

REPUBLIC OF
SEYCHELLES



Sports Strategic Plan 2014 2018



"Working Harder Together for Seychelles Sports"



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SEYCHELLES**

Sports Strategic Plan 2014 - 2018

***“Working Harder Together
for Seychelles Sports”***

February 2014
Ocean Gatehouse, Victoria, Mahé, Seychelles



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FOREWORD

I am pleased to launch our new Strategic Plan for 2014-2018. It is indeed an exciting and challenging time for Seychelles Sports.

The significant contribution of sports to our society is well recognised by all involved. However there is also a necessity for Seychelles Sports to move to the next level.

New challenges confront our sports community, both on and off the field. The active and healthy lifestyle that has played a significant role in establishing our nation's identity, culture and social reputation is being challenged. Sports integrity issues and competition from other activities are challenging the relevance and value of sports to many people, resulting in an increasingly sedentary lifestyle, particularly among our children.

We undertook a nationwide consultation to draft the Strategic Plan. Since then, inputs from sports fraternity have been formulated into concrete strategies.

The Strategic Plan recognises the need to strengthen our sports sector as a whole and to bolster the pathways that guide participants through the stages of their sporting life. This means building sports starting from the grassroots, engendering sports as a way of life and investing in sporting pathways to ensure sustained participation and international success.

There are some key areas that we want to place more emphasis on, such as school-based initiatives, including after-school programmes and club initiatives, reinforcement of sports at community level, support for federations and improvements to the resourcing of high performance.

By taking ownership of our Strategic Plan and delivering on what we have all agreed upon, we will see positive change in the overall recreational, leisure and competitive sports landscape.

The Seychelles Government welcomes the new Strategic Plan and is fully committed to support and ensure its successful implementation.

We are also counting on our Seychelles athletes who have proven their capacity to deliver high performances on both local and international arena. Together as a small determined Islands nation, we will chart the new way forward.

Vincent MERITON

Minister for Social Affairs, Community Development and Sports



BACKGROUND

In a development context the definition of sports usually includes a broad and inclusive spectrum of activities in which people of all ages and abilities can participate, with an emphasis on the positive values of sports. In 2008, the UN Inter-Agency Task Force on Sports for Development and Peace defined sports, for the purposes of development, as "all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play, leisure, organised or competitive sports, and indigenous sports and games".

PREAMBLE

"We know that sports contributes not only to the physical and mental development of those who practice it, but also to improvements in their daily lives and peaceful functioning of society".

President of the Republic of Seychelles,
Mr. James Alix Michel

POLICY VISION FOR 2018

- A more active, cohesive and healthier Seychelles for the social well-being of its citizens.
- A sustainable sporting environment which enhances international relations, national and international success, economic benefits and a bolstered sense of national identity and pride.

MISSION

- To develop a vibrant culture of sports and active recreation in order to increase participation at all levels leading to improvements in health, social and economic benefits and provide the basis for progression into higher levels of performance.





OUR VALUES

Athlete-centred

Athletes are supported in a holistic way with care for the individual's growth and development, physical, moral, emotional and spiritual health.

Accessibility

Sports is available to all regardless of economic status, age, gender or ability.

Enjoyment

Sports should be enjoyable. There must be an element of fun and entertainment in every activity. Making friends, learning skills, achieving goals and winning, are all positive outcomes of participation.

Excellence

Sports excellence is being the best that one can be. There must be a commitment to excel at all levels of the sports development continuum. It is a pursuit worthy of recognition and support.

Coach-driven

Sports is guided by competent, qualified and experienced coaches.

Ethics

Fairness and fair play are inextricably linked to the positive sports experience and must shape the institutions governing sports. A zero tolerance in the use of prohibited substances and methods must pervade the entire sports system.

Honesty

A sporting environment where there is no place for match fixing, bribery and other underworld activities.

Respect

Everyone deserves respect, be it teammates, opponents, officials, staff or volunteers. Different experiences and points of view are tolerated and respected.

