

International Association of Athletics Federations

MEMBER SERVICES DEPARTMENT



IAAF REGIONAL DEVELOPMENT CENTRES

Operational Policy & Guidelines

[Updated in Moscow, 10 November 2005]

International Association of Athletics Federations

MEMBER SERVICES DEPARTMENT



REGIONAL DEVELOPMENT CENTRES

Operational Policy & Guidelines

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Background

The purpose of the IAAF Regional Development Centres (RDCs) is to support the Member Federations in their Regions as they work to promote the development of athletics in their respective countries. RDCs are responsible for the implementation of the IAAF Development Programme and the co-ordination of the development activities in their Region.

Since the opening of the first RDC in 1986, a wide variety of RDC activities have been carried out and much valuable experience gained. This document serves to clarify and update the RDC Operational Policy to improve the overall function of the network, and to encourage each RDC to take on greater responsibilities in the 21st century.

1. Organisation

RDCs are offices of the IAAF located in all Areas that co-operate with the IAAF's Area Associations and provide services to the Member Federations.

1.1. Board of Directors

Each RDC has a Board of Directors composed as follows:

- The Chairman : an appointed IAAF Council Member from the Area;
- The Director from the Member Services Department to represent the IAAF;
- The RDC Director as ex-officio member;
- Partners as described in 1.2 have the right to appoint one member of the Board;
- In addition, the Board may invite additional members as it sees fit.

In principle the Board of Directors should meet once a year preferably prior to the meeting of the Development Commission.

Role and Authority of the Board of Directors is to:

-
- approve the annual report of the RDC Director;
- discuss and approve the RDC programme of activities for the following period;
- co-ordinate relations with the IAAF, the Area Associations and national authorities such as the NOCs, the National Federations and other institutions involved;
- guide and support the RDC in the areas of marketing and sponsoring.

1.2 Partners

One or more local bodies can also be included in the partnership such as the national or local government, the National Olympic Committee, national or regional broadcasters and press agencies or other institutions with an interest in the development of athletics. This partnership is one of mutual co-operation and assistance, as opposed to a legal partnership

such as may be understood in various jurisdictions. The basis of any partnership is to be drawn up in an Agreement. This document, signed by the partners and detailing their specific responsibilities, must be reviewed on a regular basis.

1.3 Consultants

1.3.1 Director

The RDC Director is a consultant to the IAAF providing the IAAF with general services in accordance with the terms of his consultancy agreement. He reports to the Member Services Department. The RDC Director's office is at the RDC Headquarters.

The RDC Director should not hold any posts within his National Athletics Federation or any other national / international sports bodies without the authorization of the IAAF.

The RDC Director must collaborate with the IAAF Office, the Area Association, Member Federations served by the RDC and other national or international sports bodies and he must be prepared to travel in order to do so.

Diplomatic, flexible, and creative, the Director is encouraged to present new ideas to the Member Services Department for the improvement of activities held at the RDC.

The RDC Director is appointed on the following basis:

- Proven management and organisational experience;
- Teaching experience, preferably in areas such as coaching, officiating or sports administration;
- Higher Education, preferably in Physical Education and/or Sports Management;
- Strong communication skills;
- Good knowledge of financial management and fund-raising;
- Good English language skills.

1.3.2 Deputy Director

The Deputy Director co-operates and helps the Director in the management of the RDC. The Deputy Director should report to the RDC Director.

The Deputy Director is appointed on the following basis:

- Management and organizational skills in athletics;
- Teaching experience, preferably in areas such as coaching, officiating or sports administration;
- Computer skills;
- English language skills.

1.3.3 Secretary

The Secretary shall report to both the RDC Director and to the Assistant Director and shall comply with the instructions of the RDC Director and the Assistant to Director.

The Secretary is appointed on the following basis:

- Strong administrative skills;
- Computer skills;
- Fluent English language skills.

In particular circumstances (i.e Beijing, Cairo, Moscow, Santa Fe,) it could be necessary to employ a translator.

