

**Annex 06: SAF Fourth Year Development Plan (2021-2024) and Summary
Accomplishments for 2022**



SEYCHELLES ATHLETICS FEDERATION (SAF)

FIFTH FOUR YEAR DEVELOPMENT/
STRATEGIC PLAN
(2021-2024)

Sustaining our Collective Engagement to the Further Promotion
and Development of Athletics Seychelles

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Forward

The Fifth Four-Year Development Plan; 2021 – 2024, Constitutes the Federation's Strategic Road Map to guide the further development of Seychelles Athletics in partnership with its local and international partners and stakeholders.

The formulation process of the Plan took into consideration the inadequately accomplished plan actions from the Fourth Four Year Development Plan 2017-2020 and includes new actions considered of relevance in the further development process of Seychelles Athletics.

The degree of progress in the delivery of the priorities and interventions elaborated in the Fifth Four Year Development Plan will to a large measure depend on the level of financial resources available for investment and service provision to Seychelles Athletics.

Furthermore, much will depend on the level of collective engagement and hard work of the SAF Executive Committee Members, stakeholders and partners committed to the further improvement of excellence in athletics over the next four years and beyond.

I look forward to your commitment in the delivery on the important agenda set out in the Fifth Four Year Development Plan (2021-2024) and Beyond.

Selby Dora

Chairperson Seychelles Athletics Federation

Section One: Context and Background

1.0 Introduction

The formulation of the SAF Fifth Four Year Development/ Strategic Plan 2021-2024 follows the implementation of the Fourth Four Year Development/ Strategic Plan 2017-2021. In finalizing the Fifth Year Strategic Plan 2021-2024 due consideration has been given to the following;

1. Unsatisfactorily achieved planned actions/ interventions for the Sub-Focus Areas from Audit of the Fourth Four Year Development/ Strategic Plan.
2. Relevant dimensions of -
 - a) The World Plan for Athletics 2022-2030,
 - b) The National Sport Council (NSC) Strategic Plan 2021 -2025,
 - c) The SAF Constitution in force.

The SAF Executive Committee is the legal body responsible and accountable for decision-making on matters pertaining to the SAF. This responsibility and accountability is vested in the Executive Committee elected every two years at its Annual General Meeting in conformity with Article V, Elections Article VII. Officer/ Executive Committee of the SAF Constitutions in force.

1.1 Vision Statement of Athletics Seychelles:

To remain one of the top competitive sports in Seychelles for individuals in an evolving competitive sport landscape in Seychelles and internationally.

1.2 Mission of Athletics Seychelles:

Athletics Seychelles is committed to remain established as a credible and competent sport planning and management organization;

- honouring its Constitution, working partnership and membership with local and international organizations in a professional and exemplary manner ;
- committed to promoting participation in the sport at all levels.

- sensitive to the needs and aspirations of its support structures and members ;
- taking and implementing fair, transparent and realistic decisions;
- committed to the empowerment and professional development of local expertise in athletics ;
- dedicated to the development of an athletic culture based on harmony, gender mainstreaming, fair play and free of banned substances ;

1.3 Mandate of Seychelles Athletics Federation

In conformity with Article II Purposes and Objects of the SAF Constitution in force, the mandate of the Seychelles Athletics Federation (SAF) exercise through the Executive Committee are –

- a) To encourage, promote develop and control amateur athletics in the Republic of Seychelles.
- b) To establish uniform regulations and to improve the management of athletics meetings.
- c) To organize national and international athletics meetings within the Republic of Seychelles.
- d) To select athletes to represent the Republic of Seychelles in international meetings and competitions and to manage any such team of athletes so selected.
- e) To administer courses for the training of athletes, judges, referees, officials and coaches.
- f) To affiliate to the International Association of Athletics Federations and any other international bodies as may be deemed appropriate.

Section Two: Strategic Focus Areas and Sub Focus Areas of the Development / Strategic Plan

The Strategic Plan is organized under the following Ten (10) Focus Areas and Sixty Eight (68) Sub Focus Areas: For each of the Sub Focus Areas a number of Strategies for Action over the period of the validity of the Strategic Plans have been defined.

