

World Silambam Association (WSA)

உலக சிலம்பம் சங்கம்



Silambam - 5R Program

Research, Revive, Rejuvenate, Retention and Restore

SILAMBAM STRATEGIC PLAN



World Silambam Association

with Silambam Asia

NGO in Special Consultative Status with the ECOSOC of the United Nations

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WORLD SILAMBAM ASSOCIATION (WSA)

Ministry of Home Affairs - JPPM Reg. No.: PPM-002-10-12062018

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Silambam Strategic Plan 2018-2023

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Vision	World Silambam Association (WSA) is a world-leading Silambam organization that is inclusive, accessible, and ethically driven; thus, focusing to create unity, respect, success, sustainability and opportunities for everyone.				
Purpose	Deliver excellence in all aspects of Silambam governance, inclusion, promote participation, and performance for the benefit of members - related to the Silambam (the Indian Traditional Martial Arts and Sports).				
Enablers	<p>Aims: Strengthening the unity, direction, and inclusion across all aspects of Silambam by cultural acting with integrity and being inclusive, transparent, ethical, cohesive, and collaborative in Silambam.</p> <ol style="list-style-type: none">1. To increase members' participation by 2023.2. To produce high-quality Silambam medalists (including in the future: Olympic and Paralympic games).3. To establish robust systems of governance at every level of Silambam (the Indian Traditional Martial Arts and Sports) program following Intergovernmental, Government, Statutory Board, and other relevant Government / International agencies standards.				
Strategies	Elite Performance Achieve High Performance (HP) by deliver Silambam to become World Class programs.	Participation Growth Deliver Silambam integrated programs to increase membership recruitment & retention levels.	Commercial & Marketing Ensuring commercial growth and financial sustainability to generate greater levels of revenue.	Leadership & Governance Provide effective leadership, governance & operational support services.	Technical & Volunteering Engage, appreciate, develop the culture, opportunities to enable members to realize their potential.

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Tactics	Athlete performance & success	Incentivize Clubs/ Organizations	Diversified Income generation	Governance structuring	Create Coach & Officials pathway
	Athlete health & well-being	Retention levels within existing markets	Market reach & digital activity	Anti-Doping Strategy, HR, Finance & IT services	Innovative high-quality resources for participants
	Performance Pathway for Silambam (the Indian Traditional Martial Arts and Sports) program related to the Nature or Life Science & Medicine	Inclusive opportunities to participate and excel	Public relations Silambam brand	NGB Collaboration	Reward & recognition
	High quality Traditional Arts & Sports Coaching,	Capitalize upon the evolving agendas	Stakeholder engagement	International Influence for Clubs/Organizations, National, Regional, Continent and International events	Appropriate competitive opportunities
	Programme leadership and governance	Acquisition programs		Membership Services	
	Elite Training Centre	Appealing membership offer			

Outcomes

Success Pathway - வெற்றி பாதை

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Silambam Strategic - Introduction and Context

The World Silambam Association (WSA) is the International Governing Body of Silambam (the Indian Traditional Martial Arts and Sports) program in worldwide whose principal activities are growing, overseeing the Silambam for good practices, maintaining the essence with its qualities, and strives towards the goal to lead Silambam athletes to win medals in the future Olympic and Paralympic games. World Silambam Association (WSA) also aims to exhibit excellent qualities of work and educate the community to align with the goals of United Nations ECOSOC and SDGs programs.

The World Silambam Association (WSA) is the official international body of silambam for Worldwide and Non-Government Organisation (NGO). In October 1999, the primary name of Silambam initiated and formed in Singapore to become the official name of Silambam (the Indian Traditional Martial Arts and Sports) program by Guruji Murugan Chillayah. In 2014, an organization named 'Silambam' legally registered and recognized as a more formalized organization after security clearance approved by ACRA Singapore Regulatory Board. It was followed by a new formation of Silambam Asia in Singapore, is the Silambam organization recognized by the United Nations and has members of five countries in Asia continent, and to expand growing further throughout the world accordance with the sustainable development goals of the United Nations. In 2018, to preserve and rejuvenate of Silambam (the Indian Traditional Martial Arts and Sports) program worldwide by the establishment of the World Silambam Association with the Ministry of Home Affairs (JPPM) in Malaysia.

