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sport & recreation

Department:
Sport and Recreation South Africa
REPUBLIC OF SOUTH AFRICA

NATIONAL SPORT and RECREATION PLAN

Draft 7

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“Sport has the power to change the world. It has the power to inspire. It

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has the power to unite people in a way that little else can. Sport can awaken hope where there was previously only despair.”

(Nelson Mandela, Laureus World Sports Awards Ceremony 2000)

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EXECUTIVE SUMMARY

(The Executive Summary will be updated to reflect the content of the finalised and approved plan)

The National Sport and Recreation Plan will outline the implementation plan for the policy framework for sport and recreation as captured in the White Paper. In other words the White Paper will determine the “what” and the National Sports Plan the “how”. It is envisaged that the White Paper will provide a policy framework until 2019 whilst the National Sports Plan needs to be updated annually. Monitoring and evaluation will play an important role in effective implementation of the National Sports Plan and as such a detailed monitoring and evaluation plan will be developed and actioned.

No country can expect to achieve and sustain success at the elite level without a **strong participation base** in the community, because that is where every champion has their beginning. The National Sport and Recreation Plan will specifically focus on the following strategic focus areas to assist with broadening the base of sport and recreation in South Africa:

- ☉ The importance of offering sport and recreation in all schools within South Africa and ensuring that physical education is compulsory and implemented in all schools.
- ☉ The participation of the masses of our people in sport and recreation activities through dedicated and customized mass-based programmes and projects. Grassroots sports programmes such as modified sport will be an important foundation for sporting codes. Mass participation initiatives will also include the organisation of annual national youth camps to keep young people active, interested in life with increased self-esteem, promote patriotism and a strong sense of citizenship among young people.

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- ☹ The enhancement of healthy lifestyles through the provision of recreation programmes.
- ☹ Contribute to job creation in the sport and recreation sector.

It is also important for South Africa to increase **international sport successes** by supporting participation at all levels of participation. By means of the following focus areas sport and recreation will serve as a medium to contribute to national unity, fostering a South African identity and promoting a common sense of belonging:

- ☹ The identification and development of talented athletes through a range of support services that can optimally enhance the performance of SA athletes.
- ☹ A well developed sport academy system to support the development continuum.
- ☹ A sport science system that will provide South African athletes with the leading edge.
- ☹ To expose as many talented sports people to national and international sporting events.

The above-mentioned strategic focus areas must be underpinned by a range of **enablers** of which the following are the most important:

- ☹ The importance of clubs as basis for the sport system.
- ☹ Human empowerment through education and training.
- ☹ The importance of quality coaching at all levels and a functional Coaches Association.
- ☹ An athlete centered approach with a well represented Athletes Association in place.
- ☹ The need to increase participation and the development of sport and recreation through strong and coordinated sports councils.
- ☹ The role of volunteers.

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- ☉ Addressing the backlogs in sport and recreation facilities.
- ☉ Considering the establishment of a sports house.
- ☉ A well resourced sports information centre.
- ☉ The important role of international relations in support of South African sport and recreation.

The National Sport and Recreation Plan is developed within a framework of **policy imperatives** that addresses the following critical areas:

- ☉ Sport transformation informed by a clearly articulated conceptual and contextual framework.
- ☉ The need to identify priority codes.
- ☉ One national emblem and colours for South African sport.
- ☉ The growing importance of sports tourism and its contribution to the country's GDP.
- ☉ The role that South Africa is playing in support of the UN Sport for Peace and Development as well as sport and the environment initiatives.
- ☉ The issue of amateur vs professional sport. This includes the issue of young people signed up as professionals and/or being “locked up” in academies.

When it comes to the **implementation** of the plan the following fundamental principles must be addressed:

- ☉ The institutionalization of a funding model to effectively enable the implementation of sport and recreation programmes.
- ☉ Clear demarkation of roles, responsibility and accountability between the different role players.
- ☉ Implement the National Sport and Recreation Plan within the framework of a Code of Ethics and drug-free sport.
- ☉ A communication and marketing plan for sport and recreation.

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SECTION 1: INTRODUCTION

BACKGROUND

Since 1994, the South African Government has been engaged in a vigorous process of transformation that has included a new Constitution, transformation of the State machinery and changes to almost all policies in order to ensure the emergence of a democratic society, based on the principles of non-racialism and non-sexism.

Although a very tedious process, the ruling party has also paved the way in the field of sport and recreation by building a democratic sport system that addresses the imbalances of the past. Under the guidance of the new democratic Government the process of unifying South African sport bodies was institutionally achieved in the early nineties.

The first White Paper on sport and recreation was released in 1996. The White Paper was the first official policy on sport and recreation since the establishment of this Ministry on 1 July 1994. Five years later the Department of Sport and Recreation released an updated White Paper.

Towards the end of 2003 Cabinet approved the recommendations of a Ministerial Task Team (MTT) that investigated high performance sport in South Africa. The Cabinet approval of the MTT report paved the way for the rationalization of South African sport with a reduction of seven umbrella bodies to only two - a fully fledged Department of Sport and Recreation to deal with mass participation and a non-governmental sports organization to assume the coordinating responsibility for high performance sport.

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In 2009 Sport and Recreation South Africa finalised a document entitled “A Case for Sport” outlining the social and economic impact of sport and recreation.

The new sports environment at a macro level following the implementation of the MTT recommendations as well as the content of the Case for Sport necessitated the updating of the 2001 version of the White Paper on sport and recreation. This process was finalised early in 2011 together with the development that outlined priority areas for sport and recreation. These documents form the basis for the development of Government’s first ever National Sport and Recreation Plan nurturing a vibrant sport system that encourages growth and development and supports South Africans to be world beaters.

CASE FOR SPORT

The Commonwealth Heads of Government Working Group in Harare (1995) made the following observation with regard to the influence of sport on society: “It is time that the integral role which sport plays in the process of nation-building is fully recognized. Sport is an investment. It is firstly an investment in the health, vitality and productivity of one’s people. It is secondly an investment in their future.

There is ample evidence that sport and recreation have enormous social and economic values to a country. The actual impact thereof is largely the result of the quality of the overall sport systems put in place by Government (at all levels) and the private sector. There is no sport system in the world that does not have social and/or economic value – the challenge is maximising this value.

For every rand invested in sport there are multiple social benefits such as long-

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term health benefits, stronger and more secure communities, social cohesion, crime reduction, psychological well-being, improved productivity and employment opportunities where participants benefit from developing and improving a variety of skills. Sports programmes can also empower and promote the inclusion of marginalised groups.