- Focus Area 1: Management and Administration
- Focus Area 2: Promotion and Marketing
- Focus Area 3: Athletes' Participation
- Focus Area 4: Athletes' Development
- Focus Area 5: Coaching and Coaching Development Services
- Focus Area 6: Officials and Officiating Development Services
- Focus Area 7: Infrastructure, Facilities and Equipment Development & Maintenance
- Focus Area 8: Health and Welfare of Athletes
- Focus Area 9: Planning, Organisation and Management of Competitions
- Focus Area 10: Promotion of Sustainable Development

For each of the Ten (10) Focus Areas a number of the Sub-Focus Areas have been identified for action/ interventions during the validity period of the Strategic/ Development Plan.

Focus Area 01: Management and Administration

An effective and efficiently managed secretariat is essential if the Federation is to provide quality services for its customers and partners.

The Federation believes that this can be achieved through a minimum of one committed and hard-working administrative person with adequate expertise on a full-time basis supported with the necessary administrative facilities.

Focus Area 01: Management and Administration	Strategies and Actions	
Sub Area 1.1 Staffing and Performance Monitoring	1.1.1 Finalise discussions with the NSC for the continued employment of a full-time administrative officer for the SAF Secretariat.	
	1.1.2 Ensure that all personnel seconded to work for Athletics Seychelles by the NSC has clear job guidelines that have been discussed with the Executive Committee of the Federation.	
	1.1.3 Develop a Self-Appraisal Framework for staff seconded to the SAF by the NSC.	
	1.1.4 Undertake timely yearly performance review of NSC personnel seconded to the Federation as appropriate.	
Sub Area 1.2 Operational Framework	1.2.1 Establish clear working relationship between NSC and the Federation's Executive Committee.	
	1.2.2 Update the Head of Delegation Report Format and procedures for reporting to the Executive Committee whenever necessary.	

	1.2.3 Hold Executive Committee meetings as per established schedules and ensure that Minutes of	
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Focus Area 01: Management and Administration	Strategies and Actions	Summary of Accomplishment for 2022
	<p>Meeting are circulated in a timely manner;</p> <p>1.2.4 Proper minutes of meetings are taken and documented. Minutes of meetings and/or relevant extracts are communicated to appropriate partners.</p>	
	<p>1.2.5 Review operational guidelines of Sub-Committees as appropriate and ensure that the Sub-Committees; (a) Hold meetings as per established schedules (b) Keep proper minutes of meetings Copy minutes of meetings to the Executive Committee for follow-up consideration.</p>	
	<p>1.2.6 Consolidate the practice of delegating responsibilities to members of the Executive Committee.</p>	
	<p>1.2.7 Ensure that all official communication to the Federation is addressed to the General Secretary or Chairperson and is properly documented in the Secretariat.</p>	
Focus Area 01: 3 Management and Administration	<p>1.3.1 Develop clear terms and conditions for Executive Committee's endorsement of members' nomination for participation on regional/international forums.</p>	

Sub Area 1.3 Constitutional Matters	1.3.2 Review, update and publish the Federation's Constitution and related guidelines as and when necessary.	
	1.3.3 Plan and hold Annual Meetings in line with constitutional regulations.	

Focus Area 01: Management and Administration	Strategies and Actions	
	1.3.4 Review and update guidelines on the Registration and Operation of Athletics clubs as necessary	
	1.3.5 Establish Code of Ethics for Executive/ National Committee Members.	
	1.3.6 Ensure adequate representation of the main groups including women on decision-making bodies/forums of the Federation and Annual General Meetings.	
	1.3.7 Ensure that all decision-making forums of the Federation has clearly defined and updated operational guidelines.	
Sub Area 1.4 Office Management & Related Matters	1.4.1 Develop a Manual of Internal Procedures for the Secretariat/ Executive Committee	
	1.4.2 Continue discussions with the NSC to secure additional office space.	
	1.4.3 Have in place valid service Agreement for Office Equipment where necessary.	
	1.4.4 Improve the administrative equipment capacity of the Secretariat;	
	1.4.5 Improve the security of the Secretariat.	

	1.4.6 Review/Update procedures for accessing office facilities by members of the Federation as appropriate.	
	1.4.7 Improve the office furniture and general comfortability of the Secretariat.	