Human development

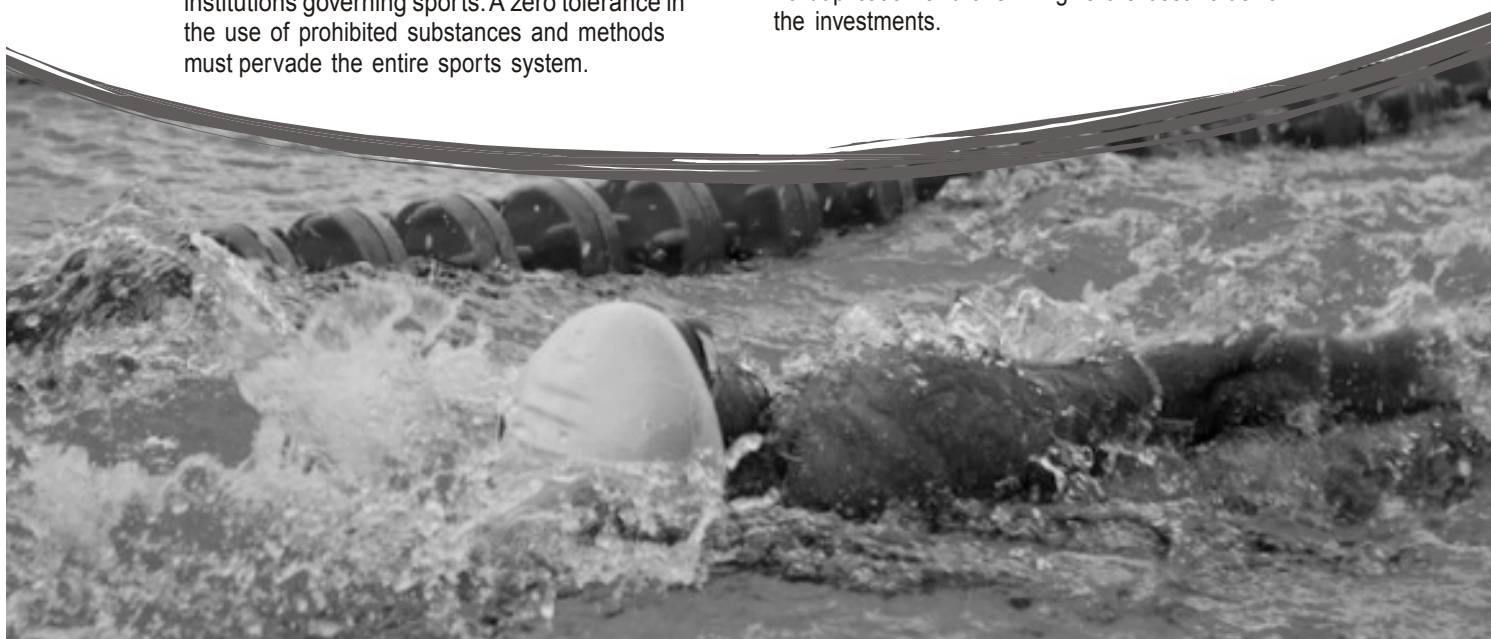
People become better through their involvement in sports. Development of life skills through participation is an imperative. Through teamwork, goal-setting and discipline, skills are acquired that are invaluable outside of sports.

Teamwork

There is a shared responsibility for outcomes and behaviours that is essential for leading in sports. All roles are important and everyone contributes to the greater good by sharing ideas, experiences, failures and successes.

Unity

The sports system is for the benefit of the nation as a whole. With a unified direction which is centrally driven and implemented at all levels, there will be no duplication and this will give the best value for the investments.





This Plan and its implementation

The Sports Strategic Plan 2014 - 2018 and beyond was developed in consultation with the sports community. The Plan aligns to the objectives of the new National Sport Policy 2013 - 2017.

STRATEGIC OBJECTIVE 1 Participation

OBJECTIVE 1.1 Physical Activities

Increased interests, knowledge and participation in Sports.

Outcomes

- Increased number of school-aged children participating in organized sports at least three (3) times a week.
- Increased number of people actively participating in sports, leisure, recreation and physical activities at least three (3) times a week.
- Growth in sports participation base, at the grassroots level, particularly girls, women and people with impairments.
- Higher percentage of the population involved in specific activities and targeted groups participating regularly in sports related initiatives.
- Reduced obesity and sedentary lifestyle.
- Increased social, economical, educational benefits and healthy living.

Strategies

- Provide children with a positive introduction to quality physical education and school sports that encourage their ongoing participation and development.
- Provide a nationally coordinated after-school hours programme for school-aged children to participate in quality and structured physical activities which are safe, enjoyable and fun.
- Build the capacities of prioritised Sports Federations to grow and develop their sports' participation base.
- Encourage and support Sports Federations to expand and sustain the development of sports clubs.
- Further develop, implement and deliver programmes and services to all, especially girls, women and people with impairments.
- Increase community capacity for the delivery of sports through the provision of training and development of community members.
- Work with respective Ministries, Departments, NGOs and other agencies to further develop and implement healthy and active living programmes.





OBJECTIVE 1.2

School Sports

To maximise access to sports, recreation and physical education in all educational institutions in Seychelles.

Outcomes

- More young people aged up to 23 years developing a love for sports, physical education and leisure leading to lifelong participation.
- Every child in school is able to swim by the age of 10.
- Accessible sports facilities to every child.
- Increased number of young people participating in school sports initiatives.
- Increased number of trained educators, delivering school sports programmes.
- Increased number of young people competing in school aged sports activities.
- Stronger links between Schools, Federations, Clubs and the Community.
- Increased Sports "Animateurs" in schools.

Strategies

- Support Federations to provide quality programmes for fundamental movement and basic sport skills for young people.
- Develop and implement "Learn to Swim" programme for every child.
- Provide training for teachers, coaches, parents and volunteers to further enhance the quality of sports experience for children.
- Encourage educational institutions to provide more quality school sports opportunities for children.
- Strengthen the links between Schools, Federations, Clubs and other service providers.
- Support youth-oriented sports initiatives and events that appeal to young people.
- Explore new ways to keep young people engaged in sports after they leave educational institutions.
 - Support sports animateurs development to bring interested children together for supervised sports activities.
- Upgrade facilities and infrastructure to support talented children and young athletes.
- Support inter and intra-school sports championships and competitions at all level.
- Facilitate and oversee the preparation of young people participating in international competitions.
- Promote international exchange programmes to enrich physical education and school sports activities in Seychelles.





OBJECTIVE 1.3

Sports For All

To further improve the health and social well-being of the population by providing quality participation opportunities and innovative programmes.