The social benefits derived from physical activity are numerous and well documented – long-term health benefits, stronger and more secure communities, closer family units, social cohesion through its ability to break down social and cultural barriers and bringing people from different backgrounds together, providing venues where people can meet and interact, providing an opportunity to serve as a volunteer in the community, teaching people about respect for other people and property, getting people of all ages involved in their communities, giving people a sense of purpose and addressing social issues such as conflict and crime. Furthermore, active participants benefit from developing and improving a variety of skills, including management and administrative, problem-solving, communication, coaching and mentoring and leadership skills. Sports programmes can also empower and promote the inclusion of marginalised groups, especially women, the youth, rural communities and people with disabilities. An active lifestyle can meaningfully prevent chronic diseases and/or delay the onset of debilitating symptoms.

In addition to the social benefits, sport is big business making substantial contributions to national, regional and local GDP. Since South Africa's return to international sport, the sporting sector has made a significant contribution to our country's GDP. In updating the "Case for Sport" specific emphasis will be placed on evaluating the annual sport related spending in South Africa.

After the successful hosting of the 2010 FIFA World Cup there has been

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increasing interest in the potential contribution of sports to inward investment and economic regeneration in communities, cities and regions. Globally more and more policy makers realise that sport and recreation is more than fun and games. World leaders increasingly acknowledge that sport and recreation touches virtually every aspect of a nation's ethos. It has proven abilities, among others, to bind us together as a nation (the 2010 FIFA World Cup serves as an example), to increase our sports tourism and contribute to peace and development, to increase social and economic values as well as to enhance healthy and fulfilling lives. If the Department and the country are not embracing the potential benefits of sport and recreation for the entire nation we will do an injustice to every South African.

To fully benefit from and exploit the social and economic opportunities of sport it is essential to have an integrated sport system in place that is effectively coordinated, aligned, functional and performance oriented. A Case for South African Sport is linked to the ability of the overall sport system to produce both social and economic value that is measurable. The envisaged National Sport and Recreation Plan will pave the way for such a sport system.

“IDEAL FUTURE” (A TARGET SCENARIO) FOR A SOUTH AFRICAN SPORT SYSTEM - VISION 2020

1. An effective and adequately resourced sports system meeting the needs of sportspeople at all levels of participation.
2. South Africa acknowledged as a leader in world sport and recreation.
3. At least 50% of all South Africans participating in sport or active recreation.

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4. South African sport and recreation researchers admired internationally.
5. 80% of priority sports federations attaining and/or maintaining top 3 positions in world rankings.
6. Transformation agenda achieved.
7. 2010 Nation-building spirit maintained in all major events culminating in socially cohesive communities.
8. South Africa a choice destination for major events and sports tourism.
9. Physical education practiced in all schools resulting in school children broadening the talent pool.
10. Sufficient and accessible sports facilities that are well maintained by Municipalities and fully utilized by communities.
11. Sport and recreation being recognised as a significant contributor to the country's GDP.
12. An ethical and drug-free sporting society.
13. Good corporate governance in South African sport.
14. The sport and recreation sector being recognised as a significant contributor to sustainable employment.

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In working towards the achievement of the 2020 ideal sport system the following mission and vision will be pursued:

VISION STATEMENT

A ‘rallying cry’ that is lived on a daily basis across the total sport system everywhere and in every way across the country –

“An Active and Winning Sporting Nation”

STATEMENT OF PURPOSE (Mission)

Maximising access, development and excellence at all levels of participation in sport and recreation in order to improve social cohesion, nation building and the quality of life of all South Africans.

THE CORE VALUES OF THE ENVISAGED SPORT SYSTEM

The value system considers sport at every level from the community playing fields to the highest level of international competition. It represents a set of **Core Values**, believed in by the sport system, guides day-to-day behaviour, and collectively helps to create the “ideal future” for the sport system.

These values include –

- 🕒 **Accessibility** - Sport is available to all. Geography, economic status, age, gender, ability, disability, language and other elements of a society’s diversity does not infringe on the opportunity to participate in sport.
- 🕒 **Athlete-Centeredness** - At the core of the sport system, athletes are supported in a holistic way – with care for the individual’s growth and

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development, physical, moral, emotional and spiritual health.

- 🕒 **Equitability** - Every individual should have equal opportunity to make for himself or herself the life that he or she is able and wishes to have, consistent with his or her duties and obligations as a member of society without being hindered in or prevented from doing so by discriminatory practices. Equitable treatment is a fundamental value for all participating in sport.
- 🕒 **Fairness** – Sports people believe fairness and fair play are inextricably linked to the positive sport experience and must shape the institutions, organisations and administrators governing sport. Fairness pervades the entire sport system.
- 🕒 **Shared Leadership** - Responsibility for sport is shared by many partners including governments, sport organisations and education. A seamless sport continuum that demands collaboration and shared leadership by all partners.
- 🕒 **Values-Based** - Values are the essence of sport. The implementation of the National Sport and Recreation Plan will be underpinned by a Code of Ethics addressing issues such as playing fair, following the rules, respecting your competitor, being tolerant of others and participate free of drugs and illegal substances.

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SECTION 2: NATIONAL SPORT AND RECREATION PLAN

Worldwide sport strategies are focused on **increasing levels of participation** in sport and recreation, as well as **achieving success in high-profile sports**. The National Sport and Recreation Plan will focus on these two internationally recognised pillars for any successful sport system as well as the enablers required. In addressing the enablers required for the South African sport system due consideration is given to the history of the country and the importance of addressing the imbalances that are still imperative in our society.

STRATEGIC GOAL 1: ACTIVE NATION

No country can expect to achieve and sustain success at the elite level without a strong participation base in the community, because that is where every champion has their beginning.

“As a tool for health-enhancing physical activity, the sports movement has a greater influence than any other social movement.” SRSA fully agrees with this statement of the European Commission as captured in its 2007 White Paper on Sport.

The National Sport and Recreation Plan will pave the way for activities to ensure that as many South Africans as possible have access to sport and recreation, especially those from disadvantaged communities.

Performance indicator:

- Percentage of the population actively participating in sport and recreation.

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Strategic objective 1: To maximise sport and recreation in every school in South Africa.

The benefits inherent to participating in school sport have not been fully capitalised upon after our democracy.

The promotion of sport and physical education at schools plays an important role in creating motivation for, and commitment to life-long participation. Evidence exists that sport and physical activity can benefit education.

Sport presents the child at school with life skills in a way unsurpassed by any other activity.

Sport schools have the potential to maximise the sports potential of learners and to become the hub for sports development.

Various initiatives with the private sector could assist in the implementation of sport in school projects.

School sport has a valuable contribution to make to the development and transformation of sport but it is not an all-encompassing solution.