The World Silambam Association (WSA) is also provides membership and accreditation programs for Silambam organization. World Silambam Association (WSA) has expanded its network of Clubs/Organizations, qualified coaches and individual members throughout worldwide countries by providing activities or access of Silambam (the Indian Traditional Martial Arts and Sports) in Five (5) continents such as Asia, Europe, Pan America, Africa and Oceania.

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The World Silambam Association (WSA) represents at Clubs/Organizations, National, Regional, Continent and International, and also a member of the:

- Silambam Asia in Special Consultative Status with ECOSOC of United Nations,
- UN-IGF for Silambam technology – World Silambam Association (WSA) and Silambam Asia,
- Silambam Asia for advisory in ICH-UNESCO for cultural and arts preservation,
- Silambam Asia NGO committee in UNICEF,
- General Association of Asia Pacific Sports Federations (GAAPSF) previously called SportsAccord Asia-Pacific Headquarters (SAAPH),
- TAFISA Germany,
- International Sports Network (ISNO Switzerland).

A practical, productive, and forward-thinking strategic plan provides a sound basis for the future of Silambam (the Indian Traditional Martial Arts and Sports) program and organization. It helps to shape the Association's relationships with every respective country of Silambam organizations and stakeholders. It also signifies and intended to reflect the priorities of improvement or effective structuring for each home country's participation and talent development plans by using the Silambam strategic plan. This will exhibit of Silambam (the Indian Traditional Martial Arts and Sports) has a good practices and proper strategies of delivery agencies across the world and continental with a coherent strategy.

The strategic plan is owned and monitored by the Chairman and Board of Executive. The Board agrees to the Vision, Mission, Objectives, and headlines strategies and delegate responsibility for the delivery of the plan to the Chairman regularly to help the sustainable development of Silambam worldwide. The Chairman also will ensure that the board of executives establishes operational delivery plans (tactics and action plans) to realize the aims of the strategic plan and report regularly upon progress to the Board.

The board of executives is required to align their department's business plans, workforce structures, target setting, and performance reviews (appraisals) to execute the strategic plan. The board of executives is also required to develop ways of collaborative working across departments and their teams to increase effectiveness, efficient practices through experiences, and knowledge exchange processes.

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Our Vision

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World Silambam Association (WSA): The custodian of “Silambam” registered under ACRA Singapore and “World Silambam Association” registered under Ministry of Home Affairs in Malaysia. World Silambam Association (WSA): unity, respected, successful and sustainable, and providing opportunities for everyone. **World Silambam Association (WSA) is a world leading Silambam that is inclusive, accessible and ethically driven.**

Our Mission

எமது நோக்கம்

To promote Silambam in a fun, accessible, safe and community in accessibility related to the Indian Traditional Martial Arts, Education, Culture, Nature, Climate Change, Recreational, and Sports program for everyone, through providing effective framework and pathways that support and empower all participants including children, girls and women at all levels, and encourages lifelong participation.

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Our Values – The Silambam Ways

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Accountable	Owning the consequences of our actions and decisions
Ethical Integrity	Always acting and promoting behaviour, attitudes and actions that are in accordance with the rules, philosophy and standards of our martial art and the integrity principles of Silambam related to the Indian Traditional Martial Arts, Education, Culture, Nature, Climate Change, Recreational, and Sports program. Integrity is about doing what you say you will do and maintaining high personal and professional standards at all times.
Inclusive	Celebrating the diversity within our Silambam community,
Transparent	Open and frequent communication and reporting.
Respect	Showing empathy, consideration and regard to others. Respect is having due regard for the competence, feelings, views and rights of ourselves and others. It extends to the treatment of all people with whom we come into contact.
Courageous	Having an open and progressive mindset which embraces change and challenges.
Excellence	Striving to be our best. Excellence is the standard that we constantly strive to achieve. It ensures that a job is well done, no matter how difficult the circumstances.
Collaborative	Working jointly with others to achieve mutually beneficial outcomes. Thus, it gives us a sense of belonging, creating the belief that with the support of our colleagues, we can overcome adversity and achieve great things.
Trustworthy focused (Satyam pathway)	Being responsive, delivering a consistent and reliable organizational standard to Silambam members and stakeholders. Trust is the belief and confidence in the reliability of each other. It quantifies and defines our relationships with others.