Outcomes

- Organisations delivering quality sports and related activities at all levels.
- Partners keeping pace with changes and staying connected with people at all levels by sharing resources, experiences and expertise.
- Diversity in sports disciplines and programmes.
- Increased number of people participating in sports activities provided and supported by stakeholder organisations.
- An increase in the number of organisations offering customised and specific programmes.
- Designated areas reserved specifically for beach sports activities.

Strategies

- Support Federations to lead and develop their sports at all level.
- Work with regional and international partners to further strengthen sports participation network at national level.
- Develop and implement new initiatives, events and programmes which appeal to targeted groups and communities.
- Encourage participation in sports activities through customised programmes with a view to increase the number of participants.
- Support the development and implementation of a network of NGOs and the private sector to contribute to the further development of sports.
- Work in close collaboration with stakeholders and related agencies to ensure a vibrant sports system.
- Work with respective agencies and partners to ensure specific beach areas are reserved for related sports activities.





OBJECTIVE 1.4

Leisure and Recreation

To provide and ensure quality time for each individual to rest, enjoy leisure and recreational activities for the benefit of the society.

Outcomes

- Organisations delivering quality leisure activities and recreation opportunities and programmes.
- Increased number of people participating in leisure and recreation through initiatives supported by sports partners.
- An increased number of private and public sector bodies promoting quality leisure time at workplaces.

Strategies

- Increase leisure and recreation opportunities for more people to participate and get actively involved.
 - Support environmentally friendly events and activities that appeal to a wide and diverse group.
 - Increase opportunities for people to participate in leisure and recreation by working with related agencies.
 - Extend the concepts of minor games and leisure events to promote the importance of active living.
 - Support active workforce initiatives to target groups such as corporate championships, leagues or games.
- Use sports and leisure as a medium to deliver important social messages against health hazards such as HIV and AIDS.





STRATEGIC OBJECTIVE 2

High Level Performance

OBJECTIVE 2.1

Podium Performance

Striving for international success and increasing high level performance.

Outcomes

- Achieving podium performance in major international events.
- Increased number of athletes, teams and officials achieving international success and delivering high level performances.
- Sustained achievements in high performance sports by athletes, teams and officers.
- An increase in the number of world-ranked athletes and teams.
- An increase in the number of medals at major games.
- An improvement in the regional, continental and world rankings.
- An increase in the number of qualified and competent coaches and officials.

Strategies

- Deliver programmes and initiatives in an athlete-centred, coach-driven environment that contributes to international success.
 - Provide funding and innovative support services to increase high performance programmes.
 - Sustain international high performance results.
 - Utilise best practices and world-class coaching techniques to further strengthen the development and progression of high level athletes.
 - Provide competency-based education and training programmes to support and build the capacity of national coaches and other support personnel.
 - Target investment to Federations that are capable of producing results on the world stage.
 - Attract, develop and retain world-class coaches and support services, and provide high quality technical advice and specialist services.
- Invest in the development of sports science and medicine, technology and innovation to give our athletes a performance edge over their competitors.





OBJECTIVE 2.2 Talent Identification and Development

To identify and develop talented athletes through the implementation of a structured system.

Outcomes

- An increased number of talent identification programmes in prioritized sports.
- An increased number of talented athletes supported within a structured development programme.
- An increased number of athletes produced by talent identification and development programmes.
- Increased number of athletes channeled in specific sports.

Strategies

- Ensure that talent identification development (TID) programme is nationally coordinated.
- Ensure that Federations have a well developed system in place to address TID.
- Establish an integrated system for the identification and development of talented athletes in preparation for high performance.
- Manage TID in relations to respective International Federations (IF's) best practices, standards and norms.
- Conduct TID programme in schools and at national junior events.
- Provide competition opportunities for aged group athletes.

Track the development of athletes through an integrated national tracking system to ensure sustainable and measurable sports development.





OBJECTIVE 2.3

Long-term Athlete Development (LTAD)

To provide a clear pathway that will guide our sports and athletes to better and higher achievement in years to come.

Outcomes

- A comprehensive evaluation tool to measure the developmental progress of athletes.
- Increased number of national competitions, championships and leagues for aged group athletes.
- Long Term Athletes Development (LTAD) programmes adopted and implemented by respective Federations.

Strategies

- Develop and implement a framework that results in athletes acquiring the skills and abilities necessary to achieve high level performance and to enjoy lifelong participation.
- Use of sports science, technology, innovation and best international practices in athlete development process.
- Put in place systems to cater for late developers.

OBJECTIVE 2.4

Sports Academy

To support the development of sports through a coordinated Academy system.

Outcomes

- An increased number of athletes supported through the Academy system.
- Increased and improved performance of athletes supported by means of the Academy system.
- Increased Sports scholarship programmes.
- More opportunities to attain medals results.

Strategies

- The setting up of a national coordinating structure to oversee the development of guidelines, protocols and services.
- The establishment of norms and standards to set levels of services that will guide the outputs of the Academy.
- The development of accreditation criteria for entry into the Academy.
- The establishment of support services to ensure that there is a constant flow of talented athletes entering and graduating from the Academy.
- Ensure Scholarship programmes which offer scholarships in sports for promising students.





OBJECTIVE 2.5

Science and Medical Support Services

To optimize athletes' performance and capabilities.