Performance indicators:

- Number of children participating in school sport.
- Number of teachers trained in delivering school sport programmes.

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Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time line	Budget
School sport implementation	Physical education compulsory and implemented in all schools.	DBE	SRSA		
	Implement a weekly school sport league programme in priority codes in conjunction with NFs.	DBE	SRSA Provinces SASCOC NFs		
	Identify innovative programmes to support the school sport development programmes. (Resuscitate the concept of "Wednesday sport")	DBE	SRSA Provinces SASCOC		
	Priority codes played at schools to ensure that school sport contributes to the development of sport in line with national priorities.	SRSA	DBE SASCOC NFs		
	Culmination of school sport events into a major national event ("School Olympics").	SRSA	DBE Provinces SASCOC		
School sport training	Train educators in code specific coaching, technical officiating, team management and sports administration.	SRSA	DBE Provinces NFs		
	Delivery of sports leadership and administration training for learners to promote involvement in clubs and civil society structures.	SRSA	DBE Provinces		
	Engage the Ministry of Higher Education and Training to incorporate sport and other extra-mural education into the Teacher Training Curriculum.	SRSA	DHE		
	International study tours to learn latest developments and best practice in delivering school sport.	SRSA	International		
School sport structures	Audit governance and structure of school sport at all levels.	SRSA	DBE Provinces HSRC		
	Establish school sport code committees from local to national level.	SRSA	DBE Provinces SASCOC		
	Place sport coordinators to support clusters of schools at regional offices.	SRSA	DBE Provinces		
	Address access to school facilities and municipal facilities. (Shared use of school and community facilities.)	SRSA	DBE Provinces Local municipalities		

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Output	Key Activities	Responsibility	Delivery Partners	Time line	Budget
	Establish at least one sport focus school in each province to support the development of talented athletes that are in school as part of a catch-up strategy and to impact on transformation.	SRSA	DBE Provinces SASCOC		

Strategic objective 2: To provide customised programmes to encourage participation in sport and recreation

To increase an interest in participating in sport and recreation creative opportunities need to be available to diverse segments of the population. Through mass participation programmes the National Sport Plan and Recreation will:

- Facilitate opportunities where communities can participate in various sport and recreation activities.
- Work closely with federations, schools and sports councils to ensure a seamless talent development continuum.
- Ensure synergy between school and community initiatives.
- Continue on the legacy of the 2010 FIFA World Cup.
- Interrogate the best options for SRSA to ensure that its mass participation programmes are having the most effective impact.

Performance indicators:

- Number of people participating in sport and recreation.
- Number of Federations offering modified sports programmes.
- Number of youth camps held.

Implementation plan

Output	Key activities	Responsibility	Delivery partners	Time line	Budget
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Output	Key activities	Responsibility	Delivery partners	Time line	Budget
Community sport structures	Facilitate the establishment of community sport hubs and clubs.	SRSA	Provinces Local Govt S-0e34ASCOC		
	Audit the location of hubs.	SRSA	Provinces Local government		
	Procure and develop GIS for hubs, clubs established and schools.	SRSA	Provincial DBE Provinces Local Govt		
	Convert hubs into self sustainable entities like CBOs (Community Based Organisations), Non Profit organizations or NGOs.	SRSA	Provinces NGOs		
Sport for development network	Identify and implement a network of NGOs that contribute to sport for development.	SRSA	Provinces GIZ European Union		
Basic sport capacity development and community outreach	Develop training tools for sports development.	GIZ	SRSA		
	Support the delivery of community outreach programmes.	SRSA	Provinces Community Based Organisation		
Modified sports implementation plan	Support National Federations to modify their codes to meet the development needs of young children, i.e. "Mini Cricket" and "Bulletjies Rugby".	SRSA	SASCOC NFs		
Mass Participation Programme Appraisal.	Review the Mass Participation Programme to improve its role in sports development and addressing transformation.	SRSA			
Annual National Youth Camps	Organise National Youth Camps in all Provinces.	SRSA	Provinces SASCOC Federations Civil Society		
SA Games replaced	SA Games replaced by the Youth Camps and "School Sport Olympics".	SRSA	Provinces		

Strategic objective 3: To improve the health and well-being of the nation by offering active recreation opportunities.

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Recreation is not just about fun and games, it plays a pivotal role in amongst other, improving the health and well being of an individual, creating livable communities and promoting social cohesion. In terms of the Universal Declaration of Human Rights (Article 24), all people have a basic human right to recreation activities.

Recreational opportunities can provide personal benefits such as self fulfillment and developing personal relationships, as well as social benefits such as improving social integration, developing community and cultural identity. Studies show that only 10% of the population participates in regular sport and recreation activities in a structured way. Regular and structured recreational activities can assist in addressing the social challenges of delinquency, crime, alcohol and substance abuse, domestic violence as well as health issues such as cardiac diseases, diabetes, obesity and HIV and AIDS.

Performance indicators:

- Number of active recreation events organized.
- Number of active recreation participants in events organized.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time line	Budget
National Recreation Advisory Committee	Appoint experts to serve on a national Recreation Advisory Committee.	SRSA			
Database of key stakeholders	Engagement with key stakeholders on active recreation issues and compile contact list of relevant role-players.	SRSA	Advisory Committee		

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Output	Key Activities	Responsibility	Delivery Partners	Time line	Budget
Integrated national programme of recreation events	Agree on active recreation programmes that could include: <ul style="list-style-type: none"> ✓ Golden Games ✓ Indigenous Games ✓ Olympic Day Run ✓ World Walking Day ✓ Sports Heroes Walk against HIV and AIDS ✓ Interdepartmental Games ✓ Active Seniors. Promote programme nationally and provide programme details.	SRSA	Provinces DOH DSD SASCOC NGO's		

Strategic objective 4: To initiate and implement campaigns to promote participation in sport and recreation.

A more dedicated effort is required from the corporate sector to understand and appreciate the benefits of an active and healthier nation. We will need, therefore, specific initiatives to secure more involvement of the private sector in mass based sport and recreation activities.

