Such decision requires a *Special Majority*. The *Member* concerned has the right to be heard; such right includes the right to be acquainted with the charges and the right to appear personally and/or submit a defence in writing.
 - (ii) Until the *General Assembly* decides on an expulsion proposal, the *Executive Committee* may provisionally suspend the *Member* concerned and deprive such member of all or part of the rights, prerogatives and functions deriving from his/her membership.
- (e) A member expelled from the [NATIONAL ASSOCIATION] may no longer be a member or representative of a *Continental Federation* or *Member*.

5.6. Meetings of the *Executive Committee*

- (a) The *Executive Committee* shall meet in person at least four (4) times each calendar year on such dates and at such times and places as the *President* decides. Notice of such meetings must be issued at least thirty (30) days before they are held. Where urgent action is required between such meetings, the *President* may convene an emergency meeting at short notice, to be attended by members in person or by telephone, and/or may ask for votes on urgent business to be cast by electronic communication. If one third of the *Executive Committee* members request an emergency meeting of the *Executive Committee* the *President* must convene such a meeting. The request must be sent to the *CEO* and state the matters to be discussed at the meeting.
- (b) The quorum at a meeting of the *Executive Committee* (and for any resolution on urgent business that is cast by electronic communication) shall be one half (1/2) of the total membership of the *Executive Committee* (not counting any co-opted members). If such quorum is not reached, the *President* may convene another meeting of the *Executive Committee* with the same agenda within thirty (30) days. Such meeting will be validly convened even if no quorum is then reached.

5.7. Decision-making

- (a) The *Executive Committee* shall make decisions by voting on resolutions put to it at a meeting convened (or an urgent resolution circulated by electronic communication) in accordance with Article 5.6, above. Such decisions shall come into effect immediately, unless the *Executive Committee* decides otherwise.
- (b) Each member of the *Executive Committee* present at the meeting shall be entitled to one (1) vote on each resolution. The resolution shall be considered passed by the *Executive Committee* if it receives the requisite majority of votes in favour (disregarding any abstentions), as follows:
 - (i) Approval of *Regulations* and any amendments, additions or alterations to them requires the support of a *Special Majority*.
 - (ii) Suspension of a *Member* requires the support of a *Special Majority*.
 - (iii) Unless otherwise specified in this Constitution or agreed by the *Executive Committee*, other resolutions require a *Simple Majority*.

ARTICLE 6 – THE PRESIDENT AND THE CHIEF EXECUTIVE OFFICER

6.1. The *President*

Note: If the NA is incorporated as a company, with a Board of Directors, the 'President' can be replaced with the 'Chairman of the Board'.

- (a) The *President* is the principal elected officer of [NATIONAL ASSOCIATION], and represents it in all official functions. He is responsible for ensuring the integrity of the governance processes followed by the *General Assembly*, and the *Executive Committee*. Unless otherwise agreed, he chairs all meetings of the *General Assembly* and of the *Executive Committee*.
- (b) The *President* may take any urgent action or decision within the powers of the *Executive Committee* when circumstances prevent the *Executive Committee* taking such action or decision sufficiently quickly. Such action or decision must be consistent with the agreed policies of the *Executive Committee* and must be submitted promptly for ratification by the *Executive Committee*.
- (c) The *President* may delegate his duties as he deems appropriate.
- (d) In circumstances where the *President* is provisionally or temporarily unable to perform his duties, the *Executive Committee* may appoint an acting *President* until such time as the *President* is able to resume his duties

6.2. The CEO

- (a) The *Executive Committee* may appoint a *CEO* on such terms and conditions as to remuneration, period of employment (and termination thereof) and duties as the *Executive Committee* deems fit.
- (b) The *CEO* shall be a member of the *Executive Committee*. He or she shall be responsible for managing the staff and the day-to-day operations of [NATIONAL ASSOCIATION], for administering its affairs, and for implementing the decisions and policies of the *General Assembly* and the *Executive Committee*.

6.3. Official statements and acts

- (a) All official announcements, statements and correspondence (in all forms) on behalf of [NATIONAL ASSOCIATION] may only be made by the *President*, the *CEO* or any other person duly authorised by them.
- (b) Only the *President* and/or the *CEO* (or another person holding the written mandate of the *President*) has authority to enter into contracts or otherwise make legally binding commitments on behalf of [NATIONAL ASSOCIATION].