Outcomes

- Increased number of athletes and teams supported through the system.
- Increased and improved performance of athletes and teams.
- Enhanced support services.
- Improved partnership agreement.
- Increased specialists' visits.

Strategies

- A national coordinating body to oversee the management, coordination and standardisation of scientific support services.
- Support Sports Federations to secure sports science and medical services for the further development of talented athletes and teams.
- Establish norms and standards for the accreditation of scientific and medical support personnel in collaboration with their International Federations (IFs) and relevant professional bodies.
- Apply and maintain the use of the world's best sports science and medical practices applicable at the different levels of the development process.
- Ensure that relevant technical materials are disseminated to practitioners in the country allowing for an interchange of ideas.
- Expand the use of sports science and medicine to maximise performance and education.

Increase the opportunities for our athletes to achieve better results in international events.





OBJECTIVE 2.6 National Competitions

To develop talented athletes by providing them with opportunities to participate, compete and excel in national competitions.

Outcomes

- An increase in the quantity and quality of national competitions.
- An increase number of athletes and teams participating in national competitions.
- An increase in District Sports Clubs.
- Publicised and classified list of relevant aged group categories in sports.
- An increase in various aged group competitions.

Strategies

- Ensure continued hosting of high level national championships.
- Focus on youth championships as a talent identification opportunity to prepare athletes for international competitions.
- Ensure the compilation of an annual national championships calendar of events.
- Ensure that districts have a Sports committee.

OBJECTIVE 2.7 International Competitions

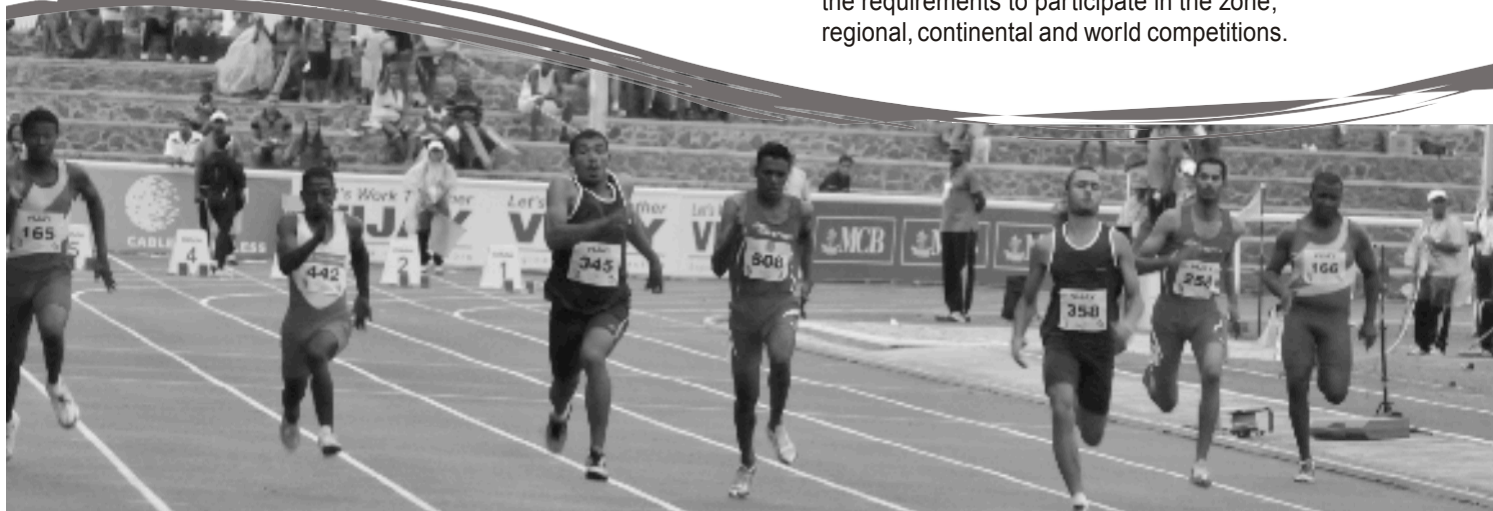
To develop high level athletes by providing them with opportunities to perform and excel at international competitions.

Outcomes

- Improved performance results and medal haul.
- Improved international ranking.
- Increased number of athletes competing in international championships.

Strategies

- Recognise and support the participation of athletes and teams in approved international competitions.
- Set up a specific committee to be responsible for all technical preparations relating to Seychelles' participation in international competitions.
- Ensure that an approved and updated international sports calendar is produced at the beginning of the sporting season.
- Give recognition and reward to athletes, coaches and officials who have excelled on the sporting arena.
- Ensure that Federations comply with and fulfill the requirements to participate in the zone, regional, continental and world competitions.





STRATEGIC OBJECTIVE 3

Sports Development

OBJECTIVE 3.1 Federations and Associations Development

To further strengthen and sustain sports development systems.

Outcomes

- Federations have the capacity and capability to deliver on agreed outcomes and strategic objectives.
- More Federations applying best management and governance practices.
- Provision of a safe, ethical and conducive sporting environment.