Focus Area 01: Management and Administration	Strategies and Actions	
Sub Area 1.5 Training & Institutional Capacity Building for Secretariat Personnel	1.5.1 Seek relevant opportunities for capacity building for members in the area of administration and management of aspects of the Federation's responsibilities.	
	1.5.2 Consolidate working relationships with local/international partners to secure assistance for development of personnel.	
Sub Area 1.6 Financial Management and Related Matters	1.6.1 Establish guidelines on transaction procedures involving Federation Funds.	
	1.6.2 Review guidelines on allowances for federation members on overseas mission whenever appropriate.	
	1.6.3 Hold monthly finance related meetings and produce monthly financial statements.	
	1.6.4 Maintain yearly spending within the budgetary allocation.	
	1.6.5 Ensure that yearly affiliation fees with national/ regional/ international partners/ organizations are settled in a timely manner.	

	1.6.6 Ensure that all bills are settled in a timely manner.	
	1.6.7 Ensure timely disbursement of funds/allowances.	

Focus Area 01: Management and Administration	Strategies and Actions	
	1.6.8 Update guidelines on the issuing and management of contingency funds.	
Sub Area 1.7 Communication and Information with Partners	1.7.1 Update procedures to communicate with clubs and sub-committees.	
	1.7.2 Update procedures for communicating with other main partners – NSC, SOCGA, Media, Sponsors, etc.	
	1.7.3 Maintain an up to date website for the Federations.	
	1.7.4 Develop and implement a Policy Framework pertaining to the SAF Website.	

Focus Area 02: Promoting and Marketing Athletics

Schools and Educational Institutions shall remain priority targets in the Federation’s promotional initiatives.

Focus Area 02, Promoting and Marketing Athletics	Strategies and Actions	
Sub Area 2.1 Schools & Educational Institutions	2.1.1 Produce publicity items bearing SAF Logo	
	2.1.2 Label the Secretariat properly including display of Logo	
	2.1.3 Seek ways and means to further collaborate with the Ministry of Education to promote athletics in schools.	
	2.1.4 Lobby for the maintaining of School Cross Country on the Schools’ Athletics Calendar.	
	2.1.5 Lobby for the introduction of road races in the ‘School Athletics Calendar.	
Sub Area 2.2 Promotion of Athletics Seychelles	2.2.1 Introduce and develop an ‘Athletics Newsletter’	
	2.2.2 Consolidate partnership with national media in the promotion of athletics nationally.	
	2.2.3 Consolidate partnership with local partners (NSC, SOGCA, etc..) in the promotion of athletics.	

	2.3.1 Consolidate partnership with regional/ international partners in the promotion of athletics.	
	2.3.2 Explore ways and means to show recognition to the contribution of retired athletes to athletics.	
	2.3.3 Explore ways and means to increase the contribution of retired athletes to the development and promotion of athletics	
Sub Area 2.4 Promotion Through Regional and International Partners	2.4.1 Explore ways and means to further promote athletes with potentials through regional/ international networking.	
Sub Area 2.5 Promotion At Club Level	2.5.1 Explore ways and means to assist clubs to promote athletics nationally.	
Sub Area 2.6 Sponsorship	2.6.1 Explore ways and means to increase sponsorship support for Athletics.	

Focus Area 03: Athletes Participation and Management

Whilst recognizing that opportunities to compete are essential for improvement of performance, there is also the need to ensure that the standards of competitions organized and the comportment of competitors and organizers are exemplary.

Focus Area 03: Athletes Participation and Management	Strategies and Actions	
Sub Area 3.1 Age groups for Competitions	3.1.1 Consolidate the existing age-categories for national competitions.	
Sub Area 3.2 Number Frequency and Timing of National Competitions	3.2.1 Consolidate the Federation's working collaboration with the Ministry of Education.	
	3.2.2 Review the number, frequency and timing of national competitions as necessary.	
	3.2.3 Maintain good working collaboration with other Federations/ agencies sharing competition venues.	
	3.2.4 Further explore possibilities to facilitate non-club participants in national competitions.	
	3.2.5 Further explore ways to increase participants from schools and educational institutions in national competitions.	
	3.2.6 Further explore ways to Increase the participation of both genders in the national competitions.	
Sub Area 3.3	3.3.1 Update guidelines on selection of athletes and coaches for international competitions as necessary.	