6.4. Indemnity

Every member of the *Executive Committee*, every member of a committee or working group (including the *Disciplinary Commissioner*), every person appointed by the [NATIONAL COMMISSION] to perform a special assignment, the *CEO* and every employee, every official and every officer of the [NATIONAL COMMISSION] shall be indemnified by the [NATIONAL COMMISSION] in respect of any claim (whether civil or criminal) that is made against him and/or any liability that he incurs as a result of his office or the exercise of his powers or the execution of his duties, whether or not judgment is given in his favour or he is acquitted, provided that he has acted at all times in good faith.

ARTICLE 7 – COMMITTEES

- 7.1.** *Committees* may be created by the *Executive Committee* for the purpose of advising the *General Assembly*, the *Executive Committee*, the *President* or the *CEO* as the case may be. They may be standing or ad hoc *Committees* but in each case the *Executive Committee* shall establish their terms of reference, decide upon their membership, and dissolve them when he considers their mandate to be completed.
- 7.2.** No meeting of any *Committee* may be held without the prior agreement of the *President* or the *CEO*.
- 7.3.** The Chairs of the *Committees* are responsible to and report to the *Executive Committee* through the *CEO* on all deliberations and discussions that take place at meetings of their respective *Committees*

and shall be responsible for the production of minutes of the meeting to act as an official record of the meeting

- 7.4. Unless stated otherwise, all discussions at meetings of *Committees* are confidential. Members of *Committees* must not disclose any discussions that take place at meetings to any third parties without the prior permission of the *President* or the *CEO*.

ARTICLE 8 – DISPUTE RESOLUTION

8.1. *Disciplinary Commissioner*

- (a) The *Executive Committee* shall appoint from time to time a *Disciplinary Commissioner*, who shall be independent of the [NATIONAL ASSOCIATION], and shall hold office for four (4) years. During that term, he may be removed from office only by a resolution of *General Assembly* passed by an *Absolute Majority*.
- (b) Except when the *Constitution* vests such jurisdiction in another body or person, the *Disciplinary Commissioner* is vested with the full power and exclusive authority to investigate, consider and determine the following matters referred to him by the *CEO*:
- (i) allegations of acts of misconduct on or off the field of play at a *Hockey Event* which have not been dealt with during the *Event*;
 - (ii) allegations of other breach(es) of *Regulations* (whether by an *Athlete*, or a *Member*, or otherwise); and
 - (iii) any other matters referred to him by the *CEO*;
- and the *Disciplinary Commissioner* shall also have jurisdiction to resolve any challenge to a refusal by the *CEO* to refer a matter to him.
- (c) The *Executive Committee* may issue *Regulations* setting out the procedures to be followed in matters referred to the *Disciplinary Commissioner*, or else the *Disciplinary Commissioner* shall determine the procedures to be followed in such matters. In either case, such procedures (i) are subject to any overriding provisions in the *Regulations* alleged to have been breached (where applicable); and (ii) must respect the parties' rights to a fair and impartial hearing.
- (d) The *Disciplinary Commissioner* shall act at all times independently and impartially in the exercise of his judicial functions. In doping or corruption matters (or complex matters arising under other *Regulations*), he may if he deems it appropriate co-opt two other independent and impartial persons to consider and determine the matter with him. He shall have power, to be exercised as appropriate in the circumstances of the matter in hand
- (e) The *Disciplinary Commissioner* shall have the power to impose the sanctions or other consequences (including costs) specified in the relevant *Regulations* alleged to have been breached for proven breaches thereof, or (if none are so specified) to impose such sanctions as he sees fit.
- (f) Save where this *Constitution* or the *Regulations* alleged to have been breached provide otherwise, decisions of the *Disciplinary Commissioner* may be appealed to [ARBITRAL BODY].

Note: If there is an arbitral body that has suitable expertise in sport but is independent from the National Association – i.e. a national Court of Arbitration for Sport, along the lines of the Sport Dispute Resolution Panel in the UK, or CCADR in Canada – then the National Association should consider giving it jurisdiction to hear appeals from the decisions of its Disciplinary Commissioner, as this will help to reduce the chances of the National Association being drawn into long and expensive proceedings in the national courts.