Strategies

- Support Federations to develop, implement, deliver and review their operational plans and strategies.
- Support Federations as per order of priority in the development of their organisation, workforce and business capability.
- Develop strategies and support initiatives which assist the Federations to plan for and shape their futures.
- Encourage best practice in the management of Federations by providing consultancy services, leadership, information, education and training programmes.
- Provide electronic and printed sports-related information services and resources to sports organisations.
- Enhance clubs' development network to assist in improving the management and operation of grassroots sports development.
- Actively promote a sporting environment free from doping, prohibited substances, alcohol and other adverse influences.





OBJECTIVE 3.2 Sports Clubs

To provide more sports participation opportunities through an integrated and sustainable club structure.

Outcomes

- An increase in the number of affiliated and functional clubs.
- Increased number of district sports clubs, participants and members.

Strategies

- Promote and support club development to ensure that an integrated and sustainable club structure is in place.
- Support the formation and revitalisation of clubs and leagues at national level in collaboration with Federations.
- Strengthen community and district sports clubs to ensure that talents based at that level are developed and nurtured.
- Ensure more participants have the opportunity to enjoy sports and leisure activities.

OBJECTIVE 3.3 Coaches Development

To further support and empower Seychellois coaches.

Outcomes

- An established national coaches' commission.
- An increased number of qualified and competent coaches registered with the national coaches' commission.
- An increased number of coaches progressing to higher levels of competency..

Strategies

- Develop a coaching strategy and framework for coaching cadres.
- Develop and implement a national coaches' accreditation programme (NCAP).
- Ensure that Seychelles' coaches are empowered with best international practices.
- Establish a coaches' remuneration package that recognize and reward achievement and performance.
- Develop and implement a coaches' code of conduct.





OBJECTIVE 3.4 Volunteers

To empower volunteers to further support Seychelles sports system.

Outcomes

- An established national database of volunteers in sports.
- An increase in the number of trained and active volunteers.

Strategies

- Continuously improve the training and support offered to volunteers.
- Ensure that the quality of the training programme is sustainable.
- Update and maintain a database of trained volunteers.
- Establish a scheme of recognition for volunteers.

OBJECTIVE 3.5 Facilities

To ensure that sports are supported by adequate and well maintained facilities.

Outcomes

- A database and inventory of facilities developed.
- Safety and accessibility to all well maintained facilities.
- Upgraded dormitory on Mahé, Praslin and La Digue.
- Availability of safe beach sports facilities.

Strategies

- Continuously update and assess the availability of sports facilities at national level..
- Establish norms and standards for the safe and secure use facilities.
- Maximise the use of all sports facilities and where possible integrate the use of school facilities at national level.
- Facilitate effective facilities management and earmark funds for their maintenance.
- Ensure adequate training of sports facilities management and maintenance personnel.
- Design and designate areas specifically reserved for beach sport activities.





OBJECTIVE 3.6

Secretariats for Federations

To provide Federations with administration and governance support through the medium of a Secretariat (Office).

Outcomes

- Improved management, governance and overall efficiency of Federations.
- More Federations supported with a Secretariat.

Strategies

- Provide Federations with office space and appropriate resources.
- Provide necessary support personnel.

OBJECTIVE 3.7

Sports Information Centre

To empower the sports community with relevant information through a well equipped Sports Information Centre.

Outcomes

- A well equipped and state-of-the-arts information centre established.
- Improved use of information and technology.

Strategies

- Ensure that a well managed sports information centre is operational.
- Identify the sports information needs and requirements of the sports community.
- Establish structures to gather, collate and disseminate information.
- Disseminate research and other related information required to support strategic decision making.

OBJECTIVE 3.8

Prioritisation of Sports

To maximise the return on investment by prioritising sports best suited to broaden the participation base and to achieve high performance success

Outcome

- A list of prioritised sports established.

Strategies

- Establish criteria for prioritisation and classification.
- Review periodically disciplines which qualify for high performance.



OBJECTIVE 3.9 Ethical Environment

To ensure that sports assumes its role of maintaining high ethical values.

Outcomes

- Increased number of Federations complying with international anti-doping regulations.
- Increased number of Federations implementing anti-doping and Fair Play awareness campaigns.
- Reduction in the number of doping violations registered.
- Increase in the number of Federations complying with the established Code of Conduct.

Strategies

- Work with agencies to control anti social behaviour at sporting venues.
- Emphasise and ensure WADA Code compliance at Federations and national levels.
- Conduct regular testing, educational programmes and advocacy.
- Organised sensitization campaigns to promote orderly behaviour and ethical conduct at sports events and venues.
- Promote a sporting environment free from match fixing, bribery and other underworld activities.

STRATEGIC OBJECTIVE 4

Capacity Building and Service Delivery

OBJECTIVE 4.1 Sports Organisations Support

To further enhance sports capacities and improve support services.

Outcomes

- Improved sports organisation capacity and culture.
- Increase number of Federations administrative support personnel and specialists.
- Enhanced customer satisfaction with the quality of service and support.
- Increased number of Seychellois professional cadres on international Sports governing bodies.

Strategies

- Provide tools and resources to help Sport Federations manage their business, attract and retain volunteers and manage their legal and financial obligations.
- Develop and implement a capacity building and service delivery strategy.
- Make available high-quality facilities and services to support organisations.
- Invest and support leadership programmes for Federation's workforce to strengthen their governance and management structures.
- Provide specialist advice on planning and co-ordination of investment for sports facilities and on attracting and managing sports events.
- Provide high-quality technical advice that will further improve the performance of coaches, instructors, teachers, administrators, teams and athletes.
- Support local professionals to accede into governance position on international governing bodies.