Focus Area 03: Athletes Participation and Management	Strategies and Actions	
Number and Frequency of Regional/ International Competitions	3.3.2 Give due consideration to cost-effectiveness of participation.	
	3.3.3 Encourage participation from all age groups recognized by the Federation as far as possible.	
	3.3.4 Commemorate major regional/international athletics event	
	3.3.5 Maintain the principle of gender-balance in selection/participation.	
	3.3.6 As far as possible consider including a Head of Delegation for Regional/International competitions.	
Sub Area 3.4 National Selection and Training Documentation	3.4.1 Maintain the system of two-yearly national standards for selection of athletes.	
	3.4.2 Review/update yearly criteria for national selection of athletes as necessary.	
	3.4.3 Maintain an up-to-date directory of National Selection athletes.	
	3.4.4 Maintain an up-to-date directory for the national records.	
	3.4.5 Maintain an up-to-date list of registered athletes at club level, at the level of the Secretariat.	
	3.4.6 Maintain an up-to-date list of top 10 athletes in each event for the different age-groups	
	3.4.7 Maintain an up-to-date biodata on national selection athletes including blood groups and dietary needs.	

Focus Area 03: Athletes Participation and Management	Strategies and Actions	
	3.4.8 Ensure the yearly placement of national selection athletes to national coaches.	
	3.4.9 Review/update the Athletes Engagement Form as and when necessary.	
	3.4.10 Update the Federation's Minimum Responsibilities vis-a-vis Athletes Form as necessary.	
	3.4.11 Ensure that a functional athletes sub-committee is in place	
Sub Area 3.5 Athletes' Participation in Decision Making	3.5.1 Ensure that the sub-committee, holds regular meetings/ minutes are properly documented and followed-up	
	3.5.2 Seek ways and means to involve athletes in the Athletes for the Year Selection Process.	
Sub Area 3.6. Communication with National Selection Athletes	3.6.1 Hold, quarterly, meetings with national selection athletes.	
Sub Area 3.7 Competition Attire	3.7.1 Put in place adequate and clear guidelines regarding athletes' clothing in national/international competitions.	
Sub Area 3.8 Recognition and Support for Athletes' Performance	3.8.1 Review the incentive package for improving national records as necessary.	
	3.8.2 Review incentive package for good performances in national/regional/international competitions as necessary.	
	3.8.3 Review daily allowance for regional/ international competitions as necessary.	

Focus Area 03: Athletes Participation and Management	Strategies and Actions	
	3.8.4 Review/Update guidelines to facilitate the seeking of sponsorship by National Selection Team members as necessary.	
	3.8.5 Review/Update guidelines for selecting/de-selecting athletes for national schemes- High Level Scheme, Scholarship Schemes, etc;	
	3.8.6 Establish clear guidelines for selection of Athlete of the Year.	
	3.8.7 Maintained Monetary reward for Athlete of the Month	
Sub Area 3.9 Recognition and Support for National Selection Athletes	3.9.1 Establish clear guidelines on awards/ prize money received by athletes at regional/international competitions.	
	3.9.2 Review guidelines for facilitating seeking of sponsorship by national selection athletes as appropriate.	
	3.9.3 Seek funding assistance from appropriate sources to facilitate national selection athletes in competitions.	
Sub Area 3.10 National Selection Athletes Comportment	3.10.1 Review/Update 'Behaviour Management Guidelines for National Selection Athletes as necessary	
Sub Area 3.11 Club Participation & Support	3.11.1 Consider the setting up of a Committee/local point to promote club affairs	
	3.11.2 Develop necessary guidelines and institute the Club of The Year Award.	

Focus Area 04: Athletes' Development

The Federation shall, in collaboration with its partners, continue to explore creative and effective ways and means to promote an athletics culture and discover, nurture and develop athletics talents in a sustained manner

Focus Area 04, Athletes' Development	Strategies and Actions	
Sub Area 4.1 Organisation, Management & Co- Ordination	4.1.1 Consolidate operational structure within the Federation to coordinate and manage youth athletics development.	
Sub Area 4.2 National and Institutional Networking	4.2.1 Maintain good working relations with educational institutions.	
	4.2.2 Seek effective ways and means to consolidate contacts with educational establishments.	
	4.2.3 Establish local points for youth development in educational institutions.	
	4.2.4 Consolidate working relationship with the Youth Academy of NSC.	
	4.2.5 Establish working relationship with World Athletics /School/Youth Programme.	
Sub Area 4.3 Recruitment, Financial Assistance and Support	4.3.1 Seek financial assistance for Youth Development Programmes from national organizations responsible for Youth Sports	
	4.3.2 Seek ways and means to entice youths to join and remain with athletics.	
	4.3.3 Explore assistance from world Athletics under the Special Youth Programme/ Project.	

