ISLAMIC SOLIDARITY SPORTS ASSOCIATION

ISSA
STATUTE

2026

Revised in 2026

Table of Contents

PREAMBLE 4
Article 1 : DEFINITIONS 5
Article 2 : THE ASSOCIATION 6
Article 3 : THE ASSOCIATION'S AUTONOMY 6
Article 4 : THE HEADQUARTERS 6
Article 5 : MEMBERSHIP 6
Article 6 : LOGO, FLAG AND ANTHEM 8
Article 7 : OFFICIAL LANGUAGES 8
Article 8 : GOALS AND OBJECTIVES 8
Article 9 : ISSA STRATEGY 10
Article 10 : ORGANIZATIONAL STRUCTURE 10
Article 11 : PATRONAGE AND HONORARY MEMBERSHIP 10
Article 12 : COMPOSITION OF THE GENERAL ASSEMBLY 11
Article 13 : OBSERVERS AND GUESTS AT THE GENERAL ASSEMBLY 11
Article 14 : POWERS OF THE GENERAL ASSEMBLY 11
Article 15 : MEETINGS OF THE GENERAL ASSEMBLY 12
Article 16 : QUORUM OF THE GENERAL ASSEMBLY 13
Article 17 : VOTES AND DELEGATES OF THE GENERAL ASSEMBLY 13
Article 18 : MINUTES OF THE GENERAL ASSEMBLY 14
Article 19 : EFFECTIVE DATES OF DECISIONS OF THE GENERAL ASSEMBLY 15
Article 20 : COMPOSITION OF THE EXECUTIVE BOARD 15
Article 21 : ELIGIBILITY FOR THE EXECUTIVE BOARD 16
Article 22 : ELECTIONS 16
Article 23 : EXECUTIVE BOARD CHARTER 17
Article 24 : EXECUTIVE BOARD CODE OF CONDUCT 18
Article 25 : AUTHORITY AND RESPONSIBILITY MATRIX (RACI Matrix) 18
Article 26 : MEETINGS OF THE EXECUTIVE BOARD 18
Article 27 : DISCLOSURE OF INTEREST 19
Article 28 : FUNCTIONS OF THE EXECUTIVE BOARD 19
Article 29 : TERMINATION OF EXECUTIVE BOARD MEMBERSHIP 20
Article 30 : DUTIES OF OFFICE BEARERS 21
Article 31 : THE BUREAU 22
Article 32 : THE SECRETARIAT 23

Article 34 : FISCAL YEAR 24
Article 35 : ASSETS 24
Article 36 : REVENUES 25
Article 37 : ACCOUNTS AND AUDITS 25
Article 38 : GAMES AND COMPETITIONS 26
Article 39 : RIGHTS IN COMPETITIONS AND EVENTS 26
Article 40 : GENERAL PROVISIONS 27

PREAMBLE

Under Resolution # 17/11-C of the Eleventh Islamic Conference of Foreign Ministers of the Organization of the Islamic Conference (OIC) held in Islamabad Pakistan from 2 to 7 Rajab 1400H (17-22 May, 1980); and

In reference to Resolution # 7/3-C of the Third Islamic Summit Conference held in Makkah Al-Mukarramah and Taif from 19 to 22 Rabi- Ul-Awwal, 1401H (25-28 January 1981) calling for the formation of a specialised organisation for the development of sport and organisation of sport events in the Member States of the Organization of Islamic Cooperation (OIC) (formerly the Organization of the Islamic Conference).

In fulfilment of this aspiration, the formation of the Islamic Solidarity Sports Association (formerly the Islamic Solidarity Sports Federation) was declared at the founding conference held in Riyadh, Saudi Arabia, on 18 Shaban 1405 (8 May 1985), with the participation of the representatives of thirty-four (34) National Olympic Committees (NOCs).

Article 1 : DEFINITIONS

The terms and phrases below, wherever mentioned in this Statute, shall have the meaning assigned to them as shown unless the context indicates otherwise.

1.	Executive Board	The Executive Board of ISSA
2.	ISG/ Games	Islamic Solidarity Games of ISSA
3.	General Assembly	The General Assembly of ISSA
4.	Headquarters	The Headquarters of the ISSA
5.	IOC	International Olympic Committee
6.	ISSA/ The Association	Islamic Solidarity Sports Association
7.	Member States	Members States of the OIC
8.	NOCs/Olympic Committees/ Members	ISSA Member National Olympic Committees
9.	OIC	Organisation of Islamic Cooperation
10.	Secretary General	Secretary General of ISSA
11.	Statute	The Statute of the ISSA
12.	The Bureau	Bureau of ISSA
13.	The General Secretariat	ISSA General Secretariat
14.	WADA	World Anti-Doping Agency

Article 2 : THE ASSOCIATION

2.1. The ISLAMIC SOLIDARITY SPORTS ASSOCIATION, hereinafter known as the ISSA, shall be an independent non-profit sports organization with a legal personality incorporated and registered in the Member State hosting the headquarters.

2.2. It shall be affiliated to the OIC. It shall be financially and administratively independent and operate in accordance with the Olympic Charter, this Statute, and applicable/ relevant statutes, regulations, and rules of the International Federations of the Sports disciplines featured in the Games Programme.

