



NATIONAL SPORT and RECREATION PLAN

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

TABLE OF CONTENTS

EXECUTIVE SUMMARY **4**

SECTION 1: INTRODUCTION **8**

BACKGROUND	8
PREAMBLE	11
PROCESS OF DEVELOPING THE NATIONAL SPORT AND RECREATION PLAN (NSRP)	12
LEGAL FRAMEWORK	15
VISION 2030	16
EXPECTED OUTCOMES AND “IDEAL FUTURE” FOR A SOUTH AFRICAN SPORTS SYSTEM	ERROR!
BOOKMARK NOT DEFINED.	
VISION STATEMENT	17
STATEMENT OF PURPOSE (MISSION)	17
CORE VALUES OF THE ENVISAGED SPORTS SYSTEM	17

SECTION 2: COMPONENTS OF NSRP **19**

ACTIVE NATION	19
RECREATION	21
SCHOOL SPORT	23
PARTICIPATION PROMOTION CAMPAIGNS	26
WINNING NATION	28
TALENT IDENTIFICATION AND DEVELOPMENT	28
ATHLETE AND COACH SUPPORT PROGRAMME	30
DOMESTIC COMPETITIONS	31
INTERNATIONAL COMPETITIONS	32
RECOGNITION SYSTEM	32
ENABLING ENVIRONMENT	34
FACILITIES	34
CLUBS	37
SPORTS COUNCILS	38
ATHLETES’ COMMISSION	39
COACHES’ COMMISSION	40
ADMINISTRATORS AND TECHNICAL OFFICIALS’ COMMISSION	40
ACADEMY SYSTEM	41
SPORTS HOUSE	42
SPORTS INFORMATION CENTRE	43
EDUCATION AND TRAINING	44
VOLUNTEERS	45
INTERNATIONAL RELATIONS	45
FINANCIAL RESOURCES	47

SPORTS BROADCASTING AND SPONSORSHIPS	48
TRANSVERSAL ISSUES	50
TRANSFORMATION	50
PRIORITY CODES	51
ETHICAL ENVIRONMENT	52
GEO-POLITICAL SPORTS BOUNDARIES	55
AMATEUR VS PROFESSIONAL SPORT	55
SPORT AS TOOL	57
SPORTS TOURISM	58
SPORT FOR PEACE AND DEVELOPMENT	59
SPORT AND THE ENVIRONMENT	60
SPORT AND NATIONAL GOVERNMENT PRIORITIES	61

SECTION 3: ROLES AND RESPONSIBILITIES 64

GOVERNMENT	64
THE SPORTS CONFEDERATION	65

SECTION 4: CONCLUSION 66

PLANNING, MONITORING AND BUDGETING CYCLES	66
COLLABORATIVE AGREEMENTS	66
RESTRUCTURING	67
MARKETING AND COMMUNICATION	67

ACRONYMS AND ABBREVIATIONS 68

REFERENCE DOCUMENTS 70

EXECUTIVE SUMMARY

The National Sport and Recreation Plan (NSRP) will be an eight year sustainable implementation plan for the sport and recreation policy framework as captured in the White Paper. Whilst it is envisaged that the White Paper will remain relevant until 2019, the NSRP will be closely monitored annually to identify any hindrances which may be negatively impact on implementation and will be reviewed in 2020.

The NSRP is the end product of a structured process of broad consultation and robust debate with a diverse and encompassing group of stakeholders representing the South African sport and recreation sector.

The NSRP commences with a **background** reflecting historically where we come from and some of the significant milestones achieved in establishing a democratic, non-racial sports system for our country. The structure of the document is outlined in the **preamble** whereafter attention is given to the **process of developing the NSRP** and the **legal framework** regulating the NSRP.

When describing the **Vision 2030** (linked to the National Development Plan of South Africa) the expected outcomes and ideal future for a South African sports system is expressed. A bold vision statement is given followed by a clear statement of purpose.

Section 1 of the NSRP concludes by identifying the **core values** desired to guide the implementation of the NSRP.

Section 2 is essentially the nucleus of the NSRP as it provides details of the **3 core pillars** of implementation: (1) active nation (2) winning nation (3) enabling environment. These pillars are underpinned by transversal issues and utilising sport as a tool to achieve national and global priorities.

When building an **active nation** it is clear that 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 NSRP specifically focuses on the following strategic objectives to assist with broadening the base of sport and recreation in South Africa:

- To improve the health and well-being of the nation by providing mass participation opportunities through **active recreation**.
- To maximise access to sport, recreation and physical education in every **school** in South Africa.
- To promote participation in sport and recreation by initiating and implementing targeted **campaigns**.

In developing a **winning nation** it is important to improve international sports successes by supporting athletes at all levels of participation. The following strategic objectives aim to achieve this:

- To **identify and develop talented athletes** through the implementation of a structured system.
- To improve the performances of athletes and coaches by providing them with access to a comprehensive range of **support programmes**.
- To develop talented athletes by providing them with opportunities to participate and excel in **domestic competitions**.
- To develop elite athletes by providing them with opportunities to excel at **international competitions**.
- To acknowledge the achievements of individuals and teams within the South African sport and recreation sector through the establishment of a **recognition system**.