Performance indicators:

- Number of sport and recreation promotion campaigns launched.
- Number of NGOs supporting mass based sport and recreation.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time -line	Budget
Corporate leagues through partnerships established.	Identify key partners and formalize implementation of a corporate league.	SRSA	NGO's SASCOC		
An active public sector.	Government sports leagues in selected sport codes.	SRSA	National Departments Provinces		

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"Active Friday" campaigns.	Extend "Football Friday" of the 2010 FIFA World Cup to support other major sports events.	SRSA	Provinces SASCOC NFs NGO's		
Special sport and recreation awareness programmes.	Use sport and recreation as a medium to deliver important social messages by means of themed projects such as HIV and AIDS awareness, e.g.: Heroes Walk.	SRSA	Provinces NGO's SASCOC		
Partnerships with major sports events.	Link with private sector sport and recreation initiatives, e.g.: Let's Play; mega participation events such as the Comrades and Argus to also support initiatives such as sports tourism, sport for peace and sport and the environment.	SRSA	Relevant national Departments Provinces SASCOC NFs		
Special media campaigns for sport and recreation promotion initiatives.	Initiate identified sport and recreation promotion initiatives to targeted groups.	SRSA	Provinces SASCOC NGO's		

Strategic objective 5: To contribute to government's priority of job creation

The sport and recreation sector are required to put the appropriate programmes in place and establish the right environment for the creation of decent and sustainable jobs in every way possible. The sector needs to unite behind the bold vision of Government on job creation and draw on the collective energies of all South Africans to achieve that vision.

Performance indicator:

- Number of sustainable employment positions filled by the sport and recreation sector.

Implementation plan

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Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Sport and recreation employment opportunities.	Map out needs, gaps and possibilities for job creation within the sector.	SRSA	CATHSSE TA Provinces		
	Convert volunteer positions within national federations, school sport assistants (cluster coordinators within schools) and hub coordinators into more sustainable employment opportunities.	SRSA	Provinces NFs		
	Placement of identified athletes with appropriate employers as part of an athlete's vocational programme.	SRSA	SASCOC NGOs		
	Equip members of the sport sector with skills that could assist them with securing jobs.	SRSA	CATHSSE TA		
	Ensure that a capturing system is in place to reflect reliable statistics and numbers.	SRSA	Provinces		

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STRATEGIC GOAL 2: WINNING NATION

Sport achievers have become known the world over, giving the country they represent an international visibility and reputation not attained in other areas of their social, political or economic life. Personal pride in the achievements of a national sporting team is a powerful incentive towards uniting the people of a country. The use of the flag and national anthem at international matches instills pride and loyalty. Who can forget the pride we saw on our fellow citizens faces during the 2010 FIFA World Cup.

The National Sport Plan will endeavour to create an environment conducive for our athletes to excel and to increase our international sport successes.

Indicators:

- Percentage improvement in the number of athletes achieving national performance standards.
- Percentage improvement in the aggregated international sports rankings.

Strategic objective 6: To support the identification and development of talented athletes.

A pro-active approach to identify, select and develop talent is an absolute pre-requisite if South African sport is to progress. A targeted talent identification process will enable the identification of athletes from disadvantaged backgrounds who might otherwise not be found and as such assist with the transformation of South African sport.

Performance indicators:

- Number of formal talent identification programmes implemented.
- Number of talented athletes supported within a structured development programme.

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Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
National coordinating system.	Appoint a national coordinator for TID. National coordinator must work within the academy system.	SRSA	SASCOC Provinces Academies		
TID guidelines.	National coordinator to ensure that generic TID guidelines are in place as well as sport specific TID guidelines for the high performance priority codes.	SRSA	SASCOC Provinces Academies Tertiary institutions		
Junior and school games.	Implement a system to identify and develop new talent at junior sports events.	SRSA	SASCOC DBE NFs		
Talent development programmes.	Develop talented athletes to reach their full potential within a structured programme.	SRSA	Provinces SASCOC NFs Academies		
Tracking system.	Develop an integrated national tracking system to monitor progress of talented athletes.	SRSA	SASCOC		
An exit strategy.	The national coordinator needs to ensure that the TID system provides for an exit strategy or proper handover from talented athletes to the next level of the development continuum if necessary.	SRSA	SASCOC NFs		

Strategic objective 7: To support the development of South African sport through the establishment of an Academy System

An academy system is a critical component of the South African sports development continuum. The academy system refers to a range of institutions in SA that will be part of a national unified approach with the main target of

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developing sporting talent at different levels. The system must assist in addressing the demographics of our national teams by accelerating the development of talented athletes from the disadvantaged groups.

Performance indicators:

- Number of functional Sports Academies.
- Number of athletes supported through the academy system.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Governance structure	Appoint a national structure to provide policy direction and manage the academy system.	SRSA	Provinces SASCOC		
Accreditation system	Develop norms, standards and protocols that will provide guidance for the academies at different levels in the country (including private academies).	SRSA	Provinces SASCOC NFs Academies		
	Develop an accreditation system for academies and practitioners.	SRSA	Provinces SASCOC NFs Academies		
Implementation of sport academy system	Revive academies in the provinces.	SASCOC	Provinces SASCOC NFs		
	Establish partnerships with tertiary institutions to effectively support high performance sport.	SASCOC	USSA Tertiary institutions		
	Establishment Centres of Specialization for identified NFs.	SASCOC	USSA Tertiary institutions		
	Align academies to 2010 Legacy projects	SRSA	SASCOC NFs Provinces		

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Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
	Support for athlete Talent Identification and Development through the following scientific support services programmes: <ul style="list-style-type: none"> ✓ Residential programme; ✓ Provision of continuous scientific support through tertiary institutions and provincial academies; ✓ Testing & training camps; ✓ Medical support and medical interventions; ✓ Development Coaches' basic sports science and medicine education; ✓ Government responsibility towards anti-doping. 	SRSA	Provinces Provincial Academies SASCOC		
	Implement a life skills programme.	SASCOC	Academies		
	Address the issue of sport persons under the age of 18 years who are signed up as professional sports persons or who are permanent located at an academy.	SRSA			
Elite Performance	Implement a programme where athletes gather and receive support before major events.	SASCOC	NFs Sport scientists		
	Delivery of Team SA as well as support for high performance athletes: <ul style="list-style-type: none"> ✓ National coaching and training ✓ High Performance funding ✓ Performance planning ✓ Sport partnerships. 	SASCOC	NFs		
Database	Implement a national tracking system to keep record of the development of talented athletes in SA.	SRSA	SASCOC NFs		

Strategic objective 8: To assist athletes to perform optimally through the provision of world class Scientific Support Services

Sports development and excellence in high performance sport requires an

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evidence-based, holistic and coordinated sport science and athlete support system. These services include among others sport science, sport medicine, sport psychology, nutrition, sport technology and game analysis.

Performance indicators:

- Number of accredited sport science service providers.
- Number of athletes supported.