ARTICLE 9 – DISSOLUTION

- 9.1. [NATIONAL ASSOCIATION] may only be dissolved at a meeting of the *General Assembly* convened for the purpose and by a resolution supported by a *Special Majority*.
- 9.2. If [NATIONAL ASSOCIATION] is dissolved, all debts and liabilities legally incurred on behalf of [NATIONAL ASSOCIATION] shall be fully discharged and its remaining assets, if any, shall be donated to the *FIH* or to the order of the *FIH*.

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APPENDIX – DEFINITIONS AND INTERPRETATION

A.1 In this [founding document], the following words and expressions have the meanings set out opposite them:

<i>Absolute Majority</i>	More than ½ of those present in the room at the time of the vote and entitled to vote, including any abstentions or blanked or spoiled votes
<i>Athlete</i>	Any natural person competing in a Hockey event sanctioned by the [NATIONAL ASSOCIATION], a CF and or a Member.
<i>CEO</i>	The Chief Executive Officer of the [NATIONAL ASSOCIATION] referred to in this Constitution.
<i>Continental Federation</i>	A continental federation established in accordance with Article 3 of <i>FIH's</i> Statutes.
<i>Constitution</i>	The Constitution of the [NATIONAL ASSOCIATION]
<i>Country</i>	The whole <i>Country</i> , state, territory or part of a territory under the jurisdiction of a <i>National Association</i> , as recognised by the <i>FIH</i> in its absolute discretion..
<i>Disciplinary Commissioner</i>	The <i>Disciplinary Commissioner</i> appointed in accordance with this Constitution.
<i>Event</i>	Any indoor or outdoor <i>Hockey</i> match, tournament or competition or other event, at whatever level played, and including age group events such as “Masters” events.
<i>Executive Committee/Board of Directors</i>	The <i>Executive Committee/Board</i> of Directors of [NATIONAL ASSOCIATION] established in accordance with Article 5, above.
<i>Federation / FIH</i>	The International Hockey Federation.
<i>General Assembly</i>	The General Assembly of the [NATIONAL ASSOCIATION] referred to in this Constitution.
<i>Hockey</i>	The game of hockey, including both field and indoor hockey and all current and future forms, variations and/or derivatives of the game modified or derived from its traditional form, irrespective of the number of players involved, or the type of venue or playing surface used (excluding only ice-hockey), as decided from time to time by the Executive Board.
<i>International Event</i>	A duly-sanctioned match or event contested by national representative teams.
<i>Olympic Movement</i>	The Olympic Movement is composed of three main constituents: the International Olympic Committee (IOC), the International Sports Federations (IFs) and the National Olympic Committees (NOCs) and as defined in the Olympic Charter.
<i>Member</i>	A party that has been admitted as a member of [NATIONAL ASSOCIATION] in accordance with Article 3, of this <i>Constitution</i> .
<i>National Association / NA</i>	A national governing body of <i>Hockey</i>
<i>President</i>	The President of the [NATIONAL ASSOCIATION] referred to in this Constitution

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<i>Regulations</i>	Any codes, (including the Code of Ethics), rules or regulations made by or on behalf of the [NATIONAL ASSOCIATION], including all amendments thereto and re-enactments thereof.
<i>Simple Majority</i>	More than ½ of the votes validly cast (disregarding any abstentions or blanked or spoiled votes).
<i>Special Majority</i>	More than ¾ of those present in the room at the time of the vote and entitled to vote.

- A.2** This Constitution shall be interpreted and applied in the manner most consistent with the purposes of [NATIONAL ASSOCIATION] set out at Article 1.3.
- A.3** For convenience and clarity, the masculine gender is used in this Constitution and shall be interpreted to include the feminine gender as appropriate. Words importing the singular shall include the plural and vice versa.
- A.4** The *Executive Committee* shall have the final decision on any matter not provided for in the *Constitution*, or in cases of force majeure.
- A.5** If any provision of this Constitution is determined to be unlawful or unenforceable for any reason, the remainder of this Constitution will remain intact and enforceable.
- A.6** Departures from the requirements of this Constitution (including but not limited to departures from procedural requirements) may be cured by the *General Assembly* at its next meeting by ratifying the act(s) and/or decision(s) in issue.