Article 3 : THE ASSOCIATION'S AUTONOMY

3.1. The ISSA shall exercise its functions and competencies to achieve its mission within the scope of complete and responsible Autonomy devoid from all political, religious, and economic pressures in line with the provisions of the Olympic Charter also taking into consideration the laws and regulations of the Member State hosting the ISSA Headquarters.

Article 4 : THE HEADQUARTERS

4.1. The Permanent Headquarters of ISSA is located in the city of Riyadh, Kingdom of Saudi Arabia.

Article 5 : MEMBERSHIP

5.1. The National Olympic Committees that are recognized by the IOC in the OIC Member States shall have the right to acquire ISSA Membership.

5.2. An NOC recognised by the IOC and belonging to any OIC Member State shall apply for membership in writing to the Secretary-General. The following items must accompany the application:

a) a copy of its legally valid statutes or constitution,
b) a written declaration that it will always comply with this Statute, by-laws, and decisions of ISSA,
c) Names of key officials of the NOC executive board/, particularly the president and the secretary general.

5.3. The Executive Board may grant the applicant a provisional Membership before the ratification of this Membership by the General Assembly.

RIGHTS OF MEMBERS :

5.4. Members have the following rights:

a) To take part in all ISSA programs and events.
b) To provide proposals for inclusion on the agenda of the General Assembly;
c) To nominate, second, and or vote for candidates for elective positions of the Executive Board;
d) To be informed of the affairs of ISSA through official communication channels;
e) To participate in the Games and events organised by ISSA.

5.5. The exercise of these membership rights is subject to provisions stipulated for in this Statute and other laws and regulations of ISSA.

OBLIGATIONS :

5.6. Members shall be meeting their obligations and in good standing if they:

a) Fully comply with this Statute, regulations, by-laws, and ISSA directives and decisions;

b) Meet any other financial obligations;

c) Participate in the ISSA Games, competitions, events and General Assembly meetings. After the Executive Board's approval, a member NOC which does not participate in the said events, at least one time, over a period of two (2) consecutive years shall not be in good standing.

5.7. Violation of the obligations mentioned above by any Member may lead to the following measures and sanctions, depending on the gravity of the facts and the level of damage or infringement:

a) Warning
b) Suspension
c) Revocation of membership

5.8. The Executive Board may suspend a member following due investigation on gross violation of the obligations in Article 5.6 above. The suspension of the Executive Board shall be in effect until the next General Assembly unless the Executive Board has revoked such suspension before such a General Assembly.

5.9. The suspension of a Member NOC will be approved (ratified by) three-quarters (3/4) majority of the General Assembly Members in good standing, present and eligible to vote.

5.10. Membership of any NOC may be suspended or cancelled by the General Assembly only as per the Executive Board's decision on the following grounds:

a) It fails to fulfil its obligations towards the ISSA;
b) If the State of a member NOC loses its membership of the OIC;
c) Its membership is suspended, cancelled, or revoked by the International Olympic Committee.

5.11. The presence of an absolute majority of Members in good standing at the General Assembly is required for the suspension of a member. The decision is adopted with the three fourths (3/4) majority.

5.12. Any suspension or revocation of a member must follow a due process including a formal notice, opportunity to be heard, right to respond in writing, and a defined appeals process.

Article 6 : LOGO, FLAG AND ANTHEM

6.1. The ISSA shall have a Logo, Flag and Anthem expressing its mission, vision and objectives.

6.2. The Logo, Flag and Anthem, all approved by the General Assembly, shall be registered with a competent authority to preserve intellectual property rights universally.

6.3. The use of the Name, Logo, Flag and or Anthem, and any such property shall not be permitted without the written consent of the ISSA.

Article 7 : OFFICIAL LANGUAGES

7.1. The official languages of the ISSA are Arabic, English and French. Where differences arise in interpreting the provisions of the present Statute, the original text in Arabic shall prevail.

Article 8 : GOALS AND OBJECTIVES

8.1. Goals of ISSA:

a) To strengthen Islamic Solidarity among the youth in the Member States by promoting Islamic values and Islamic identity through Sport,
b) To ensure regular celebrations/ hosting of the Games;
c) To inculcate the principles of non-discrimination based on religion, race colour, gender or any other grounds in conformity with the precepts of Islam,

d) To reinforce the bonds of unity, amity and fraternity among youth in the Member States and contribute to national and international initiatives aimed at building a world of tolerance, security and peace,

e) To boost cooperation among the Member States on matters of common interest within the field of sports, especially when participating in international, continental, and regional events and meetings.

f) To promote sports and the Olympic movement in Member States.
g) To encourage the spirit of sportspersonship, principles of fair play, clean sport, non-violence in sports events,
h) Encourage sport exchange visits among the Member states' officials and delegations;
i) To respect the issues of the environment protection, conservation and climate change mitigation in sport activities and facilities;
j) To observe and support the principles of peace and the related efforts through the field of sport all over the world;
k) To pay due attention to sports education, health and recreation;
l) To encourage sports tourism;
m) To promote the Islamic sports culture;
n) To support gender equity in sport and encourage related participation in all sports events and positions by women.