Implementation plan

Output	Key Activities	Respon-Sibility	Delivery Partners	Time-line	Budget
Coordinating body for sports science.	The national coordinating body for the academy system should also oversee the management, coordination and standardisation of scientific support services.	SRSA	SASCOC		
Sport science guidelines.	Maintain and consider world best practices regarding sport science guidelines applicable at the different levels of the development continuum.	SRSA	SASCOC Tertiary institutions		
Accredited scientific and medical support personnel.	Develop an accreditation system with criteria for the accreditation of practitioners involved in sport science.	SRSA	SASCOC		
Accredited sports science training programmes.	Disseminate technical material to practitioners around the country allowing for an interchange of ideas.	SRSA	SASCOC		
Research plan.	Initiate applied sports research and accredit sport scientists responsible for appropriate research.	SRSA	SASCOC NFs		

Strategic objective 9: To expose athletes to national sporting events as part of their development programme.

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Strong domestic competition is important for developing talented young athletes aspiring to be selected for national teams, as well as for providing competition opportunities for international athletes outside their international calendars.

Performance indicators:

- Number of national sporting events hosted.
- Number of athletes participating in national sporting events.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
National championships calendar of events.	Maintain a national calendar of events.	SRSA	SASCOC NFs		
National championships.	National Federations must organise national senior and junior championships annually. The focus of the junior championships must also be on talent identification and that of the senior championships to prepare athletes for international competitions.	SASCOC	NFs		

Strategic objective 10: To develop elite athletes by exposing them to international competitions

Regular international competition is, along with coaching, probably the most important ingredient contributing to international sporting success. NFs should plan their national programme in synchrony with their international competition. As a country it is also important that we give recognition to the performances of our athletes.

Performance indicator:

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➤ Number of gold medals won at identified international competitions.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
International sport competitions calendar.	Approve an international sports calendar that is aligned with a sport-specific long term athlete development plan.	SASCOC	NFs		
	Institute a sports awards policy to recognise and encourage elite performance.	SRSA	SASCOC		

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STRATEGIC GOAL 3: ENABLING ENVIRONMENT

To assist South African sport achieve its objectives in the two areas mentioned, we need to have a range of strategic enablers in place.

Performance indicator:

- The number of well developed and resourced enablers in place.

Strategic objective 11: To have an integrated and sustainable club structure providing formal sport participation opportunities.

A network of club structures integrated into provincial and national sport structures spanning urban and rural areas across the country forms the basis of sports provision in any sport system. Sports provision, development and excellence will not be possible if there is not a strong foundation of club structures in place.

Performance indicator:

- Number of affiliated clubs per sporting code.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time line	Budget
Affiliated clubs	Develop a club support system with expertise regarding club governance and development documents.	SRSA	Provinces SASCOC NFs		
	Every NF must have a club system in place with clubs in all the provinces. (Except NFs with activities link to the sea).	SASCOC	NFs		
	Maintain a GIS based database of registered clubs.	SRSA	Provinces SASCOC NFs		

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	Formulate marketing initiatives to encourage sponsorship of clubs.	SRSA	SASCOC NFs		
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Strategic objective 12: A human resource base empowered through the provision of accredited education and training.

The sport and recreation sector can make an important contribution to the priority of human empowerment through the education and training of people. It is important for South Africa's education and training to keep abreast with global developments and standards.

Performance indicators:

- Number of accredited education and training programmes.
- Number of accredited sport support staff.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Accredited education and training programmes.	Identify and address training needs.	SRSA	Provinces SASCOC NFs		
	Produce and distribute training manuals (via SRSA website for example).	SRSA	CATHSSETA SASCOC		
	Monitor the development of the human resource base necessary for sustaining sport and recreation.	SRSA	Provinces SASCOC NFs		
Accredited facilitators.	Train Sector Education and Training Authority accredited facilitators.	SRSA	CATHSSETA SASCOC		
	Maintain database of accredited facilitators as well as sport administrators trained.	SRSA			

Strategic objective 13: To support and empower South African coaches

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Coaching and the development of sporting skills are key elements in any successful sport system. In the highly competitive and demanding world of international sport, South Africa needs to explore all possible means to ensure that our coaches are keeping abreast with latest technology, research, techniques and developments and providing our athletes with the competitive edge where possible.

Performance indicator:

- Number of registered and accredited coaches per sporting code.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Coaches Association	Develop and launch a coaching framework.	SASCOC	SASCOC Provinces		
	Establish National and Provincial structures.	SASCOC	SASCOC Provinces		
	Ensure that South African coaches are empowered with best practice.	SASCOC	SASRECON		
	Maintain a database of accredited coaches.	SASCOC			

Strategic objective 14: A formal structure to support and empower South African athletes.

Given the enormous commitment required of any athlete to reach the top and their relatively short athletic careers, it is important to develop athletes holistically as well as allowing them the opportunity to have a platform to raise their wishes and concerns. An element such as life skills is for example one of the important areas of an athletes development. Athletes who are broadly developed in the non-sports areas usually perform better in sport.

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Performance indicator:

- Number of athletes registered to Athletes Association

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Athletes Association.	Ensure that a vibrant and well represented Athletes Association is in place.	SASCOC Provinces Academies			
	Implement specific programmes aimed at addressing the needs of athletes.	SASCOC Provinces Academies			

Strategic objective 15: To empower volunteers to adequately support the South African sports system.

Sport depends heavily on the commitment of thousands of volunteers. Volunteering can offer individuals the opportunity to become involved in an exciting sporting event, which may act as a starting point for ongoing community involvement. This in turn may have economic and social benefits.

Performance indicator:

- Number of trained volunteers on database.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
An accredited national sport volunteer programme.	Establish and maintain a volunteer database.				
	Integrate and capitalize on 2010 volunteer initiatives.				
	Embark on a volunteer recruitment campaign.				
	Develop and maintain accredited volunteer training programmes.				

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Strategic objective 16: To ensure that South African sport and recreation is supported by a well maintained facilities network.

If the building of sport and recreation facilities is neglected, it will have serious consequences for the building of a better South Africa and especially for the development of our young people. If the backlogs are not addressed it will be very difficult for SA to achieve its objective of involving more South Africans in healthy physical activities with the subsequent loss of all the benefits that the country attached to this.