Focus Area 04, Athletes' Development	Strategies and Actions	
	4.3.4 Consolidate support from educational institutions in the promotion of youth athletics.	
Sub Area 4.4 Organisation for Training	4.4.1 Seek effective ways and means to train athletes in the youth sub-categories.	
	4.4.2 Finalize the coaching guidelines for use at this level.	
	4.4.3 Seek effective ways and means to provide quality coaching to athletes in the various sub-categories	
	4.4.4 Explore effective ways to facilitate transport arrangements for training.	
Sub Area 4.5 Participation in Competitions	4.5.1 Seek ways and means to encourage athletes in the youth sub categories to compete in national competitions.	
	4.5.2 Provide opportunities for youths to compete in regional/international events.	
	4.5.3 Explore possibilities to organize special events for youth sub-categories.	
	4.5.4 Explore effective ways and means to facilitate transport arrangement for competitions.	
Sub Area 4.6 Recognition & Support	4.6.1 Review incentives package for athletes in various sub-categories as necessary.	

Focus Area 04, Athletes' Development	Strategies and Actions	
Sub Area 4.7 Participation in Decision-Making	4.7.1 Explore ways and means to ensure youth participation at level of the athlete's sub committee	
	4.7.2 Explore ways and means to ensure youth athletes' participation in decision on 'Junior Athlete of the Year'	

Focus Area 05: Coaches and Coaching Services Development

The Federation shall ensure that the coaches and coaching development programmes take into consideration dimensions of the World Athletics coaching structure and Code of Ethics for Coaches and enhance the development of athletes' potentials

Focus Area 05: Coaches and Coaching Services	Strategies and Actions	
Sub Area 5.1 Arrangement and Conditions for Coaching	5.1.1 Organise coaching of National selection athletes according to athletics specialization grouping.	
	5.1.2 Lobby NSC for increasing the number of full-time coaches working with national selection.	
	5.1.3 Lobby NSC for decreasing the number of part-time coaches working with national selection.	
	5.1.4 Review minimum number of national selection athletes per national coach as necessary.	
Sub Area 5.2 Operational Framework Participation in Decision-Making	5.2.1 Review/Update Code of Ethics for Coaches as necessary.	
	5.2.2 Review/Update Terms of Reference of Coaches Committee as necessary.	
	5.2.3 Maintain Coaches Committee representation on Executive Committee.	
	5.2.4 Engage Coaches Committee in the Athlete of the Year Selection Process and Athletes of the Month Selection Process.	
	5.2.5 Ensure that the Coaches Committee is elected every 2 year, meets regularly and keeps records of meetings and issues raised are	

Focus Area 05: Coaches and Coaching Services	Strategies and Actions	
	followed up by Executive Committee.	
	5.2.6 Ensure greater alignment between the national coaching structure and that of the World Athletics.	
	5.2.7 Review/update job guidelines for full-time and part-time coaches of national selection in consultation with NSC as necessary.	
Sub Area 5.3 Legal Protection for Coaches.	5.3.1 Ensure adequate insurance coverage for National Selection Coaches.	
Sub Area 5.4 Coaches Allowances/Incentives	5.4.1 Review coaches/ allowance with National Sports Council as necessary in partnership with NSC.	
	5.4.2 Put in place yearly Award to recognize the coach who contributes the most in a given year.	
Sub Area 5.5 Administrative & Material Support	5.5.1 Rationalise the management procedures of Coaches by NSC and Executive Committee	
	5.5.2 Review/Update coaching equipment needs in collaboration with Coaches Committee on a yearly basis and undertake necessary follow-up.	
	5.5.3 Ensure that the Secretariat provides the necessary administrative assistance to Coaches/Coaches Committee.	

Focus Area 05: Coaches and Coaching Services	Strategies and Actions	
Sub Area 5.6 Education and Sensitization	5.6.1 Update Coaches on appropriate World Athletics reviewed rules and guidelines as necessary.	
Sub Area 5.7 Coaching Plans	5.7.1 Ensure that all national selection coaches prepare/submit coherent coaching plans for individual athletes and monthly update on the implementation of the plan	
	5.7.2 Ensure that coaching plans give due consideration to athletes education.	
Sub Area 5.8 Training Camps	5.8.1 Review guidelines for organization and running of training camps locally and internationally as necessary.	
	5.8.2 Ensure that overseas training camps are cost effective and organized in environment which will bring maximum training benefits to the athletes.	
	5.8.3 Ensure participation of all national coaches in training camps.	
Sub Area 5.9 Networking and Capacity Building	5.9.1 Further promote the establishment of collaborative links with regional coaching associations/bodies.	
	5.9.2 Further seek training/capacity building regional/international opportunities for coaches.	