8.2. The following are the responsibilities of the ISSA;

a) To supervise the organisation of a multi-sports event held once every four (4) years. This event shall be called the Islamic Solidarity Games;
b) To supervise the organisation of tournaments and championships in all sports;
c) To develop/adopt the rules and regulations necessary for the organisation of the tournaments and championships in conformity with the laws of the respective International Federations and the ISSA;
d) To enter into cooperation agreements with sports organisations at international, continental and regional levels;
e) To promote women in Sport through active participation as Athletes and in sports administration;
f) To train and develop sports cadres in Member states through the exchange of technical expertise and the organisation of training courses to qualify the workforce in various fields of sports;
g) To provide technical consultation for the development of sports facilities in the Member States to raise the standards of sports;
h) To hold conferences, symposia, exhibitions, create museums, supervise studies and research and disseminate publications advancing the ISSA mission, goals and objectives.

i) To observe the World Anti-Doping Code and such applicable rules and regulations of WADA and combat the abuse of internationally prohibited substances;
j) To ensure that members do not engage in manipulation of sports illegal betting, money laundering and related corruption in sport activities and require members to adopt national laws/polices on prohibiting such practices as well as promote international legal cooperation in all related activities.
k) To respect and observe CAS and WADA/ RADO and NADO decisions;
l) To introduce OIC goals among the youth in the Member States.

Article 9 : ISSA STRATEGY

9.1. ISSA shall develop and implement a clear strategic plan covering a minimum of four years, with a focus on long-term goals and objectives.

9.2. ISSA shall conduct a thorough review of its strategic identity every eight years to ensure alignment to evolving circumstances.

9.3. The Strategy & Programs Commission shall be responsible for ensuring strategic coherence across all organizational activities and overseeing the implementation of the strategy.

9.4. The strategy review process shall involve input from the Executive Board, Executive Body, ISSA members, Strategy & Programs Commission, and external stakeholders.

Article 10 : ORGANIZATIONAL STRUCTURE

The following are the organs of ISSA;

a) The General Assembly shall be the supreme and legislative organ;
b) The Executive Board shall be the executive authority of the ISSA
c) The Bureau shall be the organ that deals with all matters within the competence of the Executive Board, requiring immediate decisions between meetings of the Executive Board;
d) The General Secretariat is the central, operational, and administrative organ;
e) Commissions, Committees, and ad-hoc committees as advisory and technical organs to the Executive Board, and or the Bureau, and the General Secretariat.

Article 11 : PATRONAGE AND HONORARY MEMBERSHIP

11.1. The President of the ISSA may invite distinguished persons or persons of repute to make up the honorary membership of ISSA and may, where appropriate, designate honorary Life President/member; subject to ratification by the General Assembly.

Article 12 : COMPOSITION OF THE GENERAL ASSEMBLY

The General Assembly is composed of:

12.1. Member NOCs of ISSA

12.2. The Executive Board

12.3. The ISSA Honorary President and Members

Article 13 : OBSERVERS AND GUESTS AT THE GENERAL ASSEMBLY

a. The Secretary General, after obtaining the President's approval, may invite representatives of international organization(s) to attend the General Assembly as guests.
b. International Organisations, International Sports Organisations, International Federations, Continental Associations, regional and National Sports bodies or the Organisations in the Member States may be invited to attend the General Assembly in an Observer Status, without a right to vote.

Article 14 : POWERS OF THE GENERAL ASSEMBLY

The General Assembly shall have the following functions:

a) To approve the ISSA's, strategic plan, general policies and plans to aid the accomplishment of its aims;
b) To ratify the Statute and related modifications;
c) To discuss and approve reports of the Executive Board;
d) approve the financial statements and audit reports;
e) approve the annual work plan, Calendar, and budget;
f) To decide on proposals presented by Members within the specified deadline;
g) To ratify rules and regulations of the Games and related modifications;
h) To ratify cooperation agreements concluded between the ISSA and regional, continental and international organisations;
i) To approve the host Country of the Games, upon the proposal of the Executive Board;
j) To approve the ISSA Logo, Flag and Anthem;

k) To elect Members of the Executive Board of ISSA;
l) Approve the appointment of the Elections Commission, upon the Executive Board's proposal.
m) To approve the appointment of auditors;
n) To approve admission of new members
o) To determine the admission fees and annual subscriptions (if any);
p) To award honorary membership;
q) To approve the suspension of members;
r) To declare no confidence in the Executive Board or its member(s) for justifiable reasons;
s) To approve the Executive Board Charter.

Article 15 : MEETINGS OF THE GENERAL ASSEMBLY

15.1. The General Assembly may be ordinary or extraordinary. Members may take part in the meetings physically in person or remotely by any teleconferencing or virtual means as determined in the invitation.

15.2. The Ordinary General Assembly shall be held annually, and the elections are held every four (4) years

15.3. Elections shall be held up to six months after the end of the Islamic Solidarity Games, whether held or not - unless the Executive Board finds otherwise for justifiable reasons.

ORDINARY GENERAL ASSEMBLY

15.4. The Secretary-General shall extend an invitation to the members of the General Assembly in advance of the meeting, at least two months in case of in-person meeting and one month in case of virtual meeting. A provisional agenda shall be annexed thereto.