Performance indicator:

➤ An accurate GIS based facilities network

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
National facilities audit	Conduct and verify sport and recreation facilities audits per province.	Provinces	SRSA DBE SANDF SALGA NFs		
	Update and maintain the National Facilities Database.	SRSA	Provinces		
National facilities plan	Implement a National Facilities Plan based on the provincial facilities audit. Plan should also address the important issues of venues and types of facilities, including indoor facilities.	SRSA	Provinces Municipalities DBE NFs SALGA		
Norms and standards for sport and recreation facilities	Communicate the national norms and standards developed for the provision of sport and recreation facilities.	SRSA	NFs Provinces		
	Include school sport and recreation facilities in the national facilities norms and standards.	SRSA	DBE		
Sport facilities included in new building	Lobby for a prototype plan for schools so that they have sporting facilities (No school building plan to be approved without a sports facility plan).	SRSA	DBE		

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Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
	Engage the Department of Human Settlements to include sport and recreation facilities in spatial planning.	SRSA	DHS COGTA		
	Contribute to youth development through the building of multi-sport combination courts.	SRSA	KfW		
Facility management training	Ensure that the required training manuals are updated and available.	SRSA	CATHSSE TA		
	Identify and appoint accredited service providers.	SRSA	CATHSSE TA		
	Implement a schedule of training programmes with special focus on the maintenance of sport facilities.	SRSA	Service providers		
2010 FIFA World Cup stadia fully utilised.	Coordinate and monitor the venue management of major sport venues.	SRSA			

Strategic objective 17: To provide Federations with administrative and governance support through the medium of a Sports House.

Scarce resources in South African sport can be better utilised when basic services are shared by various role-players.

Performance indicator:

- Number of Federations assisted.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Federation administrative support.	Establish a Sports House to serve as a centralized administration centre for especially smaller NFs.	SRSA			
	Lobby to host continental and international sports bodies in South Africa.	SRSA			

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Strategic objective 18: To establish a Sports Information Centre that empowers South African sport and recreation.

One of the characteristics of the present sports landscape is the exponential growth in the need for dissemination, use and management of information and knowledge in all fields of human endeavour. Sports related data, information and knowledge are utilised in acquiring and improving skills at all levels.

Performance indicator:

- Number of applied sport and recreation research projects supported.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Sports Information Centre	Establish a well managed sports information resource base.	SRSA	SASCOC NFs Tertiary institutions		
	Capture and house sport and recreation related data and information.	SRSA			
	Analyse and distribute sport and recreation information to assist with planning and decision making.	SRSA			
Applied sports research programmes to support strategic decision making.	Initiate and conduct relevant sport and recreation research that is nationally coordinated in conjunction with NFs.	SRSA	SASCOC NFs Tertiary institutions		
	Maintain a national database of sport and recreation research.	SRSA			
	Cooperate with identified international institutions to enrich South African research projects.	SRSA			

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Strategic objective 19: To establish Provincial Sport Councils to provide for the integrated development of South African sport at provincial and local levels.

There is a need for a structured way for sport and recreation development from the grassroots level upwards. To increase participation and the development of sport and recreation, strong and coordinated local sports structures are a prerequisite.

Performance indicators:

- Number of provincial Sports Council established.
- Number of local Sports Councils established.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Implementation of Sport Councils	Ensure that Sport Councils in sport and recreation are operational at a local, regional, provincial and national level.	SASCOC	SRSA Provinces		
Civil society sport and recreation structures	Ensure that a sport system is in place that will enhance the capacity of sport and recreation civil society structures to be properly constituted.	SASCOC	SRSA Provinces Municipalities NFs		

Strategic objective 20: To ensure that South African sport and recreation benefit from strategic International Relations

The world has become a global village hence the function of international

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relations is becoming more and more important. Multilateralism becomes critical because no country can prosper on its own, also in the field of sport and recreation.

Performance indicators:

- Number of Programmes of Action
- Financial value of donor funding secured.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Formalised relations with multilateral organisations in the context of sport and recreation	Ensure that South Africa plays a leading role in International multilateral organisations (i.e.: UN, WADA and AU).	SRSA	Provinces SASCOC		
	Implement post conflict reconstruction and development programmes in areas where required.	SRSA	National Departments Provinces SASCOC		
Government-to-Government agreements with identified countries.	Sports relations formalized and exchange programmes developed with identified countries within the post conflict reconstruction and development programme.	SRSA	SASCOC NFs		
	Programmes of Action with identified countries.	SRSA	SASCOC NFs		
	Ensure that there is synergy between the international agreements of the provinces and that of national.	SRSA	Provinces DIRCO		
Donor management system established	Audit of donors and partners within the sport sector.	SRSA	NT Provinces		
	Identify strategic areas for donors to fund.	SRSA	Provinces		
	Initiate round table discussions with potential donors	SRSA	Provinces		

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SECTION 3: POLICY IMPERATIVES

TRANSFORMATION

Since democracy in 1994 we still have a sporting environment where there is a skewed picture of sporting facilities and opportunities. As a Government we have to correct this and ensure that our national teams are representative of the total South African population. To have a real and lasting impact on our nation we cannot compete with the exclusion of certain parts of our population. With true transformation, as a country, South Africa could become an even greater force in world sport as more people have the opportunity to compete and excel.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Transformation Charter.	Implement the Transformation Charter.	SRSA	Sport sector		
	Ensure that all NFs complete the Transformation Scorecard.	SRSA	SASCOC NFs		
	Gather findings of other transformation research commissioned by public and private institutions.	SRSA	BMI Tertiary institutions		
	Produce audit report on transformation to define both the current national and provincial level status so as to allow proper focused interventions.	SRSA	Provinces SASCOC		
	Revise Service Level Agreements with funded organisations for the delivery of transformation targets.	SRSA	SASCOC NFs Provinces		
	Ensure that there is adequate monitoring and evaluation of the Transformation Charter annually that will guide interventions where required.	SRSA			

Transformation Charter, including the Scorecard, is attached at Annexure A.

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SPORT TOURISM

Sports tourism is one of the fastest growing sectors in the South African economy with proven economic benefits as well as the positive impact on the country in general. The hosting of major events in the past provided South Africa with vast opportunities to market our rainbow nation whilst the events also resulted in economic and social development.

Although the focus of sports tourism is more on mega sporting events (World Cups or Olympic and Paralympic Games) the significance of the economic and social successes of smaller-scale sports events cannot be overlooked. Although these may be at a lower level, they can be of considerable economic and social significance.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Sport Tourism structure.	Establish a Sports Tourism Executive Forum.	SRSA	DoT SAT SASCOC		
Bidding & Hosting Guidelines.	Develop Bidding & Hosting Guidelines.	SRSA	SASCOC NFs		
	Draft a register of events available for bidding and evaluate feasibility of hosting, also considering the scope of sport tourism.	SRSA	SASCOC Province City		
	Ensure the proper functioning of the National Coordinating Committee (NATCCOM) to render assistance to host successful international events in South Africa.	SRSA	National departments		

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Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Sports Tourism research	Evaluate impact of sport tourism in South Africa and identify initiatives to enhance impact.	SRSA	DoT SAT		

Sports Tourism Policy is attached at Reference Document 1.