1.3.4 Additional Assistance

The RDC Director might be assisted by additional persons as he requires for the management of the office. These people will be paid from the Operational Budget of the RDC.

2. Operations

2.1 Facilities and Equipment

It is important that visitors see the RDC as a permanent and solid base for athletics in the Region, welcoming and available all year-round. Each RDC is an institutional unit and as such must include the following facilities all at close proximity:

- Administrative office equipped with modern office equipment;
- Lecture room with audio-visual equipment;
- 400 metre synthetic track with training and competition equipment;
- Fully equipped strength training area;
- Resource Centre with publications and audio-visual equipment;
- Social room for informal gatherings;
- Accommodation for courses and training camps participants;
- Dining area.

The Director is responsible for ensuring that the RDC's facilities and the equipment are maintained to proper standards.

2.2 Operational Funds

The RDC Director must submit semi-annual Operational Funds Reports to the Member Services Department (Appendix 1) outlining the utilisation of operational funds at the RDC's disposal as follows:

- by 31st July, to cover the first semester of the year;
- by 31st January of the following year to cover the second semester. This report must include an RDC bank statement as at 31 December of the previous year. A copy of the previous year's audited accounts has to be sent to the Department no later than 30th April of the following year.

Operational Funds are paid once a year, on submission of the report of the second semester.

2.3 Communication

In order to ascertain best the Region's development needs and to organise appropriate activities, RDC Directors must establish and maintain good communication links with all Member Federations served by their RDCs, as well as with other appropriate organisations and individuals.

2.3.1 Bulletins

A specific budget is allocated for the publication and distribution of regional Technical Bulletins. RDCs are requested to publish a minimum of 2 Bulletins per year, whilst being encouraged to add to this number within budget limits.

2.3.2 Websites

Each RDC must create its own website in order to promote its programme of activities and provide Member Federations with information vital for the development of athletics in their Region

2.3.3 Resource Centres

The RDC Director must build up and maintain an adequately stocked Resource Centre to promote the RDC through publications, videos, leaflets and any other means available.

2.3.4 Temporary Development Offices

RDC Directors should attend their Area's major Junior and Senior Championships and set up Temporary Development Offices at these Championships.

The primary goal of these offices is to meet federations' representatives such as delegates, coaches, officials and key personnel, to discuss RDC related matters. They offer a unique opportunity for the RDC Directors to introduce the RDC through photographic exhibitions, videos and other means available. They should also be used for direct sale of RDC publications, posters and videos.

2.3.5 Visit to Member Federations

Each RDC Director should visit all Member Federation under his jurisdiction at least once every four years.

2.4 Sponsoring

RDC Directors are encouraged to seek additional funding actively from sources outside the IAAF (including commercial activities utilising the RDC facilities, equipment or personnel). However, Directors are asked to keep in mind that this must in no way interfere with the IAAF's image and must not conflict with the IAAF existing partners, the approved RDC programme or any other IAAF policies.

RDCs have no authority to obtain credit or spend money on behalf of the IAAF, save in respect of matters that are approved by the IAAF beforehand.

2.5 Activities

2.5.1 Programme of Activities

Each RDC is responsible for the delivery of a programme of activities designed to meet the needs of national federations. These may be selected from the menu of courses and seminars endorsed by the Development Commission. Alternatively, activities may be specially designed, in cooperation with the IAAF Member Services Department, to meet specific needs in the Region, such as symposia, congresses, etc.

Each RDC programme entails the co-ordination of the IAAF and RDC/IAAF activities organised at national level within the Region.

The RDCs should be creative and look for new concepts and programmes taking into consideration their Region's specific needs.

2.5.2 Planning and Funding

Each Centre should prepare a four-year rolling programme of activities which should be reviewed and updated annually. Each proposed activity must include the following information:

- Designation of the activity;
- Proposed date and venue;
- Target number of participants;
- Estimated budget;
- List of Potential Lecturers.