15.5. The meeting file shall be sent to members seven (7) days at least before the meeting and shall include the following documents:

a) The agenda,
b) Annual report and activity calendar,
c) Progress report of actions taken in regard of the forthcoming Games,
d) Progress report on competitions of the ISSA,
e) Financial report and the budget,
f) Auditor's report.
g) Proposals of Members;

h) Recommendations of the Executive Board;
i) List of Board nominees for the elective General Assembly (if applicable);
j) Report on Candidate cities of the Games;
k) Any other relevant matter.

EXTRAORDINARY GENERAL ASSEMBLY

15.6. The Secretary General shall convene an Extraordinary General Assembly on the following grounds:

a) Upon instruction of the President.
b) Upon written request of one (1) Member NOC, supported by two-thirds (2/3) of Member NOCs in good standing.

15.7. An Extraordinary General Assembly invitation shall be sent out before the meeting, at least one month in case of in-person meeting and two weeks in case of virtual meeting. The agenda and meeting request – if any - shall be attached with the invitation.

15.8. This extraordinary general assembly shall be held within two months of receiving the request and the subject of the agenda,

15.9. No subject(s) or agenda item other than those for which the Extraordinary General Assembly was convened may be considered.

Article 16 : QUORUM OF THE GENERAL ASSEMBLY

16.1. The Quorum of the General Assembly shall be an absolute majority of Members who are in good standing with the ISSA, attending physically or remotely. If this quorum is not complete, the meeting shall be postponed for 24 hours and then held if it is attended by a third (1/3) of the members of the General Assembly. If such quorum is not achieved, the meeting shall be postponed for another date to be determined by the executive board after due consultations with NOCs.

16.2. In case of the meeting postponed completing the remaining items on the agenda, the decision may be adopted only if supported by at least one fourth (¼) of votes of the ISSA members

Article 17 : VOTES AND DELEGATES OF THE GENERAL ASSEMBLY

17.1. Each member has the right to participate in the meeting with a maximum of two representatives.

17.2. A Board member may not vote in the General Assembly unless he is officially authorized by his National Olympic Committee.

17.3. Each Member shall have one (1) vote at the General Assembly. Only Members which are in good standing shall have the right to vote.

17.4. Only Members present at the General Assembly shall have the right to vote. Voting by proxy shall not be permitted. Online or virtual voting may be permitted if approved by the Board.

17.5. Voting on the General Assembly decisions shall require a simple majority of the NOCs that are present and eligible to vote, unless otherwise specified in the Statute.

17.6. The General Assembly may resort to secret ballot if requested by the simple majority and approved by the President.

17.7. The Executive Board may ask the General Assembly members to vote by email on any urgent or emergency issue that falls under the jurisdiction of the General Assembly. In such case, responses for voting shall be sent back within two weeks after the request is made. The voting process shall be valid if responses are received from the absolute majority of ISSA members and the decision on the said issue shall be adopted by the majority of received responses. Evidence on the response shall be based on the date of the email message or any other means of communication. Responses shall be documented and submitted to the General Assembly at next meeting for decision ratification.

17.8. In the event that an urgent decision requires to be taken prior to the next scheduled General Assembly meeting, the Secretary General may, following approval from the President and Executive Board, initiate a decision-making process by circulating the proposed decision to member National Olympic Committees (NOCs) via email for review and approval.

17.9.Decisions taken through the email and virtual platforms shall be formally documented and recorded in the minutes of the next General Assembly meeting.

Article 18 : MINUTES OF THE GENERAL ASSEMBLY

18.1. The Secretary General shall be responsible for recording the minutes at the General Assembly and/or Extra Ordinary Assembly. The draft minutes of the General Assembly and/or Extra Ordinary Assembly shall be sent to Members sixty (60) days upon conclusion of either General Assembly. The minutes shall be approved at the next Ordinary General Assembly.

Article 19 : EFFECTIVE DATES OF DECISIONS OF THE GENERAL ASSEMBLY

19.1. Decisions passed by the General Assembly shall come into effect for the Members immediately following the closure of the General Assembly, unless the General Assembly fixes another date for a decision to take effect.

Article 20 : COMPOSITION OF THE EXECUTIVE BOARD

20.1. The Executive Board is composed of eighteen (18) members, all of them shall have the right to vote, with the exception of the ex-officio members (Secretary General, Treasurer, and representative of the Games Organizing Committee), as follows:

a) the President
b) the Vice President for Asia, and Europe,
c) the Vice President for Africa and Latin America
d) Vice President from the Member State hosting the ISSA Headquarters
e) three (3) Representatives for Asia, and Europe,
f) three (3) Representatives for Africa and Latin America,
g) Two (2) Athletes, (at least one female) representing Athletes' Commission.
h) Representative of Women Sport (female)
i) Representative of the OIC,
j) Representative of Palestine
k) Secretary General (ex-officio)
l) Treasurer (ex-officio)
m) Representative of the Games Organizing Committee (ex-officio)

20.2. The President shall be nominated by the NOC of the Member State hosting the ISSA Headquarters and ratified by the General Assembly. The President's term of office shall be eight (8) years, renewable once to a four (4) year term.

20.3. The attending members shall elect the two (2) regional vice presidents and the six (6) regional representatives as per the composition, for a term of four (4) years, renewable for one time.