SPORT FOR PEACE & DEVELOPMENT

Worldwide there is an increasing acknowledgement that sport and recreation has the potential to promote social inclusion, prevent conflict, and to enhance peace within and among nations. In South Africa we have also experienced how national sports teams can be an inspiring force for peaceful change, as seen during the 1995 Rugby World Cup. This event was a major turning point in the healing process of post-apartheid South Africa. 15 Years later the spirit of peace and reconciliation was experienced again in South Africa as never before during the 2010 FIFA World Cup.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Sport for Peace & Development alliances	Strengthen presence in international fora focusing on peace and development.	SRSA	DIRCO		
	Play a leading role in global initiatives regarding sport for peace and development.	SRSA	DIRCO		
	Build relationships with Government departments tasked with peace and security in South Africa to identify conflict "hot spots".	SRSA	Police Defence Military Correctional Services NFs		

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Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Sport for peace and development programme	Deliver sport programmes in conflict “hot spots” focused on forging peace and development.	SRSA	Provinces Police Defence Military Veterans Correctional Services NFs		
	Action awareness campaigns to inform public of the role sport can play in peace and development initiatives.	SRSA			

SPORT AND THE ENVIRONMENT

The relationship between sport and the environment includes both the impact of sport on the environment and the impact of the environment on sport. All sports activities, events and facilities have an impact on the environment, creating an “ecological footprint”.

Although sport is generally not a major cause of pollution, its cumulative impact can be significant and can include erosion, waste generation and habitat loss. It is therefore important for sport to be pursued in an environmentally sustainable manner, given that the deterioration of environmental conditions reduces the health, well-being and living standards of individuals and communities as well as their levels of physical activity. The inherent link between a clean environment and participation in sport is part of what makes sport a powerful tool for communicating environmental messages and encouraging actions to clean up the environment.

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Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Play Green Sport.	Formulate environmentally friendly and practical initiatives that can be applied within the South African sporting sector.(e.g.: recycling at events; buying “green” sport consumables).	SRSA	Provinces SASCOC NFs		
Play Green Sport awareness campaign.	Structure awareness campaigns to educate the general public and sports people in particular about hosting events and buying sports goods that are environmentally friendly.	SRSA	Provinces SASCOC NFs		

PRIORITY CODES

To assist South Africa in its endeavours to broaden the participation base of sport with limited resources, NFs will be prioritized that have the potential to offer participation opportunities to large segments of the population. Priority will also be given to those NFs with the best chance of international success for every Rand expended.

The objectives of prioritization, categories and criteria will be reviewed every four years in line with the preparation of athletes participating in the Olympic Games. As part of the process of reviewing the criteria, the progress of NFs in achieving the criteria will be considered. This means that the list of priority NFs can be changed after four years.

Implementation plan

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Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Priority Codes Evaluation Tool	Refine the criteria of prioritization and the categories for support.	SRSA			
	Develop a calculator to assess identified criteria and verify information provided by NFs.	SRSA	SASCOC		
	Classify NFs and support appropriately.	SRSA			
	Identify models of support aligned to priority code classification.	SRSA	SASCOC		

The objectives of the prioritization of National federations, the criteria and the categorization of NFs are at Reference Document 2.

NATIONAL EMBLEM AND COLOURS

South African sport will be able to contribute to nation building if all our national teams participate with the same emblem and colours.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
National emblem	Confirm the King Protea as the only national emblem for sports people representing South Africa.	SRSA			
	Embark on an awareness campaign around the national emblem (integrate into schools programme).	SRSA	SASCOC		

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Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
National colours	Standardise the colours of green and gold used by NFs for all sports attire used in international competitions.	SRSA			
	Implement initiatives to brand our national teams.	SRSA			

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SECTION 4: IMPLEMENTATION OF NATIONAL SPORT AND RECREATION PLAN

FINANCIAL RESOURCES

The Government (at all three tiers), lotto, SASCOC, the private sector and international donors are all making funds available for sport and recreation but nowhere is it centrally coordinated.

The reality that Government funding will always be limited means that considerable effort must be employed to raise the maximum level of funding from non-government sources.

Sponsorship, however, is difficult to obtain, even for the more popular sports. A major problem for many small sports is that the sponsorship market has been largely tied up by the big professional sports, which means there is little residue to go round. Further, many smaller sports do not have the management and marketing skills, or the money to invest or to attract sponsorships.

To maximise on the economic opportunity of sport, creative initiatives and partnerships are required.

Implementation Plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
National Sport Funding Forum	Conduct audit of sources of funding for SA sport	SRSA	SASCOC Lotto Provinces Sports Trust		
	Establish a National Sport Funding Forum.	SRSA	SASCOC Lotto Provinces Sports Trust		

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	Develop a tool to monitor & evaluate Return on Investment	SRSA	SASCOC Lotto Provinces Sports Trust		
Lotto funds	Align lotto allocations to the National Sport and Recreation Plan. To realise this SRSA should distribute lotto funds.	Lotto	SRSA SASCOC Provinces Federations HEADCOM MINMEC		
Funding lobby	Lobby government and the private sector to invest/ increase allocations to the sport and recreation sector.	SRSA	Provinces National Treasury		
	Ensure that funding for sport and recreation facilities are ring-fenced in MIG and other funding resources.	SRSA			
Donor Funding	Secure donor funding for sport and recreation development programmes.	SRSA	Provinces Federations		

DEMARCATIION OF ROLES AND RESPONSIBILITIES

To be finalised when inputs are received on the proposed role demarcation.

Tertiary Institutions

- ☉ Scholarships for talented athletes.
- ☉ Criteria for selection & recruitment of athletes at university level.
- ☉ Talented athletes suitably placed at tertiary institutions.
- ☉ Students deployed in sports development programmes.
- ☉ Tertiary institutions offering relevant qualifications in sport and recreation.
- ☉ Collaborative research.
- ☉ Sports development infrastructure.

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Military, Police and Correctional Services

Cooperation agreements with the relevant departments. (Such agreements could make provision for competition opportunities through participation while in service as well as the employment of athletes, giving them a career while offering opportunities for them to train at an appropriate level.)

ETHICAL ENVIRONMENT

DRUG-FREE SPORT

The South African Parliament ratified the International Convention against Doping in Sport in October 2006. In conjunction with other governments of the world South Africa is committed to remove doping from sport and to promote the values of fair play and honesty in sport.

In this regard SRSA will work closely with the South African Institute for Drug-free Sport (SAIDS) to ensure that all South African sports organisations and federations comply with the directives of SAIDS. SAIDS is a public entity established by an Act of Parliament, Act No. 14 of 1997, with the aim to:

"To promote participation in sport free from the use of prohibited substances or methods intended to artificially enhance performance, thereby rendering impermissible doping practices which are contrary to the principles of fair play and medical ethics, in the interest of the health and well-being of sportspersons; and to provide for matters connected therewith".