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Silambam Key Stakeholders

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World Silambam Association (WSA) will interact with our key stakeholders in the following ways:

Member States (National)	Work collaboratively to build a unity and aligned strategy with the States, supported by clear roles and accountabilities.
Athletes	Provide frameworks for Athletes at all levels to achieve their goals in Silambam, and maximize the development potential of Clubs/Organizations, National, Regional, Continent and International players (Cadet, Junior, U21 and Senior).
Coaches/Clubs/Instructors	Provide development and education programs, resources and pathways to Clubs/Organizations, Coaches and Instructors to assist them provide ongoing, consistent and best practice services.
Officials, Staff and Volunteers	Provide accurate, affordable and accessible training and accreditation to Officials, Staff and Volunteers.
Community	Provide opportunities that encourage participation in, and promote the value and benefits of Silambam to the broader Community.
Culturally and linguistically diverse Communities and Groups.	Offer memberships and support to a diverse population including seniors, refugees, regional rural and remote participants, equal gender rights, and individuals with disabilities and impairments
Sports Commission (National and International) and International Sports bodies (GAAPSF, Esports, TAFISA, ISNO, World Martial Arts Union, etc.)	Work openly and collaboratively with every continental Silambam bodies such as Silambam Asia (SILA), Silambam Europe (SILE), Silambam Pan-America (SILU), Silambam Africa (SILF), and Silambam Oceania (SILO), thus, to grow participation and high-performance outcomes for Silambam.
FUTURE: International Olympic Committee (IOC) and Paralympic Committee	Engage strategically to ensure that Silambam make entry to and remains in the Olympic and Paralympic games - in the future.

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Local, State and National government	In conjunction and collaboration with our Clubs/Organizations, National, Regional, Continent and International membership counterparts, engagement with all levels of government to leverage support for our strategic goals.
World Silambam Association (WSA) and other International Organisations	Engage and collaborate with all Clubs/Organizations, National, Regional, Continent and International level Silambam to enhance and build our International reputation.
Prospective Alliance partners	Plan and consider services to groups outside Silambam (e.g. other Martial Arts, human services groups, youth groups, community societies and other cross-over the Indian Traditional Arts, Education, Culture, Nature, Climate Change, Recreational, and Sports program)
Other affiliates (including Sponsors, Partners, National network)	Work collaboratively with all other affiliates for mutual outcomes that support our strategic objectives.

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The Silambam Seven Strategic Plan

Our strategic plan which outline the cornerstones to achieving the strategic purpose. The FY2021 plan will outline steps to achieving these strategic plans in the next year.

1. World Silambam Engagement

Goal: International alignment between Clubs/Organizations, National, Regional, Continent and International members underpinned by best practice and governance of World Silambam Association (WSA).

Consequence from non-achievement of Goal: Loss of Clubs/Organizations, National, Regional, Continent and International members support, increased of fragmentation, inefficient or irrelevant use of resources, loss of opportunities and further may cause loss of essence and qualities of Silambam at worldwide level.

Current practices to achieve Goal:

- Decisive leadership, credibility and relevance within our community.
- Coherent planning to achieve strategic outcomes.
- Best practice governance and management principles.
- Effective two-way communication and engagement between World Silambam Association (WSA), Clubs/Organizations, National, Regional, Continent and International members.

New Initiatives proposed to achieve Goal:

- Coherent planning with State Members to achieve strategic outcomes.
- Have an aligned strategic plan between World Silambam Association (WSA), Clubs/Organizations, National, Regional, Continent and International members.
- Shared vision between World Silambam Association (WSA), Clubs/Organizations, National, Regional, Continent and International members.
- Effective two-way communication and engagement between World Silambam Association (WSA), Clubs/Organizations, National, Regional, Continent and International members.