Focus Area 6.0: Officials and Officiating Services Development

An adequate number of trained and committed officials who undertake their responsibilities in a professional manner remains an important dimension of the development of Athletics Seychelles.

<p>Focal Area: 06 Officials and Officiating Services Development</p>	<p>Strategies and Actions</p>	
<p>Sub Area 6.1 Recruitment of Officials</p>	<p>6.1.1 Continue to explore ways and means to increase the number of officials helping athletics.</p>	
	<p>6.1.2 Update the list of officials as necessary.</p>	
<p>Sub Area 6.2 Operational Framework and Participation in Decision Making</p>	<p>6.2.1 Review/update Terms of Reference of Officials Committee as necessary.</p>	
	<p>6.2.2 Ensure that the Officials Committee meets regularly, keeps proper records of meeting and that issues recorded are followed-up by the Executive Committee.</p>	
	<p>6.2.3 Develop and Implement Code of Ethics for Officials.</p>	
	<p>6.2.4 Ensure that the Officials Committee are elected every 2 years.</p>	
	<p>6.2.5 Maintain the representation of officials at the level of the Executive Committee.</p>	
	<p>6.2.6 Seek ways and means to obtain officials' participation in Athletes of the Year Selection Process.</p>	
<p>Sub Area 6.3 Legal Protection of Officials</p>	<p>6.3.1 Ensure adequate insurance coverage for officials</p>	
<p>Sub Area 6.4</p>		

Focal Area: 06 Officials and Officiating Services Development	Strategies and Actions	
Incentives for Officials	6.4.1 Review the incentive packages for officials as necessary.	
	6.4.2 Put in place yearly award to recognize the official who contributes the most in a given year.	
Sub Area 6.5 Administrative & Material Support	6.5.1. Develop a Scheme for Officials & Officiating	
	6.5.2 Review/update officiating equipment, in collaboration with Officials Committee on a yearly basis and undertake necessary follow-up.	
	6.5.3 Review officiating uniform in collaboration with Officials Committee on a yearly basis and undertake necessary follow-up.	
	6.5.4 Review/update officiating administrative/facilities needs in collaboration with Officials Committee on a yearly basis and undertake necessary follow-up.	
Sub Area 6.6 Financial Support	6.6.1 Request yearly budget estimates from officials committee.	
	6.6.2 Allocate a yearly budget allocation to the Official Committee.	
	6.6.3 Establish financial procedures between Officiating Committee and the Executive Committee.	
	6.6.4 Ensure timely payment of allowance/funds disbursement.	

	6.6.5 Review allowances for officiating duties/services whenever appropriate	
Focus Area: 6.6 Officials and Officiating Services Development	Strategies and Actions	
	6.6.6 Support Official Committees' fund raising initiatives	
Focus Area: 6.7 Officials & Officiating Services Development	6.7.1 Seek and organize training opportunities for officials	
	6.7.2 Seek officiating opportunities regionally/ internationally	
Sub Area 6.8 Education and Awareness	6.8.1 Ensure that officials are updated on appropriate World Athletics rules/regulations.	

Focus Area 7.0: Facilities and Equipment

An adequate number of well-maintained facilities and equipment for training and competition are essential for the further development of Athletics Seychelles.

Focus Area 7.0 Facilities and Equipment	Strategies and Actions	
Sub Area 7.1 Facilities for Training and Competitions	7.1.1 Ensure the proper management and up-keep of the newly laid track at Stad Popiler.	
	7.1.2 Ensure the development, management and upkeep of related training facilities – warm- up area, gym, etc.	
	7.1.3 Continue discussions with NSC on need for ‘Stad Popiler’ to being the hub for Athletics Seychelles.	
	7.1.4 Establish good working partnership with other stakeholders that share the facilities at ‘Stad Popiler’.	
	7.1.5 Establish working partnership with stakeholders for the maintenance and management of the facilities.	
Sub Area 7.2 Storage and Security of Facilities and Equipment	7.2.1 Seek assistance from the NSC for improvement in increase in storage space and its security.	
	7.2.2 Establish proper identification system to improve security of all categories of athletics equipment.	
	7.2.3 Upgrade the quality of storage facilities for available equipment.	
	7.2.4 Ensure adequate insurance of Athletics equipment.	
Sub Area 7.3 Equipment for Competition and Training	7.3.1 Maintain an up-dated directory/record of athletics equipment (including uniforms)	
Focus Area 7.0 Facilities and Equipment	Strategies and Actions	