An area of concern for SRSA that needs to be addressed in conjunction with SAIDS are new substances that are constantly being developed and the subsequent need of SAIDS to become more sophisticated in its ways of testing,

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the trafficking of prohibited performance enhancing substances.

Another area of concern is the problem of South Africa that becomes increasingly a destiny of choice and the critical impact that substance abuse could play in the development of our young people.

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Drug-free implementation and prevention plan	Develop and implement a comprehensive drug testing programme that includes all South Africa's major sporting codes and conforms to the highest international standards of the industry.	SAIDS			
	Prevent entry and transportation of doping substances in the country.	SAIDS	SAP DHA		
	Prevent drug abuse through education and training and the provision of resource materials (raising awareness).	SAIDS			
	Implement special programmes at schools to address the serious concern of school children taking illegal sports performance enhancement drugs.	SAIDS	DBE		
	Use sports heroes to be vocal on the topic of anti-doping and drug abuse.	SAIDS	NFs		
	Every NF must have a drug-free plan in place applicable for their specific sport.	SAIDS	SASCOC NFs		
	Network of experts	Consult with other African countries on building capacity towards developing an anti-doping infrastructure on the continent.	SAIDS	WADA	
Collaborate with other national anti-doping agencies throughout the world to achieve international harmonisation and improvement of standards and practices in anti-doping.		SAIDS	WADA		

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Rehabilitation programmes	Provide skills for the early identification of signs of drug abuse and guidance for referrals.	SAIDS	WADA		
	Arrange for interventions such as rehabilitation, risk reduction, life skills and psychological programmes.	SAIDS	Academies		
	Deal with socio-economic issues and the causes of substance abuse (e.g. by providing alternative leisure or skills development activities, as well as more effective coping mechanisms).	SAIDS			
Research	Update and implement the SRSA Mini Drug Master Plan.				

CODE OF ETHICS

The Code of Conduct indicates the standard of behavior expected of a member of an association. It is a formal statement of the values and ethical standards that guide individuals in sport. It is a set of principles, and norms to which sporting people can be held accountable when representing South Africa at any sporting event. This can also be used as a point of reference when dealing with disciplinary procedures against members.

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Code of Ethics document	All NFs to sign the Code of Ethics	NFs			

The Code of Ethics is attached at Reference Document 3.

COMMUNICATION AND MARKETING

Sport and recreation is a valuable strategic mass mobilization tool through which to achieve national development objectives. There is great work done across the

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country to develop sport. There is an immediate imperative to elevate the sport development agenda among other competing needs. There is a need for an intense, rigorous, interactive, and penetrating communication strategy that will lead the flagging of government sport and recreation successes and challenges.

A Communication Strategy is attached at reference Document 4.

SPORT BROADCASTING AND SPONSORSHIPS

Another critical area for the successful implementation of the National Sport and Recreation Plan is that of sport broadcasting and sponsorships.

There is a direct correlation between broadcast coverage and the commercial funding of sport. Unfortunately, without TV hours sports codes have little or no chance to become financially self-sufficient.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Time-line	Budget
Greater access to and exposure on TV for sports codes.	Analyse current sports broadcast landscape inclusive of impact of media and players in the Industry.	SRSA			
	Empowerment NF's in terms of: <ul style="list-style-type: none">• Long term marketing plans.• Commercialisation strategies (sponsorship rights packaging / TV rights and event management).• Contractual / legal guidance.• Research to help NFs to make a case for and the position of their codes.	SRSA	SASCOC NFs		

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Research and consult service	Establish a centralised “consulting type” service whereby NFs could receive guidance on and strategic advice and /or research based evidence to help position their codes to business.	SRSA	SASCOC NFs		
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ACRONYMS AND ABBREVIATIONS

ASGISA	ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA
AU	AFRICAN UNION
BSA	BOXING SOUTH AFRICA
BSRP	BUILDING FOR SPORT AND RECREATION
COSSASA	CONFEDERATION OF SCHOOL SPORT ASSOCIATIONS OF SOUTHERN AFRICA
DoT	DEPARTMENT OF TOURISM
DBE	DEPARTMENT OF BASIC EDUCATION
DoRA	DIVISION OF REVENUE ACT
EPE	ESTIMATES OF PUBLIC EXPENDITURE
FIFA	FEDERATION INTERNATIONALE DE FOOTBALL ASSOCIATION
GDP	GROSS DOMESTIC PRODUCT
HSRC	HUMAN SCIENCES RESEARCH COUNCIL
IOC	INTERNATIONAL OLYMPIC COMMITTEE
LARASA	LEISURE AND RECREATION ASSOCIATION OF SOUTH AFRICA
LOC	LOCAL ORGANISING COMMITTEE
MANCO	MANAGEMENT COMMITTEE
MDG	MILLENNIUM DEVELOPMENT GOAL
MIG	MUNICIPAL INFRASTRUCTURE GRANT
MOU	MEMORANDUM OF UNDERSTANDING
MPP	MASS PARTICIPATION PROGRAMME
MTT	MINISTERIAL TASK TEAM
NACCOC	NATIONAL COORDINATING COMMITTEE
NF	NATIONAL FEDERATION
NGO	NON-GOVERNMENTAL ORGANISATIONS
NSP	NATIONAL SPORTS PLAN
NSRA	NATIONAL SPORT AND RECREATION AMENDMENT ACT
SAIDS	SOUTH AFRICAN INSTITUTE FOR DRUG FREE SPORT
SAQA	SOUTH AFRICAN QUALIFICATIONS AUTHORITY
SASCOC	SOUTH AFRICAN SPORTS CONFEDERATION AND OLYMPIC COMMITTEE
SCSA	SUPREME COUNCIL FOR SPORT IN AFRICA
SDPIWG	SPORT FOR DEVELOPMENT AND PEACE INTERNATIONAL WORKING GROUP
SETA	SECTOR EDUCATION AND TRAINING AUTHORITY
SRSA	SPORT AND RECREATION SOUTH AFRICA
SSMPP	SCHOOL SPORT MASS PARTICIPATION PROGRAMME
TSA	TOURISM SOUTH AFRICA
UK	UNITED KINGDOM
UN	UNITED NATIONS
UNESCO	UNITED NATIONS EDUCATIONAL SCIENTIFIC AND CULTURAL ORGANIZATION
WADA	WORLD ANTI-DOPING AGENCY

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WADC WORLD ANTI-DOPING CODE

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ANNEXURE A

TRANSFORMATION CHARTER AND SCORE CARD

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