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- Conduct a needs analysis and delivery plan that includes State Member objectives and activities.
- Provide value to the states through education, welfare and development programs and courses for athletes, coaches, officials and volunteers.
- Identify operational efficiencies between World Silambam Association (WSA), branches, clubs/organizations, schools, local (areas covering neighborhood, villages, rural, semi/urban areas, sub-districts, districts, zones, states), national, regional, continents and international members and how to implement.

Performance Model	Target
State member engagement	Develop a Communication Strategy between World Silambam Association (WSA), Clubs/Organizations, National, Regional, Continent and International members by December 2020 Positive Member State feedback through collaborative projects. Meetings with states held on quarterly basis on the following years.
Number of engagements between Board and Member State boards	Quarterly or more frequent per month with 50% of States.
Operational Efficiencies	Develop resource sharing portal for common documentation such as policies and procedures. Utilize Clubs/Organizations, National, Regional, Continent and International events entry system segregated of selection events of Silambam related to the Indian Traditional Martial Arts, Education, Culture, Nature, Climate Change, Recreational, and Sports.

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2. Best Practice Governance

Goal: To establish a best practice governance, create contemporary best practice governance structures, good practices of policies and procedures implemented and reporting framework to support the ability of the Board to oversee:

- growth in the business.
- governance of change.
- management of identified risks.

Consequence from non-achievement of Goal: Poor board members performance which may cause risks for not adequately managed, decrease of participation, loss of funding support and loss of partnerships.

Current practices to achieve Goal:

- Decisive leadership, credibility and relevance within our community.
- Coherent planning to achieve strategic outcomes.
- Best practice governance and management principles.

New Initiatives proposed to achieve Goal:

- Ensure appropriate composition on Clubs/Organizations, National, Regional, Continent and International Boards to achieve best practice governance.
- Have an agreed strategic plan for World Silambam Association (WSA) for 2018 and beyond including a needs analysis and delivery plan that includes objectives and activities.
- Establish Risk Management document and framework by March 2021.
- Board Skills Matrix assessment and Board performance reviews at Clubs/Organizations, National, Regional, Continent and International levels.
- Transparent and rigorous policies to ensure transparency, fairness and the safety of all participants (including child safety and travel to unsafe locations).
- Periodic reporting of project outcomes.
- Complaints are effectively addressed.

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Performance Model	Target
Effective decision making	Achieving Strategic Goals.
Succession planning	Nomination of Committee established and succession planned in an orderly manner.
Skills	Up to date Skills Matrix with no skill gaps.
Risks managed	Approved Risk Management policy and clean Risk and Financial audits.
Annual World Silambam Association (WSA) Performance Review of Silambam (the Indian Traditional Martial Arts and Sports)	Satisfactory rating or above.
Project reporting	Project reporting standing agenda item.
Complaints	Establish and maintain up to date Complaints Register.

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3. Strong Participation

Goal: To grow and diversify World Silambam Association (WSA) membership base.

Consequence from non-achievement of Goal: Member numbers and participation declining which may lead to a loss of funding support and membership revenue, and cause shrinking of talent pipeline.

Current practices to achieve Goal:

- Events that provide opportunities for engagement and quality competition for participants across the continuum.
- Clear and transparent pathways for all participants – athletes, recreational and traditional participants, coaches, referees, and judges.

New Initiatives proposed to achieve Goal:

- Clubs/Organizations, National, Regional, Continent and International Participation with Development Plan.
- Membership model that provides a clear value proposition for members and delivers appropriate services and benefits.
- Implement accredited courses for all levels of coaches and officials.
- Cultivate participation by para athletes, coaches and officials
- Establish Clubs/Organizations, National, Regional, Continent and International Program of sanctioned events.
- Build capability and capacity of the Clubs/Organizations to grow participation through business seminar/workshops opportunities to assist them in increasing their membership base.
- Develop and implement a Cadet, Junior, U21, Senior framework and pathway for Silambam stick fencing (kambu sandai) players and Silambam freestyle performance (Tani Tiramai) players.
- Annual membership survey for member/participant satisfaction.
- Cultivate partnerships to generate new participants (e.g. universities, corporate opportunities) by 2021.