	7.3.2 Undertake quarterly inventory of the different categories of Athletics equipment.	
	7.3.3 Ensure that there is an acceptable stock of essential equipment –shoes, competition numbers, trophies etc.	
	7.3.4 Order necessary equipment whenever necessary	
	7.3.5 Ensure that available equipment are well maintained and repaired	
	7.3.6 Establish clear procedures for documenting and recommending repair of equipment.	
Sub Area 7.4 Access to and Management of Facilities and Equipment	7.4.1 Lobby the relevant authorities for employment of adequate personnel to systematically manage equipment.	
	7.4.2 Establish procedures for assisting collaborating partners with equipment (other federations, clubs. Schools, etc).	
	7.4.3 Establish procedures for users of equipment (athletes, coaches, officials).	
	7.4.2 Establish clear guidelines for issuing, returning and management of national selection uniforms.	

Focus Area 8.0: Health and Welfare of Athletes

The further development of Athletics, Seychelles need to occur in an environment which gives due consideration to the health and welfare of athletes.

Focus Area:8.0 Health and Welfare of Athletes	Strategies and Actions	
Sub Area 8.1 Working Collaboration with NSC Medical Centre	8.1.1 Establish clear procedures for communication with the medical center on athlete’s health issues.	
	8.1.2 Establish clear procedures for referring national selection athletes to the NSC medical center and non-NSC medical practioners.	
	8.1.3 Establish clear procedures for receiving updated feedback on athletes referred to the Center.	
Sub Area 8.2 Medical Tests for National Selection Athletes	8.2.1 Ensure that National Selection athletes undergo appropriate medical tests at the beginning of the season and prior to regional and international competitions.	
Sub Area 8.3 Legal Framework	8.3.1 Review the Constitution in line with recommendations of the Seychelles Anti-Doping Commission guidelines/by-laws as necessary.	
Sub Area 8.4 Education, Awareness & Support	8.4.1 Seek ways and means to further educate and sensitize athletes to the negative effects of substance abuse.	
	8.4.2 Seek ways and means to better communicate the World Athletics list of banned substances and related information to athletes.	
	8.4.3 Update guidelines regarding assistance to national selection athletes with supplements as necessary.	
Sub Area 8.5 Insurance Coverage	8.5.1 Ensure that insurance formalities for national selection athletes are undertaken in a timely manner.	

Focus Area 9.0: Planning, Organisation, Management of Competition

Athletes performances and satisfaction are greatly enhanced when competitions are planned, organized and managed in a professional manner.

<p>Focus Area 9.0 Planning, Organisation, Management of Competitions</p>	<p>Strategies and Actions</p>	
<p>Sub Area 9.1 Competition Calendar and Communication</p>	<p>9.1.1 Finalize and publicize the Calendar of Events/ Competitions before the start of the following athletics year.</p>	
	<p>9.1.2 Ensure the effective integration of national and international competitions in the Calendar.</p>	
	<p>9.1.3 Ensure the effective communication of the Calendar of events to clubs athletes based overseas and other partners.</p>	
	<p>9.1.4 Ensure sufficient competition opportunities to allow athletes to compete and qualify for regional/international competitions.</p>	
<p>Sub Area 9.2 Competition/Event Publicity</p>	<p>9.2.1 Seek ways and means to improve publicity of achievements of athletes in competitions.</p>	
	<p>9.2.2 Seek ways and means to better publicize competition to the public.</p>	
	<p>9.2.3 Provide advanced notice for cancellation of planned competitions/events. Maintain good working relationship with the national media.</p>	

Focus Area 9.0 Planning, Organisation, Management of Competitions	Strategies and Actions	
Sub Area 9.3 Event Diversity & Format	9.3.1 Review competition format to better promote appeal to athletes & public as necessary	
	9.3.2 Review number and type of national competitions as necessary.	
	Give due consideration to both track and field and other events (cross-country, road races, etc) in competition planning.	
Sub Area 9.4 Competence and Number of Event Organisers	9.4.1 Increase number of competent event managers/organizers.	
	9.4.2 Organize or seek training opportunities in the area of competition management.	
Sub Area 9.5 Collaboration with Agencies/Partners in Competition Organisation	9.5.1 Improve collaboration with other agencies/ organizations in organizing competitions nationally	
	9.5.2 Encourage and support clubs to organize competitions.	
	9.5.3 Secure assistance from NSC with support staff and transport for athletes and staff.	
Sub Area 9.6 Event Management Framework	9.6.1 Develop event management guidebook/checklist with defined standards for use at national competitions.	
	9.6.2 Review number and type of national competitions as necessary.	