20.4. The Vice President from the headquarter country shall be appointed by the President and endorsed by the General Assembly.

20.5. The Athletes Commission shall select its two representatives (One male and One female) for the Board, for a four (4) year term; renewable for one time.

20.6. Representative of the OIC is named by the OIC and given in writing to the Secretary General.

20.7. Representative of Women Sport shall be a female member appointed by the President and endorsed by the General Assembly.

20.8. Representative of Palestine shall be named by the Palestine Olympic Committee and given in writing to the Secretary General.

20.9. The Secretary General *(full-time office)* shall be appointed by the President, and endorsed by the General Assembly.

20.10. The treasurer shall be appointed by the President from the headquarter country. Such appointment shall be endorsed by the Executive Board.

20.11. The Representative of the Games Organizing Committee shall be nominated by the National Olympic Committee of the Host Country of the Games and shall be endorsed by the General Assembly.

20.12. No more than one representative from a Member Country may serve on the same Executive Board, except in the case of the member country in which ISSA headquarters is located.

20.13. Member NOCs of countries already represented on the Executive Board in any capacity at the time of the call for nominations shall not be eligible to submit new nominations for elective positions, without prejudice to Article 20.12 of the Statute, in the event previous members are retained.

Article 21 : ELIGIBILITY FOR THE EXECUTIVE BOARD

21.1. In order to be appointed, or contest for the position on the Executive Board, the person must;

a) Be a citizen of an OIC Member State whose NOC is a Member of ISSA;
b) Hold a minimum of a college degree, an Advanced Certificate of Education or its equivalent;
c) Be a person of integrity and should not have been convicted of an offence involving moral turpitude, or gross misconduct.
d) Hold one of the NOC official leadership positions (President-Secretary-General- Vice President)
e) NOCs may nominate anyone who holds a distinguished position in the sports field (such as IOC member, President or Secretary-General of an international federation, President of a continental federation, Minister of Sport).
f) Be present at the electoral meeting of the General Assembly so that his name is included in the voting process.
g) Not have more than 70 years of age.

Article 22 : ELECTIONS

22.1. Only Members in good standing may nominate candidates for the office of elective positions on the Executive Board. Candidatures shall be sent to the Elections Commission not less than forty-five (45) days before the Ordinary General Assembly following the celebrations of the Games.

22.2. The Election Commission shall submit the received nominations to the Ethics Commission for vetting to verify that each candidate has not breached the applicable candidacy conditions. Upon

completion of the vetting process, the Ethics Commission shall issue a vetting report to the Election Commission indicating the eligible and ineligible candidates.

22.3. The Election Commission upon receipt of the vetting report from the Ethics Commission shall notify the Executive Board, and Member NOCs of the list of Candidates, and the respective position(s) of the contest, together with the notice of the Ordinary General Assembly.

22.4. The election processes shall entirely be conducted by the Elections Commission, appointed by the Executive Board and approved by the General Assembly, in line with the ISSA rules and regulations.

22.5. Where an elective position becomes vacant, it shall remain as such until the next Ordinary General Assembly, when a replacement may be ratified or elected for the remaining term of office.

22.6. Voting for elective positions of the Executive Board shall be by secret ballot. Voting may be done physically or remotely online. Candidates who win the highest number of respective votes shall be declared winners.

22.7. In case of a voting tie, balloting shall be repeated among the top candidates until one of them wins.

22.8. After the voting, the Elections Commission shall declare the results of each ballot in the following order, namely.

a) Number of NOCs that are eligible to vote.
b) A statement of the number of ballot cards issued for each ballot,
c) The number of formal votes cast on each ballot, and
d) The number of votes received by each Candidate.

22.9. If the number of candidates for the concerned positions of the Executive Board is equal to the number required for the vacancies, election shall be unopposed.

Article 23 : EXECUTIVE BOARD CHARTER

23.1. ISSA shall have a Charter for the Executive Board outlining its roles, responsibilities, and operating procedures, protocols, policies, and external representation.

23.2. The Charter shall also address the Executive Board's meeting arrangements, code of conduct, governance and ethical principles, professionalism and transparency in the ISSA leadership.

23.3. The Executive Board shall review and update the Charter periodically.

23.4. The Executive Board Charter shall be reviewed and approved by the General Assembly.

Article 24 : EXECUTIVE BOARD CODE OF CONDUCT

24.1. Members of the Executive Board shall abide by a Code of Conduct, Code of Ethics and any other relevant document/policy issued or approved by the General Assembly.

Article 25 : AUTHORITY AND RESPONSIBILITY MATRIX (RACI Matrix)

25.1: ISSA shall establish and maintain an Authority and Responsibility Matrix (RACI Matrix). This RACI Matrix will provide a comprehensive framework for defining decision-making authorities, administrative processes, and organizational governance within the ISSA. The RACI Matrix will explicitly delineate the allocation of authority across administrative, technical, and financial domains.

25.2. The RACI Matrix shall be maintained by the General Secretariat and reviewed at least once every four (4) years by the Executive Board.

25.3: The ISSA Authority and Responsibility Matrix (RACI Matrix) shall be approved by the Executive Board.