This draft will be discussed with the RDC Board of Directors before being submitted to the IAAF Development Commission, together with an overall budget request for the RDC's activities. The Commission reserves the right to make any changes as deemed appropriate. Upon the Commission's decision, and approval of the final draft, the Member Services Department will inform the RDC Director and the Board of Directors of the approved activities and the funds allocated by the Commission.

Final details will be worked out between the Member Services Department and the RDC Director.

Activity Funds are transferred twice a year in advance upon reception of the financial report of those activities that have already been completed. This will allow the Member Services Department to allocate the following year's budget more appropriately to each RDC in relation to its size.

The RDC Director must submit Activity Funds Reports to the Member Services Department outlining the utilisation of the activity funds at the RDC's disposal.

The RDC Director must submit Activity Financial Report (Appendix 4) on all activities, which have been held already in first semester before receiving the funds for the second semester.

2.5.3.1 Procedure

(a) Procedure prior to the activity

- Lecturers are invited by the RDC after prior consultation with the Member Services Department;
- The RDC forwards a budget estimate of the activity to the Member Services Department no later than 2 months prior to the activity in question (Appendix 3);
- The Member Services Department sends out a lecturer's contract (a specimen of which is attached at Appendix 2a but which may be amended from time to time as the IAAF sees fit) and a report form (Appendix 2b), to be returned to the Member Services Department by the lecturers directly. A copy of the contract signed by the lecturer should also be sent to the RDC;
- The RDC provides the lecturer with the Expense Claim form (Appendix 2c) upon the latter's arrival at the activity location;
- Lecturers' travels are dealt with on an individual basis by the RDC and/or the Member Services Department, depending on costs, location and other priorities;
- The Member Services Department liaises with the RDC Director with regard to any material required for each individual activity.

(b) Procedure following the Activity

- Lecturers may claim expenses that they have reasonably incurred in connection with their participation in the activity in question. A list of the expenses that may be recovered is set out in the specimen Lecturer's contract in Appendix 2a. All expenses must be claimed from the RDC after the activity has been completed;
- The RDC Director forwards an Activity Report to the Member Services Department **within two weeks** of completion of the activity (Appendix 4);
- RDCs must maintain a comprehensive database regarding activities held at the RDC and the participants who took part in these activities. The terms and abbreviations

should be in line with those of the two Member Services Database programmes: “Educational and Member Federations”.

- RDC Directors are requested to follow up on the Course Participants.

2.5.3.2 Activity Financial Report

An Activity Financial Report (Appendix 5) detailing the use of activity funds must be submitted by the RDC Directors to the Member Services Department accompanied by a copy of original receipts and/or invoices corresponding to the course/seminar no later than 2 month after termination of the said activity.

2.6 Board Meetings

The RDC Director, in co-operation with the IAAF Member Services Department, is requested to contact Board of Directors Members and liaise with them on dates and venue.

The RDC Director must submit a written report on the activities held at the RDC during the report period and present it to the Board of Directors, together with a Financial Report on the activities and operation of the RDC.

The RDC Director is free to submit any additional matter to the Board of Directors which he feels appropriate to discuss.

The Minutes of the meeting must be submitted to the Member Services Department within 3 weeks of the meeting being held.

2.7 Directors’ Travels

All travels in connection with the performance of the RDC Directors’ services must be co-ordinated with the Member Services Department. RDC Directors are asked to complete a Travel Request Form (Appendix 6) and submit the said form to the Member Services Department for approval at least 1 month prior to the date of travelling.

RDC Directors are entitled to a Per Diem Allowance of US \$50 (including dates of travel). The Travel Report Form (Appendix 7) must be forwarded to the Member Services Department no later than 2 weeks after the RDC Director’s return.

2.8 Directors’ Absence from the RDC

The RDC Director is retained to carry out services to the IAAF in accordance with the terms of his consultancy agreement and he shall devote such time as may be required for the proper performance of those services.