Focus Area 9.0 Planning, Organisation, Management of Competitions	Strategies and Actions	
	9.6.3 Consolidate the competition Planning and Management Committee.	
	9.6.4 Ensure that a proper post- competition exercise is undertaken and recorded.	
	9.6.5 Ensure adequate First Aid facilities at training and competition venues.	
	9.6.6 Ensure that competitions start on time and all medals/prizes are given on the competition day.	
	Sub Area 9.7 Regional/International Competition	9.7.1 Consider the possibility of organizing regional/ international competitions

Focus Area 10: Promoting Sustainable Development

Every effort shall be made to promote sustainable development through Athletes development in line with the National Sports Policy (2004) and the engagement and commitment of the World Athletics and the IOC in the promotion of sustainable development through sports.

Focus Area 10 Promoting Sustainable Development	Strategies and Actions	
Sub Area 10.1 Promoting Environment Friendly Approach to Competitions	10.1.1 Ensure availability of adequate disposal facilities at competitions.	
	10.1.2 Take measures to reduce the use of resources – water, electricity, etc. at athletics/venues.	
Sub Area 10.2 Reducing Negative Impacts of Athletes & Spectators on the Environment	10.1.3 Explore measures to reduce the negative impact of athletes and spectators on the environment at competitions.	
Sub Area 10.3 Education & Awareness	10.3.1 Explore ways and means to improve athlete's education & awareness about on the environment.	
Sub Area 10.4 Engaging in Environment Sustainability Related Activities	10.4.1 Explore ways and means to increase athletes participation in national initiatives on sustainable development	
	10.4.2 Network with national agencies, SOCGA and World Athletics in efforts to promote sustainable development through athletics development.	
	10.4.3 Integrate international Environment Theme Days in competitions/Activities as appropriate.	

Section Three: Monitoring, Evaluation and Reporting

In conformity with Article -

The implementation and monitoring of the Strategic Plan will be by the SF Executive Committee. Various modalities of monitoring will be implemented included the following –

1. Regular updating of the Executive Committee through Information Notes
2. Monthly Reports as per established format;
3. Quarterly Report as per established format;
4. Annual Report as per established format;

As part of the process of monitoring and reporting due consideration will be given as and when necessary to the following –

- Measuring actual performance against planned interventions
- Establishing variances, if any, and identifying the causal factors
- Identifying and recommending appropriate remedial measures/ actions.

At the end of the Fourth Year Period of the Development/ Strategic Plan, there will be a situation analysis/ audit of the process of the implementation of the Plan. This will provide the necessary information on the extent to which the strategic plan achieved its strategic priorities and strategic actions and provide direction for the next SAF Development/ Strategic Plan.

Section Four: Key Assumptions for Successful Implementation of the Strategic/ Development Plan

The Strategic Plan 2021-2024 has been formulated and will be implemented with the following key assumptions which are intended to serve as pointers to action which the SAF's Executive Committee will need to take, in order to mitigate risks and maximize the opportunities for effective implementation of the Plan.

- 2.1 The SAF Constitution in force is adhered to and upheld, to facilitate the development of Policy and Regulations for improving SAF's contribution to enhancing excellence in athletics.

- 2.2 SAF's commitment to institutionalizing the practice of good governance transparency objectivity in decision making and timely sharing of credible information.
- 2.3 Financial and other resources are forthcoming to enable the effective execution of the Focus Areas and strategies and actions of the related Focus Sub-Areas.
- 2.4 Stakeholders and Partners demonstrate their sincere commitment to the engagement of SAF in the process of achieving excellence in athletics.
- 2.5 There is sustained optimal human resource capacity with the necessary expertise at the level of the SAF Secretariat.

SAF is able to mobilise adequate support of its partners and stakeholders for its visions of achieving excellence in athletics