Article 26 : MEETINGS OF THE EXECUTIVE BOARD

26.1. The Executive Board shall meet three (3) times at minimum per year. Upon request of the President, the Secretary General shall send out the invitation and agenda of the Executive Board meetings, thirty (30) days at least before the meeting's date.

26.2. The Secretary General shall convene the Executive Board meetings upon a petition by at least nine (9) members. The Secretary General shall do so within one (1) month upon the receipt of the petition.

26.3. The Executive Board members may take part and vote on issues in the meetings physically in person or remotely by any teleconferencing or virtual means as determined in the invitation.

26.4. The Secretary General shall compile the agenda in consultation with the President. Each member of the Executive Board may propose items for inclusion in the agenda. The agenda must be circulated to all members before the meeting, at least fourteen (14) days to the Executive Board.

26.5. The meetings of the Executive Board shall not be held in public. However, the President may invite third parties with a co-competence to attend. Those third parties shall not have voting rights.

26.6. A simple majority of the Executive Board shall form the Quorum of meetings of the Executive Board; provided that the president or a vice-president is present. In case the quorum is not reached, the meeting shall be adjourned for 24 hours, after which the meeting is held if attended by 7 members at least.

26.7. The President shall preside over the meetings of the Executive Board. In the absence of the President, a Vice President designated by the President shall preside over the meeting.

26.8. The Secretary General shall keep the minutes of each meeting of the Executive Board, which shall be ratified by the Executive Board at its next meeting and signed by the chairperson of the meeting.

Article 27 : DISCLOSURE OF INTEREST

27.1. A member of the Executive Board, who has a direct or indirect personal interest in a matter being considered by the Executive Board, shall disclose the nature of such interest to the Executive Board, at least 24 hours before the meeting.

27.2. A disclosure of interest under Article 27/1 above shall be recorded in the minutes of the meeting of the Executive Board. The member making such disclosure shall not be allowed to do the following, unless the Executive Board otherwise determines in respect of that matter:

a) Attend any deliberation on the matter by the Executive Board;
b) Take part in the decision-making of the Executive Board on that matter.

27.3. When the quorum is broken due to the exclusion of the interest owner following the disclosure of a personal interest, the other present members may proceed to consider and decide on the matter as if there was a quorum.

Article 28 : FUNCTIONS OF THE EXECUTIVE BOARD

28.1. The Executive Board shall perform the following functions:

a) pass decisions on all cases that do not come within the sphere of responsibility of the General Assembly or are not reserved for other bodies by law or under this Statute,
b) Approve the terms of references of commissions, committees, and ad-hoc committees of ISSA.
c) Approve the President's proposal for formation of the Elections Commission and submit the same to the General Assembly for ratification.
d) propose the external auditors to the General Assembly (where applicable);
e) approve regulations stipulating how ISSA shall be organised internally,
f) Create and edit bylaws for the ISSA.
g) propose the host city or host Member State(s) of the Games to the General Assembly after considering the Evaluation Committee Report.
h) To approve the Authority and Responsibility Matrix (RACI Matrix)
i) shall ensure that this Statute is applied and adopt such executive arrangements required for their application,

j) may dismiss a person or body or suspend a Member NOC provisionally until the ratification at next General Assembly,
k) may delegate tasks arising out of its area of authority to the Bureau, individual member(s) or such other bodies of ISSA,
l) To ratify the internal regulations of ISSA and related modifications;
m) To handle any other matters relevant to the operations and management of the ISSA.

28.2. The decisions taken shall be recorded in the minutes. The decisions taken by the Executive Board shall come into effect immediately unless the Executive Board decides otherwise.

Article 29 : TERMINATION OF EXECUTIVE BOARD MEMBERSHIP

29.1. The Executive Board membership becomes vacant if the member:

a) Dies;
b) Resigns the office in writing to the Secretary General;
c) Is removed from office by a final decision of the General Assembly, on the following grounds;
i.) Failure to attend three (3) consecutive Executive Board meetings without justification and or without obtaining prior authorised leave of absence from the President.
ii.) For being convicted of a criminal offence involving moral turpitude; or
iii.) Due to physical or mental incapacity;
iv.) Gross misconduct and abuse of office.

29.2. The member in question has the right to have a hearing for own defence.

29.3. Only the General Assembly has the exclusive power to dismiss a member. The Executive Board may impose a temporary dismissal on a member, pending approval by the General Assembly.

29.4. The person dismissed must be relieved of his or her function with immediate effect.

Article 30 : DUTIES OF OFFICE BEARERS

30.1. FUNCTIONS OF THE PRESIDENT

30.1.1. The President shall,

a) preside over the meetings of the General Assembly, the Executive Board and the Bureau.
b) represent and or cause representation, as well as manage relations of ISSA with OIC, IOC, and other International, Continental, and Regional organisations, including signing cooperation agreements and protocols between ISSA and such organisations,
c) appoint the Secretary General, and the treasurer.
d) appoint Chairpersons and members of Commissions, Committees and ad-hoc Committees,
e) sign the official invitation to the Games,

f) delegate duties to members of the Executive Board,
g) consider urgent matters and take appropriate measures within the provisions of this Statute.
h) sign with the Secretary General all other ISSA key official documents of ISSA, including by-laws, regulations...etc.