3. Annual Evaluation

The Member Services Department will carry out annual evaluations on all aspects of RDCs' operations, as part of the annual programme review and planning process. This will include an assessment of the Directors' work, of the running of the RDCs and the RDCs' impact on the development of the sport in the countries they serve.

For this purpose the Director will be evaluated based upon the objectives of the MBO (Management by Objectives Evaluation) (Appendix 8) which will be sent to the Director by the IAAF before the 1st of March every year.

The purpose of annual evaluations is to help identify the RDCs' strengths and weaknesses to improve efficiency.

International Association of Athletics Federations

MEMBER SERVICES DEPARTMENT



Regional Development Centre

OPERATIONAL FUNDS REPORT

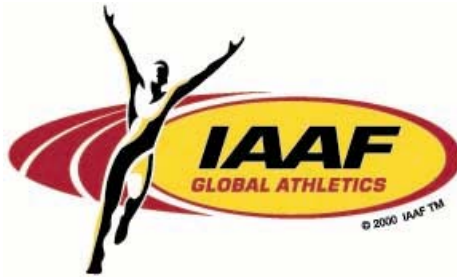
- The attached semi-annual Operational Funds Report Form must be completed and submitted to the Member Services Department as follows:
 - **by 31st July** to cover the first semester of the year;
 - **by 31st January** of the following year to cover the second semester. This report must include an RDC bank statement as at 31 December of the previous year. A copy of the previous year's audited accounts has to be sent to the Department no later than 30th April of the following year.
- For accounts purposes all sums are to be reported in US Dollar and when appropriate local currencies exchange rates applicable at that time must be specified.
- Operational Funds are paid once a year, on submission of the above-mentioned reports.

OPERATIONAL FUNDS

REGIONAL DEVELOPMENT CENTRE:		Semester N°
ITEMS	INCOME	
IAAF Subsidies (net amount received)		
Local Income / Sponsors		
Bank Interests		
Bank Charges (to be deducted)		
	EXPENDITURE	SUB-TOTALS
RDC BULLETIN		
Contributors		
Printing		
Mailing		
Translations		
Other		
RESOURCE CENTRE		
Audio-visual material production		
DIRECTOR'S TRAVELS		
Air Tickets		
Transport by Car/Bus/Train		
Accommodation & Meals		
Per diem (US\$ 50 per day)		
Other (e.g. Visa)		
COMMUNICATION		
Telephone		
Faxes		
Post & Freight		
TRANSACTIONS		
AUDITING		
STATIONERY/SUNDRY OFFICE COSTS		
Purchase of Stationery		
Sundry Office Costs	Maintenance	
	Security	
	Other (please specify)	
EQUIPMENT		
INSURANCE (Please specify)		
BOARD MEETING		
Transport		
Accommodation		
Ceremonies		
Other		
TOTALS	Income	Expenditure

International Association of Athletics Federations

MEMBER SERVICES DEPARTMENT



LECTURER'S CONTRACT

This contract is between: **The International Association of Athletics Federations (IAAF)** and **(Name of Lecturer)** on a **(Seminar/Course)** at the **IAAF Regional Development Centre of XXXXXX**

Planned for the dates of **(Dates of the Activity)** (Exclusive of Travel)

THE RDC:

- 1) Will provide the Lecturer with information for the preparation of the Activity and an Expense Claim Form for reimbursement of any expenditure incurred whilst lecturing.
- 2) Will ensure that teaching materials (if applicable) reach the Lecturer in time for the Activity or are available at the RDC.
- 3) Will arrange and pay for the Lecturer's travel upon consultation with the Member Services Department, so that the Lecturer arrives at the proposed venue at least 24 hours prior to the due date of the event. Lecturers may travel Business Class prior to the authorization of the Member Services Department.
- 4) Will arrange and pay for the Lecturer's accommodation and meals.
- 5) Will reimburse the Lecturer for the following items upon receipt of the Expense Claim Form accompanied by the original receipts or invoices:
 - Travel to and from the Lecturer's point of departure;
 - Required immunisations and preventive medication;
 - Airport tax and visa costs;
 - Laundry for the duration of the Seminar;
 - Up to 5 kg of additional luggage allowance;
 - Expenses for material for the Seminar (up to a maximum of US\$50 and will consult the RDC for any sum beyond that amount);