OBJECTIVE 4.2 International Relations

To ensure that sports benefit from strategic international relations.

Outcomes

- Increased benefits from international partnerships.
- Increased membership with international organisations.
- Increased country bilateral and multilateral cooperation.

Strategies

- Strengthen international sporting relations with a view to secure more resources and opportunities.
- Pursue bilateral and multilateral avenues for cooperation.
- Support multilateral relationships with organisations through participation in relevant international sports organisations.

OBJECTIVE 4.3 Financial Resources

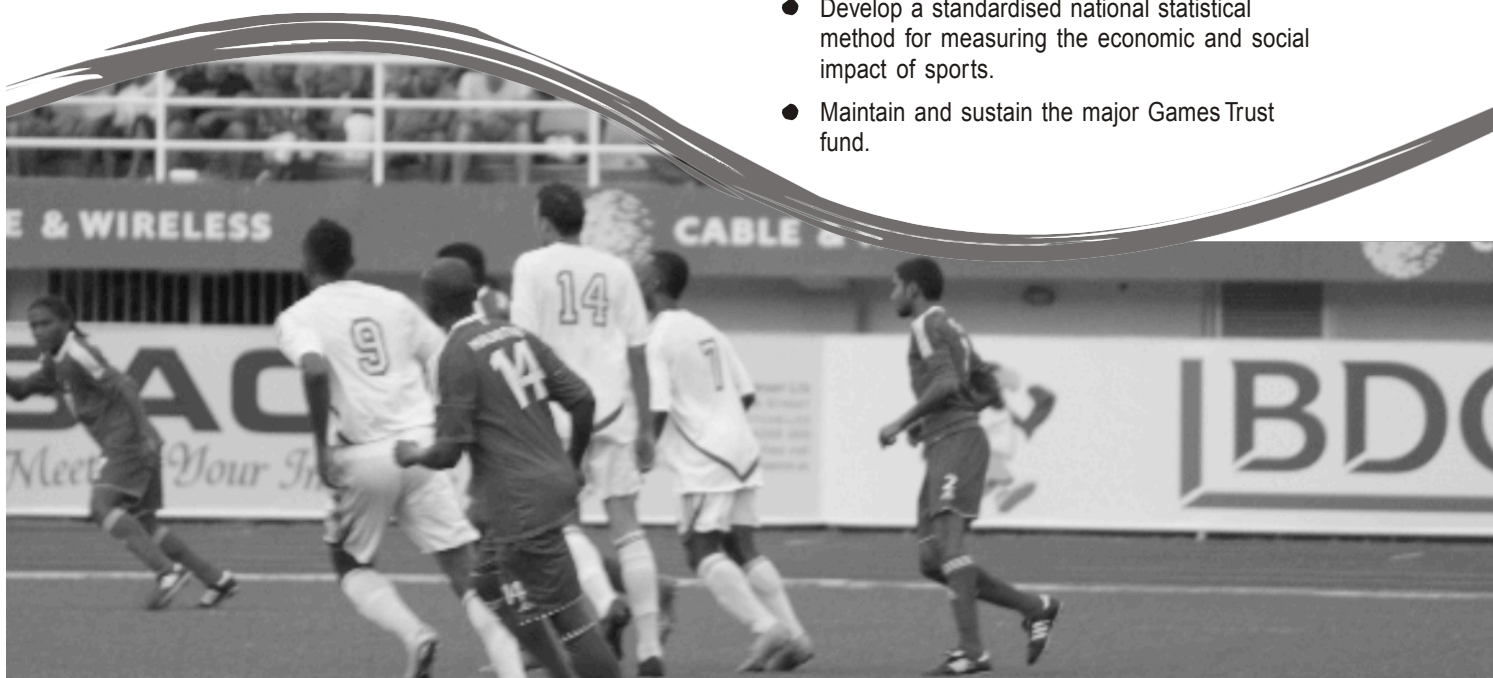
As a small island state access to financial assistance is critical. We must continuously make the case to maximize opportunities.

Outcomes

- Substantial increase in financial resource mobilization.
- Greater involvement of public and commercial sector contributions.
- Increased Corporate Social Responsibility (CSR) contribution in sports.
- Increased public/private sector joint ventures.

Strategies

- Propose a series of resource mobilization initiatives.
- Create incentives for the private sector to be more involved in the funding of sports.
- Ensure periodic review of the CSR and other financial incentives to attract corporate partnership.
- Develop a standardised national statistical method for measuring the economic and social impact of sports.
- Maintain and sustain the major Games Trust fund.





OBJECTIVE 4.4 Human Resource Development

To empower the human resource base through the provision of accredited education and training programmes.

Outcomes

- An increase in the quality of accredited education and training programmes.
- An increase in the number of accredited coaches, administrators and support personnel.
- An increase in the number of Sports Instructors.

Strategies

- Work with the Seychelles Qualifications Authority (S A) to have Sports training programmes duly accredited.
- Set standards and coordinate the development of competency based education and training (CBET) programmes.
- Monitor the development of the human resource base necessary for sustaining sports.
- Collaborate with the University of Seychelles (Unisey) and international institutions to offer more qualifications in sports.
- Implement a National Coaches Accreditation Programme (NCAP) to ensure the availability of competent and skilled coaches at all levels.
- Implement a Support Personnel Accreditation programmes to ensure the availability of appropriately skilled officials at all levels.
- Develop and implement specific programmes to recruit, educate, recognise and retain volunteers.
- Intensify training for sports instructors to ensure schools and sports centres are well equipped to offer quality teaching and services.