30.1.2. The President shall have an ordinary vote on the Bureau and, whenever votes are equal, he shall have a casting vote.

30.2. FUNCTIONS OF THE VICE PRESIDENTS

a. The Vice Presidents shall carry out the duties and functions of the President as may be delegated to them by the President. They shall also perform such other duties as may be assigned to them by the President or the Executive Board.
b. The Vice Presidents shall represent the ISSA interests and manage its relations with the Members in their respective continents.

30.3. FUNCTIONS OF THE SECRETARY GENERAL

The Secretary General is the chief executive officer of the ISSA. His responsibilities shall be defined by such governance regulations and scope of work as approved by the ISSA Executive Board. Major functions:

a) To supervise the implementation of the decisions adopted by the General Assembly and the Executive Board,
b) To record the minutes of and decisions made by the General Assembly, Executive Board, and the Bureau.
c) To supervise the development of annual work plans, follow up and supervise their implementation after approval by the Executive Board,
d) To submit reports for consideration by the Executive Board,
e) To compile the regulations and follow up on all the activities of the ISSA Commissions, Committees and Ad-hoc Committees, as well as those entrusted with tasks by the Executive Board and to prepare the necessary reports thereon. He has the right to attend meetings,
f) To supervise and manage the ISSA Secretariat; appoint employees and follow up their work.
g) To circulate decisions made by the General Assembly and the Executive Board meetings to all Members and the OIC Secretariat,
h) To prepare and sign the ISSA correspondences,
i) To keep the ISSA membership register, records, files, stamps and assets.

30.4. FUNCTIONS OF THE TREASURER

The Treasurer shall serve as the ISSA's financial oversight and monitoring officer, providing financial oversight and guidance, ensuring the ISSA's financial integrity and performance. Key responsibilities include:

a) To review and provide recommended financial strategies, policies, and guidelines

b) To collaborate with the Secretary General to analyse and advise on the proposed ISSA budget before Executive Board approval.
c) To perform financial monitoring duties or responsibilities as assigned by the Executive Board.

Article 31 : THE BUREAU

31.1. The Bureau shall deal with all matters within the competence of the Executive Board, requiring immediate decision between meetings of the Executive Board.

31.2. The Bureau shall consist of the following.

a) The President (ex-officio);
b) The Secretary General (ex-officio);
c) The Treasurer(ex-officio), and
d) Two (2) members of the Executive Board, appointed by the President.

31.3. The President may choose whomever he deems appropriate, within or outside the Executive Board, to attend a Bureau meeting, as appropriate, based on the agenda items in question.

31.4. The Secretary General shall convene the Bureau meetings as required upon the President's instruction.

31.5. Members may take part in the meetings physically in person or remotely by any teleconferencing or virtual means as determined in the invitation.

31.6. The Secretary General shall notify the Executive Board immediately of the recommendations made by the Bureau.

31.7. The Executive Board shall approve the recommendations of the Bureau at its next meeting or by mail.

Article 32 : THE SECRETARIAT

32.1. The Secretariat shall perform its tasks under the direction and supervision of the Secretary General.

32.2. The operation of the Secretariat shall be defined by the governance regulations as approved by the Executive Board.

32.3. The Secretariat shall manage the day-to-day business of ISSA, per such directives, and by-laws of the Executive Board, and handle all other administrative matters necessary for the efficient operation and organisation of ISSA, as required and authorised by the Executive Board.

32.4. The Secretariat shall provide administrative support for all the ISSA Commissions and Committees.

Article 33 : COMMISSIONS

33.1. The President may appoint the Commissions he considers necessary to give advice or perform delegated functions as determined by the Executive Board.

33.2. Without prejudice to the general effect of Article 33.1. above, the President shall appoint the following Commissions.

a) Sport Commission;
b) Athletes Commission;
c) Games and Competitions Commission;
d) Audit and Financial Commission;
e) Gender Equity and Diversity Commission
f) Education and Culture Commission;
g) Legal Commission;
h) Ethics Commission;
i) Medical and Anti-Doping Commission;
j) Any other relevant Commission or Committee, as necessary.

33.3. The Athletes' Commission shall be elected every four (4) years. It shall comprise at least eight (8) elected members, and three (3) appointed by the ISSA President. Two (2) members, at least one female, of the Athletes' Commission shall be elected by the Athletes' Commission as Representatives on the Executive Board.

33.4. The Executive Board shall determine in writing the terms of reference of the Commissions appointed in Article 33.2 above. The tenure of these Commissions will expire after the Ordinary General Assembly following the celebrations of the Games.

33.5. The President shall propose the Elections Commission and submit the same to the Executive Board for approval, then to the General Assembly for final ratification.

33.6. Each Commission shall adopt its own rules and procedure but shall, in any event, be guided by the guidelines applicable to the Executive Board meetings.

33.7. Members of the Executive Board may simultaneously be chairpersons/members of any Commission, except for the Elections Commission and any other Commission if so decided by the Board.

33.8. The Chairperson of the Commission must have the competence and qualification in the related field of the Commission. Members of the Commission must have relevant experience.