THE DEPARTMENT:

- 1) Will arrange payment of US\$ XXX per day honorarium after receipt of the Activity Report. The honorarium includes payment for each day of the course/seminar plus one travel day before the activity commences and one travel day after it concludes.
- 2) Will include the Lecturer in the IAAF lecturers' insurance scheme, covering personal accident, travel and luggage.

THE LECTURER:

- 1) Will use the RDC travel arrangements to and from the RDC, unless agreed otherwise with the RDC beforehand.
 - 2) Will arrive at the RDC at least 24 hours prior to the beginning of the Activity and use this time for preparation of the said Activity.
 - 3) Will give reasonable interviews to the media as requested, to explain the Activity's objectives.
 - 4) Will be available for informal discussions with the participants at reasonable times outside the specified daily timetable of the Activity.
 - 5) Will return confidentially the completed Lecturer's Report to the Member Services Department no later than two weeks after completion of the Activity.
 - 6) Will be responsible for the cost of alcoholic drinks and private telephone calls.
 - 7) **Will be responsible for arranging his/her own immunisation, visa and passport.**
 - 8) Will clear travel of any accompanying person(s) with the RDC Director.
-

DECLARATION: I have read and agree to abide by the conditions set out above. I understand that I will not be eligible to lecture on the Activity if I do not return this form at least one week after reception. I understand that I am attending the Seminar entirely at my own risk and that the IAAF cannot in any way be held responsible for my personal safety, health or well-being at any time while I am engaged in preparing for, travelling to and from, or attending the Activity.

Signed - Member Services Department Director *Date:* _____

Signed: (Lecturer) *Date:* _____

Please initial both pages and return the original to the Member Services Department and a copy to the RDC prior to the Activity.

International Association of Athletics Federations



LECTURER'S ACTIVITY REPORT

PLEASE PRINT CLEARLY

Activity Title :

Dates :

Venue :

Name of Lecturer :

PRIOR ORGANISATION:

Please comment on the following points (tick appropriate box):

	Unsatisfactory		Satisfactory		Excellent
Travel arrangements	1	2	3	4	5
Comments					
Communication with the Member Services Department	1	2	3	4	5
Comments					
Communication with the RDC	1	2	3	4	5
Comments					

ORGANISATION OF THE SEMINAR

Please comment on all the facilities for practical and theoretical sessions (athletic equipment, access to tracks, facilities for academic teaching, office equipment, overhead projectors, etc.).

Practice:

Theory:

Please use additional pages for any further comments

PARTICIPANTS:

Entry level of participants - Was the level homogeneous?:	
N° of Women: N° of Men:	
Participants' attendance (did they attend every day, were they on time?)	
Level of Participants' interest	
Communication/interaction between lecturers and participants:	

Communication/interaction with the organisers:	
--	--

Additional comments

Positive:

Negative:

Please let us know of any suggestions for the improvement of future Seminars/Courses:

Signed:

Date:

Please complete at the end of the Seminar and return within two weeks to:
Member Services Department, International Association of Athletics Federations, 17 rue Princesse
Florestine, PO Box 359, MC 98007 Monaco Cedex

**International Association of Athletics Federations
MEMBER SERVICES DEPARTMENT**



LECTURER'S EXPENSE CLAIM FORM

Name of Lecturer :

Venue:

Activity :

Dates:

Items	Receipt No.	Amount in Local Currency	Rate of Exchange	Amount in USD
Total USD:				

Payment will be made either in cash at the venue or to your bank account – Please give the following details:

Name of Bank:

Address of Bank:

Bank Sort Code:

Account Number:

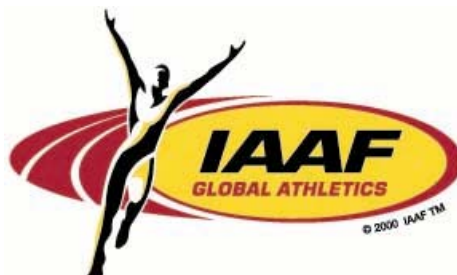
Preferred Currency:

Special Information:

Please note that all claims must be accompanied by original receipt(s) and/or invoice(s) and returned to the RDC within two weeks.