OBJECTIVE 4.5 Marketing

Seychelles is recognised as a potential sports tourism destination.

Outcomes

- Increased visibility of Seychelles Sports brand.
- Increased usage of facilities as a marketing tool.
- Intensified marketing campaign.
- Increased private sector participation and involvement.
- Sports as a product.

Strategies

- Ensure that the communication strategy increases public and media recognition of Sports.
- Ensure continuous and regular media coverage.
- Ensure ongoing programme evaluation to sustain the marketing appeal of sports.
- Establish programmes and practices to develop key market research data.
- Organise and host international sports tourism events in collaboration with respective partners.



THE CHALLENGE

Measuring our Performance

The ultimate objective of the Strategic Plan is that by the year 2018, Seychelles Sports will have developed a vibrant culture of sports and leisure in order to increase participation and performances at all levels leading to improvement in health, social and economic well being.

The implementation and level of achievement would be measured by the following indicators.

Performance Indicators

- A sports community working together, in line with agreed objectives and responsibilities, and committed to successfully implement the Strategy.
- Enhanced Physical Education and Schools Sports programmes broadening the talent pool base.
- Sustainable talent identification and development programmes contributing to the transformation of the dynamics of Seychelles Sports.
- An effective and adequately resourced sports system meeting needs and aspirations at all levels.
- An increased number of skilled and qualified practitioners meeting the human resource and technical capacity needs of sports.
- Athletes and teams achieving success and/or maintaining top performance at national, regional, continental and world rankings.
- Enhanced sense of national unity, patriotism and a more cohesive sports community.
- Sports and leisure recognised as significant contributors to national development.
- Good governance with improved management and delivery of sports.
- Properly constituted sports organisations and structures that are functioning at optimal levels of efficiency and effectiveness.
- Sufficient and accessible sports facilities that are well maintained and fully utilised by the community.
- Seychelles as a choice destination for major events, training and sports tourism.
- Sports as a way of life, culture and healthy living.
- An ethical and doping-free sports environment.





IMPLEMENTATION PLAN

The implementation of the strategic plan will be the responsibility of the National Sports Council (NSC), Sports Federations and all associated parties.

The NSC will ensure that its structure is reviewed such that it is capable of implementing this strategic plan and approve annual budgets that will support the strategy implementation. It will take the lead in mobilising the necessary resources and ensuring that Sports is well managed. The NSC will also ensure that annual business plans are drawn and implemented as part of the implementation of the overall strategic plan, instill commitment to the strategic plan and ensure that staff rewards and motivation are linked to attainment of the strategic plan performance targets.





MONITORING AND EVALUATION

The Policy Section in the Ministry is responsible for regular monitoring and evaluation on implementation of the strategic plan through progress reports by the NSC respective Sports Divisions, and other relevant organizations.

Appropriate monitoring and evaluation shall be conducted to monitor the implementation of this strategic plan according to the set strategies and outcomes. Records of performance against set targets shall be kept and any variations observed shall be addressed progressively. It will ensure that an information and reporting system to track progress and monitor performance is developed. Furthermore, the Section will ensure that policies that facilitate strategy development are formulated and implemented.



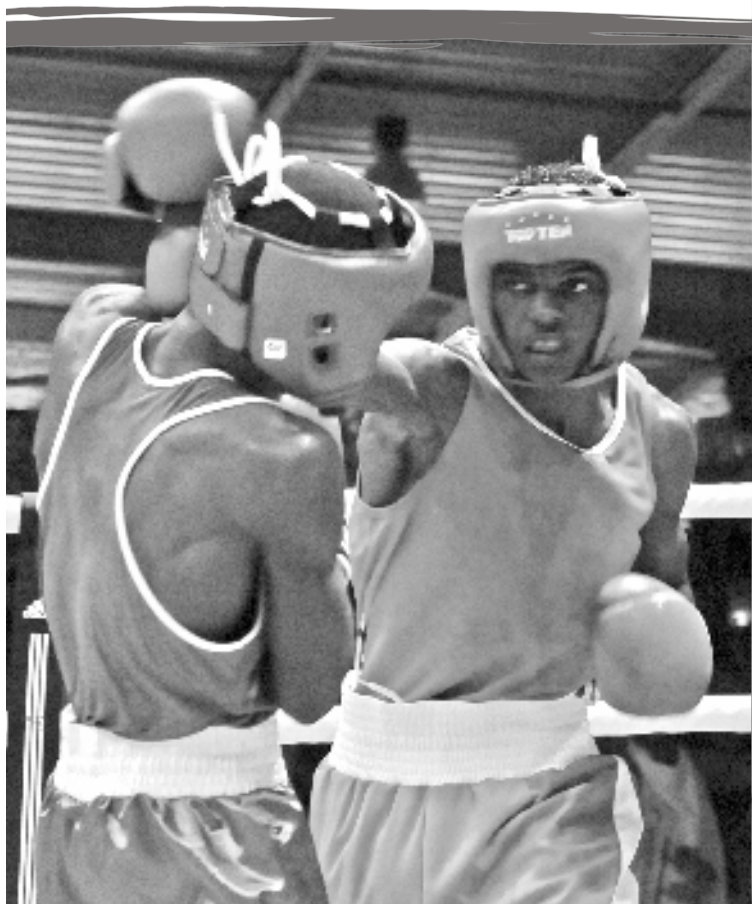


CONCLUSION

Sports matters to the people of Seychelles as it adds value to the quality of life, and has the capacity to entertain, educate, develop, inspire and lift the spirit of the nation.