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Performance Model	Target
Clubs/Organizations, National, Regional, Continent and International events participants survey	Post within a month of event completion.
International and Intergovernmental Participation Plan projects	Project timelines to be included by August 2021.
Para Silambam	Establish Para Committee for Silambam stick fencing (kambu sandai) and Silambam freestyle performance (Tani Tiramai) by July 2021.
Membership growth	10,000 by December 2021.
Membership growth year on year	10% of member growth rate, year on year.
Accreditation of Officials	National coach and referee accreditation systems in place on 2021.
Participation numbers	Commensurate with World Silambam Association (WSA) organize of Silambam related to the Indian Traditional Martial Arts, Education, Culture, Nature, Climate Change, Recreational, and Sports program participation survey data at the International level.
Greater engagement with Clubs/Organizations	Clubs and Organizations Workshops.
Cadet, Junior, U21, Senior development and pathways for Silambam stick fencing (kambu sandai) and Silambam freestyle performance (Tani Tiramai)	Develop and implement a Cadet, Junior, U21, Senior framework and pathway for Silambam stick fencing (kambu sandai) and Silambam freestyle performance (Tani Tiramai).

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4. Developing our People and Culture

Goal: To have an effective workforce (volunteer, staff, contractor) who are engaged, educated, safe, and valued, within a supportive culture that reflects World Silambam Association (WSA) values.

Consequence from non-achievement of Goal: Workforce disengaged which may leading to increased workforce turnover, resulting in a decrease of service quality and therefore participation decreasing.

Current practices to achieve Goal:

- Robust organisational values and Codes of Conduct.
- Development pathways for our people supported by mentoring, skills development opportunities, seminars, and succession planning.
- A workforce structure (including committees) that support the delivery of the strategic plan.
- Deliver communication of information and resources available through other members or partners e.g. Any International organizations of Silambam related to the Indian Traditional Martial Arts, Education, Culture, Nature, Climate Change, Recreational, and Sports, such as the International Children related organizations / UNICEF, Women and Girls related such as WEP or UN-Women and cultural-arts related such as ICH-UNESCO.
- Silambam stick fencing (kambu sandai) Referee and Silambam freestyle performance (Tani Tiramai) Judge education framework and courses.

New Initiatives proposed to achieve Goal:

- Establish National awards framework and recognition strategy.
- Conduct a regular series of Clubs/Organizations, National, Regional, Continent and International seminars and conferences.
- Establish Clubs/Organizations accreditation framework.
- A volunteer strategy to help build the capacity of our states and Clubs/Organizations including volunteer recruitment, retention, management and recognition.
- Track coach development outcomes, including diversity in the coaching pool, e.g. gender diversity and development of para coaches.
- Mentoring opportunities.
- Cultivate a culture of gender diversity and inclusion.

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Performance Model	Target
Volunteer numbers	Volunteer page on the World Silambam Association (WSA) website by 2021. Include non-members; benefits; code of conduct; committees and teams.
Coaches and Teachers numbers	Clubs, organizations and coach page on the World Silambam Association (WSA) website by 2021 recognising Clubs/Organizations, teachers and coaches as the 'backbone of Silambam related to the Indian Traditional Martial Arts, Education, Culture, Nature, Climate Change, Recreational, and Sports program. An increase of female teachers and coaches in the National teaching and coaching pool.
Officials numbers	Officials Silambam stick fencing (kambu sandai) referees or Silambam freestyle performance (Tani Tiramai) referees and judges page on the World Silambam Association (WSA) website by 2021 which includes official accreditations and pathways.
Diversity and Inclusion	Gender Impact Statement included in all Board proposals.
Performance reviews	Establish framework for annual performance review of staff, contractors and committees, identifying who will conduct the reviews and completion date.
Partnerships	Ensure long-term relationship and recognition of Silambam related to the Indian Traditional Martial Arts, Education, Culture, Nature, Climate Change, Recreational, and Sports in the partner programs by 2021, engagement to retain traditional arts or sports movement, and monitor Silambam traditional programs to be in track and grow simultaneously with the programs in Indian Traditional Martial Arts, Education, Culture, Nature, Climate Change, Recreational, and Sports.