Signature : Date :

International Association of Athletics Federation



ACTIVITY BUDGET ESTIMATE

RDC:

Activity Title:

Venue:

Date:

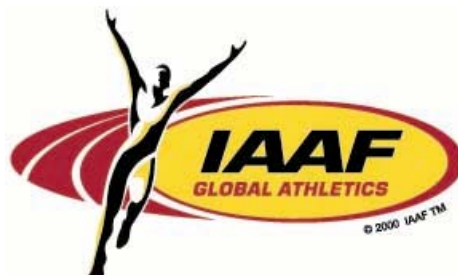
Please state amounts in US \$:

• Participants' Travel Costs	:	USD
• Lecturers' Travel Costs (if any)	:	USD
• Participants' Full Board and Accommodation	:	USD
• Lecturers' Full Board and Accommodation	:	USD
• Local Transportation	:	USD
• Closing Ceremony (if any)	:	USD
•	:	USD
•	:	USD
•	:	USD
•	:	USD
TOTAL ANTICIPATED COSTS		USD

NB Please itemise each anticipated cost (no "Others or Sundries, etc.)

Please complete and return it 2 months prior to activity to:
Member Services Department, International Association of Athletics Federations,
17 rue Princesse Florestine, PO Box 359, MC 98007 Monaco Cedex

International Association of Athletics Federations



RDC ACTIVITY REPORT

Please send back to the Member Services Department within two weeks of completion of the activity.

RDC:

Activity:

Dates:

Venue:

Lecturers:

Number of Participants (Male/Female): (/)

Number of Participating Countries:

Names of Participating Countries:

1. ACTIVITY

1.1. Preparations

Please comment on the Liaison with the Member Services Department (timing, transmission of information, etc.):

(a) Budget:

(b) Material:

(c) Travel Arrangements/Information:

(d) General liaison with the IAAF Member Services Department:

(e) Any Additional Comments:

2. LECTURERS (Please comment on the following points:)

(a) Lecturers' availability outside the activity's timetable:

(b) Lecturers' personal behaviour (dress code, language ability, behaviour with the participants outside the activity, behaviour with the federations' representatives and the VIPs, general conduct...)

(b) Any Additional Comments:

3. PARTICIPANTS

(a) Did the Federations send suitable participants?

(b) Please indicate the Federations which sent participants who had taken part in the same activity previously, or who sent unsuitable participants, indicating the name of the participants concerned and stating the reasons why you believe they were unsuitable:

(c) Were the Federations served by your RDC well represented? Please also state which countries invited did not participate and the reasons why if known.

(d) Did the participants have a good relationship with the lecturers?

(e) Did the participants have a good relationship with you and the members of the RDC's staff?

(f) Additional Comments:

4. ADVERTISING

(a) Was the activity covered/advertised in the written Press? If yes, please state in which press, and provide press clippings:

(b) Was there any radio coverage/advertising? If yes, please state which radio station, which programmes, and their frequency:

(c) Was there any Television coverage? If yes, please state which television station, which programmes, and their frequency:

Additional Comments:

Please let us know if you have any suggestions for improvement on future activities:

Signature RDC Director

Date:

NB: Please feel free to write on additional paper if necessary

**REGIONAL DEVELOPMENT CENTRE:
RDC -**

ACTIVITY FINANCIAL REPORT

Activity held in lieu:

Date	N° of Lecturers	N° of Participants	N° of Federations

Average Rate of Exchange of Local Currency with US Dollar:

ITEMS OF INCOME	INCOME
IAAF Subsidy (net amount received)	
Local Income/Sponsors	
Other	

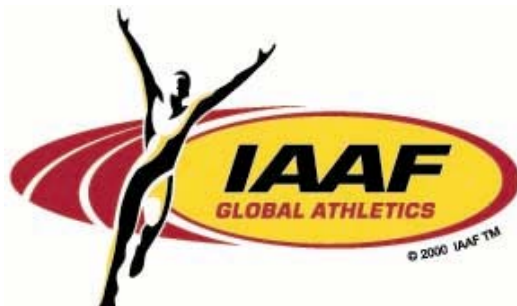
ITEMS OF EXPENDITURE	EXPENDITURE
Travel Expenses: Lecturers	
Lecturers Honoraria	
Lecturers Expenses	
Travel Expenses: Participants	
Board and Lodging	
Ceremonies	
Hospitality	
Local Transportation	
Translations	
Printing/Photocopies/ Stationery	
Sundry Expenses	
Other (e.g. Customs, Freight, Fees, Per Diem, Hon. Collab.) <u>Please, precise!</u>	

	Totals	Balance
Income		
Expenditure		

Comments:

International Association of Athletics Federations

MEMBER SERVICES DEPARTMENT



Regional Development Centre:

ACTIVITY FINANCIAL REPORT

- The attached individual Activity Financial Report must be completed and submitted to the Member Services Department **no later than 1 month** after termination of each activity (course, seminar, training camp, etc.) with copy of the corresponding receipts/invoices.
- For accounts purposes all sums are to be reported in US Dollar and when appropriate local currencies exchange rates, as at the period the course was held, must be specified.
- The Report must include a photocopy of relevant invoices.

Completion of the Report

- IAAF Subsidy: Please enter the total amount transferred by the IAAF for the activity.
- Local Income/Sponsor: Please enter any amount in cash (not value in kind), if any.
- Travel expenses/Lecturers: Please enter all travel related amount.
- Ceremonies: Please give details of the costs of any ceremony held in connection with the activity, if any and include expenditure incurred for any extra curricular activity.
- Hospitality: Please enter all expenses incurred in providing hospitality for people other than lecturers and participants, if any.
- Sundry expenses: Please ensure that only real sundry expenses are listed under this item.
- Other: Please enter any other expenditure.

International Association of Athletics Federations

MEMBER SERVICES DEPARTMENT



Regional Development Centre:

TRAVEL REQUEST FORM

Name of Director :

Dates :

Venue :

Purpose of Travel :

Total Estimated Budget (USD):

Travel : USD

Accommodation : USD

Meal : USD

Per Diem : USD

Date of Travel Request:

RDC Director's Signature:

Approved by:

(IAAF Member Services Department)

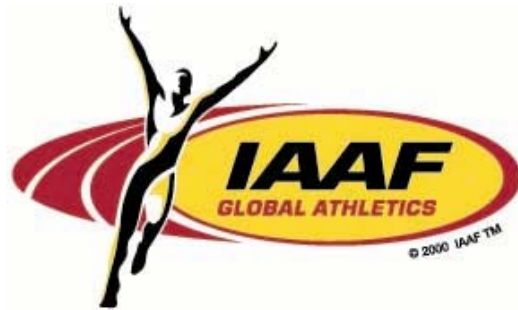
Date of Approval:

Please forward this form to the IAAF Member Services Department at least **1 Month** prior to the date of travelling).

Please write all details in print.

International Association of Athletics Federations

MEMBER SERVICES DEPARTMENT



Regional Development Centre:

TRAVEL REPORT FORM

RDC :

Name of Director :

Dates :

Venue :

Purpose of Travel :

Report: (Please report on all activities during your travel, including names of personalities met, organisations and ministries visited; major decisions, proposals and any other significant information.)

Date :

RDC Director's signature :

Please forward this form to the IAAF member Services Department **no later than 2 weeks** from your return date).