This Strategic Plan belongs to the sports community in the broadest sense. The implementation of the Strategic Plan is non-negotiable. To effectively implement the plan, it is imperative to restructure our sports system, so as to achieve specific results through different approaches.

With a coordinated, integrated and aligned national sports system within which all component parts are focused towards a common set of goals and objectives, the potential value of sport to the Seychelles society will be fully realised. All stakeholders must own, buy-in and commit to the Strategic Plan.





ACKNOWLEDGEMENT

Seychelles Sports acknowledges the invaluable contributions from the sports communities in guiding this consultation and review process of the Strategic Plan.

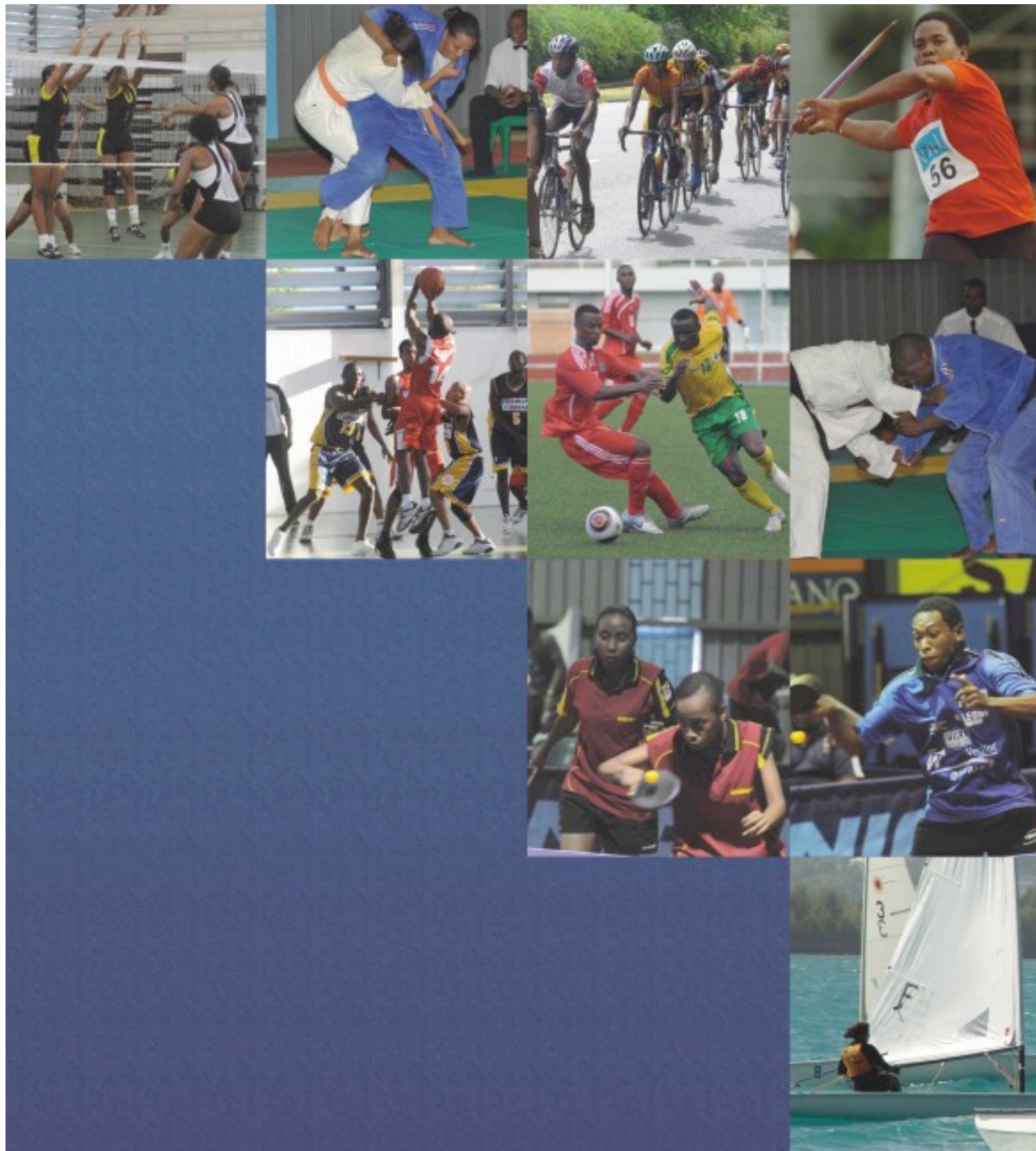
We acknowledge and recognise the significant contributions from the Sports Federations, District Administrators, National Sports Council Board (NSC) and its Administration, the Seychelles Olympic and Commonwealth Games Association (SOCGA), Sports Development officers, agencies, sports enthusiasts and the general public for their active participation in the review process.

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