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5. Financial Sustainability

Goal: To be financially viable with a sustainable balance of government funding, membership fees and other revenue sources.

Consequence from non-achievement of Goal: Over depending upon one revenue source, programs or activities reduced and participation opportunities and insolvency of potential.

Current practices to achieve Goal:

- Strong financial management, budgeting and reporting.
- Review balance of revenue sources.
- Finance Audit and Risk Management reporting by Silambam Sub-Committees.
- Meet regulatory and reporting requirements to maintain revenue sources.
- Independent CPA member (to be adapted in the future before beginning of entry into Olympic and Paralympic games on the Finance Audit and Risk Management for Silambam Sub-Committees. Currently financial and audit assessment conducted by two elected Internal Audit because organization is currently running as not making profit and below taxable income.

New Initiatives proposed to achieve Goal:

- Produce professionally prepared Commercial Development Plan that evaluates current assets and identifies new ones, including sponsorship opportunities.
- Consolidated Financial reporting.
- Collaborate with the states in projects and programs as an alternative to a National Membership scheme. Revenue Diversification.

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Performance Model	Target
Financial - Actual vs Budget	On target with budget.
Balance of Revenue Sources	Minimum.
Financial meetings commensurate with Board meetings	Endorsed financial reports at Board meetings.
Revenue diversification	Identify new revenue sources and secure commercial sponsorships or partnerships.
National Membership Opportunity	Develop joint projects and programs with National including finding new revenue sources by FY2021.

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6. High Performance

Goal: To provide frameworks and programs for athletes, coaches and officials to meet performance goals and achieve podium results.

Consequence from non-achievement of Goal: Lack of interest of Silambam related to the Indian Traditional Martial Arts, Education, Culture, Nature, Climate Change, Recreational, and Sports program, reduced competition results, loss of confidence and funding support, loss of Olympic selection opportunity, loss of United Nations participation opportunities, reduced participation at overall, and pressure on financial sustainability.

Current practices to achieve Goal:

- Sound leadership and program governance.
- Engagement with Silambam Training Centre for an effective relationship to support World Silambam Association (WSA) High Performance (HP) outcomes.
- National Team representation at World Silambam Association (WSA) Events.
- National Development opportunities for athletes, coaches and officials.
- Athlete and Coach, Selection and Nomination policies.

New Initiatives proposed to achieve Goal:

- Establish High Performance (HP) Advisory Group by second quarter of 2021.
- Organize and communicate Clubs/Organizations, National, Regional, Continent and International High Performance (HP) Plan (including Para) in 2021 or by first quarter of 2022.
- Develop a Clubs/Organizations, National, Regional, Continent and International competition program that supports High Performance (HP) outcomes.
- Finalization of National Pathway Framework for High Performance (athletes, coaches and officials)
- Deliver quality case management for priority athletes.
- Develop appropriate Silambam framework and policies.
- Develop world class Silambam Training Environment and Management (STEM).
- Clear communication of athlete, coach and official initiatives and policies.
- Develop policies and programs that facilitate equal gender representation at key events.

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Performance Model	Target
Results at Benchmark events	<ul style="list-style-type: none">• Bring targeted countries to achieve the top standard of Silambam (the Indian Traditional Martial Arts and Sports) at International Level or World Championships.• Quarterfinal results at 2021 Grand Prix events.• 1st, 2nd or 3rd at 2021 Grand Prix events.• Equal gender representation at key events.
Number of athletes exposed to World class Silambam Training Environment and Management (STEM) system	Engage professionals in addition to the Traditional Arts & Sports Coaching Committee, to run state workshops to set training benchmarks and educate coaches on basic training principles. One workshop per country by December 2021.
Number of coaches in the High Performance (HP) development program	Create a coach and organization page by March 2021. This page should be a resource for coaches. Publish pathway documents including member protection policy, code of conduct, resources, coach selection criteria and other relevant resources.
Increase the standard of coaches and engagement	Establish a National Coaching Pool and pathway for coaches.
Increase number of Referees engaged in competition with WSA Accredited Referee qualification	<ul style="list-style-type: none">• Recognise current WSA Accredited Referees on the World Silambam Association (WSA) website and social media pages such as Twitter, Facebook, YouTube, LinkedIn, etc.• Double the number by December 2021.• Annual ranked events in several designated/voted member countries by 2021.• Conduct WSA Accredited Referee courses in several designated / voted member countries bi-annually/annually.