33.9. Each Commission shall submit its activity report to the Executive Board as specified in terms of reference.

33.10. The Secretariat shall assist the Commissions.

Article 34 : FISCAL YEAR

34.1. The fiscal period of ISSA shall be a year and begin each 1st January and end on the last day of December.

34.2. The revenue and expenditure of ISSA shall be managed to balance out over the fiscal year.

Article 35 : ASSETS

35.1. Liquidity, fixed assets, and any other assets owned by the ISSA shall be deemed private property and shall be subject to the laws and regulations in force in the host country.

35.2. The Games, and other competitions, all their sports logos, image rights, copyrights and the TV rights, advertisement, film production and marketing are the exclusive properties of the ISSA. They shall not be used, under any circumstances, without prior written permission of the ISSA.

35.3. The properties of the ISSA include buildings, lands, facilities and money in the bank) may not be disposed of by selling or giving them away without the General Assembly's agreement based on the Executive Board's recommendation.

35.4. Furniture, equipment and vehicles may be disposed of by sale or donation by a decision from the Executive Board.

35.5. Consumed instruments and equipment may not be disposed of without approval from the Executive Board.

Article 36 : REVENUES

The revenue of ISSA shall arise from the following;

a) annual subsidy availed by the Member State hosting the Headquarters of ISSA;
b) subsidies provided by the OIC, the Islamic Solidarity Fund and Islamic development Bank.
c) receipts generated by the marketing of rights to which ISSA is entitled;

d) revenues from the Games, and other ISSA competitions;
e) fines imposed by the ISSA authorised bodies;
f) donations from International Sporting Organisations;
g) public donations, grants, and sponsorship;
h) such returns of the ISSA investments;
i) Other receipts should be in line with the objectives pursued by ISSA.

Article 37 : ACCOUNTS AND AUDITS

37.1. The Secretary General shall keep proper accounts and records of all ISSA transactions and affairs ensuring that all funds received are properly brought to account, and all payments out of its funds are correctly made and adequately authorised. He shall maintain adequate control over all assets and liabilities.

37.2. The ISSA annual accounts may be audited by an Independent Auditor appointed by the Executive Board and approved by the General Assembly.

37.3. The Secretary General shall, within thirty (30) days after the end of each financial year, submit or cause submission:

a) To the Executive Board: an annual report in respect of that financial year containing:
   i.) such financial statements as the Executive Board may require;
   ii.) a report on the operations of the ISSA funds; and
   iii.) Such other information as the Executive Board may direct.

b) To the Independent Auditor (where the Executive Board appoints an auditor):
   i.) the accounts of the funds of the ISSA for the financial year; and
   ii.) The annual report.

37.4. The Auditor shall audit the accounts of the fund and, within thirty (30) days after their receipt of the accounts and annual report, submit their opinion on them to the Executive Board.

37.5. The President shall approve a copy of each account, together with a copy of the opinion of the Auditor (where applicable), to be kept by the ISSA, and sent to such organisations as determined by the Executive Board within thirty (30) days after receiving them.

Article 38 : GAMES AND COMPETITIONS

38.1. ISSA shall organise the Games every four (4) years and may manage and coordinate any other competition.

38.2. Members shall bid to host the Games and competitions as per ISSA regulations. Members shall disclose their intentions to host the Games and such competitions, at least four (4) years in advance of the Games organization.

38.3. The Executive Board may delegate to any Member(s) or organisers the authority to organise a Games or competitions.

38.4. The Executive Board may issue regulations and By-Law(s) for the Games and competitions, provided that such regulations and By-Laws do not contradict the rules and regulations of the disciplines stipulated by the respective International Federations.

Article 39 : RIGHTS IN COMPETITIONS AND EVENTS

39.1. The ISSA shall be the original owner of all the rights emanating from Games, competitions and other events coming under their respective jurisdiction, without any restrictions on content, time, place and law. These rights include, among others, financial rights, audio-visual and radio recording, reproduction and broadcasting rights, multimedia rights, marketing and promotional rights and incorporeal rights such as emblems and rights arising under copyright law.

39.2. The Executive Board shall decide how and to what extent these rights are utilised and draw up special regulations thereof. The Executive Board shall determine whether these rights shall be used exclusively, jointly with a third party or entirely through a third party.

39.3. ISSA is exclusively responsible for authorising the distribution of image and sound and other data carriers of the competitions and events coming under their respective jurisdiction, without any restrictions on content, time, place and technical and legal aspects.

Article 40 : GENERAL PROVISIONS

40.1. The Executive Board shall decide upon all matters that are not provided for in this Statute. Decision shall be submitted to the General Assembly at the next meeting for ratification.

40.2. Any dispute or difference as to the meaning or interpretation of this Statute shall be referred to the Executive Board for settlement. Modifications and amendments shall be submitted to the General Assembly for due approval with an absolute majority of two thirds (2/3) of votes.

40.3. Any decision relating to the Headquarter shifting or dissolution of ISSA shall require an absolute majority of three quarters (3/4) of all Members to pass, at the General Assembly specially convened for the purpose.

40.4. If ISSA is dissolved, its assets shall be transferred to the NOC of the Member State hosting the Headquarters. It shall hold these assets in trust as “bonus pater familias” until ISSA is re-established. However, the final General Assembly may choose another recipient for the assets based on a two-thirds majority.

End of document