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Establishment of High Performance (HP) Advisory Group and Committees	High Performance (HP) reporting at every Board meeting. Reports to be submitted from Silambam stick fencing (kambu sandai) Competition Rules Committee and Traditional Arts & Sports Coaching Committee.
Fully informed and holistic development of athletes	Athlete resources published by December 2021 including: <ul style="list-style-type: none">• Education and Mental Health development,• Clear documents explaining pathways from Club to Elite, Cadet to Senior.• Member protection policy,• Grievance/complaints procedure.• Code of Conduct,• Up to date funding criteria,• All categorization documents.• Resources addressing athletes transitioning to retirement.
Build trust, confidence and guidance for the Clubs/Organizations, National, Regional, Continent and International High Performance (HP) program	Traditional Arts & Sports Coaching Committee to represent and attended from each National team by December 2021. Committees and Advisory group should lead and be held accountable for the High Performance (HP) Program roll out. Executive members of Clubs/Organizations and National should not be involved in High Performance (HP) decision making e.g. player selection, setting funding criteria, selecting coaches etc. removing any perceived conflict of interest.
Develop pathways for development of Cadet, Junior, U21, Senior athletes	Opportunities for camps and competitions at National and International level.

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7. Stakeholder Engagement

Goal: To engage with our Stakeholders to deliver our strategic intent.

Consequence from non-achievement of Goal: Failure to deliver stakeholder statements, disengaged stakeholders and increased fragmentation.

Current practices to achieve Goal:

- Frequent contact with every member of Silambam Asia (SILA), Silambam Europe (SILE), Silambam Pan-America (SILU), Silambam Africa (SILF), and Silambam Oceania (SILO) regarding World Silambam Association (WSA) progress and queries.
- Regular newsletters and social media updates for the Silambam Community and all other key stakeholders.
- Regular staff meetings, including relevant Silambam stakeholders where appropriate engagement with sponsors.
- Communication with athletes regarding performance and development opportunities.
- Engagement with ASC regarding High Performance (HP) and participation initiatives, expectations and outcomes.

New Initiatives proposed to achieve Goal:

- Clubs/Organizations, National, Regional, Continent and International engagement on behalf of every continent of Silambam - Silambam Asia (SILA), Silambam Europe (SILE), Silambam Pan-America (SILU), Silambam Africa (SILF), and Silambam Oceania (SILO) regarding mutually beneficial outcomes.
- Communication with the community regarding the benefits of Silambam participation.
- Digital integration of National and International organisations.

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Performance Model	Target
Positive relationship and communication with all Silambam organizations worldwide	Report to each board meeting.
Report to board meeting and assemblies	Board member attendance at all General Meetings and Assemblies.
Engagement with World Silambam Association (WSA) head office	Report to each Board meeting.
Report engagement activity	Report from Ambassadors regarding their engagement activities to each Board meeting.
Social Media engagement	Report to each Board meeting.
Engagement with World Silambam Association (WSA) accredited member Clubs/Organizations, National, Regional, Continent and International elite athletes	World Silambam Association (WSA) sponsored athletes should attend at least one event in Clubs/Organizations annually - to actively attend their training with any selected smaller clubs, organizations or events.
Digital Integration	Implement governance framework to ensure World Silambam Association (WSA) accredited member Clubs/Organizations, National, Regional, Continent and International have a single source of authoritative information. Provide states with required support, including policy templates, to ensure success and alignment with National and International standard.

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