The term “ athlete ” in the NSRP is a generic reference for all people participating in sport and recreation.
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Achieving an active and winning nation is underpinned by an **enabling environment** with the following strategic objectives:

- To ensure that South African sport and recreation is supported by adequate and well maintained **facilities**.
- To provide formal sports participation opportunities through an integrated and sustainable **club structure**.

- To integrate the development of South African sport at provincial and local levels through functional **sports councils**.
- To provide **athletes** with a forum to address their needs.
- To support and empower South African **coaches**.
- To support and empower South African **administrators and technical officials**.
- To support the development of South African sport through a coordinated **academy system**.
- To provide National Federations (NFs) with administrative and governance support through the medium of a **Sports House**.
- To empower the sport and recreation sector with relevant information through the establishment of a **Sports Information Centre**.
- To empower the human resource base through the provision of accredited **education and training** programmes.
- To empower **volunteers** to adequately support the South African sports system.
- To ensure that South African sport and recreation benefit from strategic **international relations**.
- To secure and efficiently manage **financial resources** to optimally support sport and recreation.
- To capitalise on the impact that **broadcasting and sponsorship** have on the development of sport and recreation.

Integral to campaigning for and supporting an active and winning nation are five **transversal issues** which permeate every building block of the NSRP, and are considered non-negotiable imperatives. The transversal issues have the following strategic objectives:

- To ensure that equal opportunities exist for all South Africans to participate and excel in sport and recreation through the adoption of deliberate **transformation** initiatives.
- To maximise the return on investment by **prioritising sporting codes** best suited to broadening the participation base or achieving international success.
- To ensure that the South African sport and recreation sector is globally respected for its high values and **ethical behaviour**.
- To contribute to improved governance in sport through an alignment of provincial sports boundaries with the country's **geo-political boundaries**.

- To protect the rights and interests of talented athletes under 18 years of age by providing clear guidelines on **amateur and professional sport**.

Section two concludes with a review of using **sport as a tool** to support and achieve a diverse range of national and global priorities with the following strategic objectives:

- To use sport and recreation as a medium to **attract tourists to South Africa**.
- To use sport and recreation as a mechanism for **achieving peace and development**.
- To ensure that participation in sport and recreation activities is conducted in an environmentally sustainable manner and to use sport as a tool for **communicating environmental messages** and encouraging actions to clean up the environment.
- To capitalise on the numerous benefits derived from participating in sport and recreation as a mechanism towards achieving and supporting the **priorities of National Government**. This includes among others:
 - To build the sports economy to effectively contribute to shared economic growth and development in South Africa, including through the creation of decent work.
 - To use sport and recreation as a medium for building social cohesion and sustainable communities.
 - To harness the nation-building characteristics of sport and recreation.
 - To use sport and recreation as a medium of building a healthy nation.

Section 3 of the NSRP provides clarity on the **demarcation of roles and responsibilities** of the stakeholders in the sector.

Section 4 offers a conclusion that details a way forward in terms of:

- Planning, monitoring and budgeting cycles.
- Collaborative agreements
- Coordination and cooperation
- Restructuring
- Marketing and communication.

SECTION 1: INTRODUCTION

Background

The apartheid era in South Africa, which ended in 1994 when the country held its first ever democratic elections, was characterised by numerous discriminatory laws and practices based on race. The sport and recreation sector did not escape the scourge of legalised, institutionalised and non-institutionalised racial practices.

The vast majority of Blacks (i.e. African, Indian and Coloured people) did not have equal access to competitive or recreational sports opportunities at school or community levels. There was little or no investment into sports infrastructure, equipment, attire, development, talent identification and/or activities for previously disadvantaged population groups. At the same time, apartheid South Africa was subjected to international sporting sanctions which isolated the country and its White athletes from international competition.

Irrespective of these racial practices various sports organisations tirelessly fought for establishing a sports system free of discrimination and that would provide equal participation opportunities for all South Africans. This was done through the dedicated leadership and work of organisations such as the South African Council on Sport (SACOS), the South African Non-Racial Olympic Committee (SANROC), National Olympic Committee of South Africa (NOCSA) and the National Sports Council (NSC).

In 1993, the NSC convened a “Vision for Sport” national sports conference. The NSC had been established to unify sports structures; develop a national sports policy and facilitate equitable development of sport in a democratic South Africa. The sports development pyramid or continuum of foundation, participation, performance and excellence phases was mooted at this conference. This approach as well as the outcomes of the conference was included in the democratic government’s first discussion paper on sport entitled “Getting the Nation to Play”.

The advent of democracy in 1994 ushered in significant changes to policies and legislation that impacted on all sectors of society and that addressed all aspects of political, social-

economic and human rights of people. All the changes were driven by the democratic government's goal of transforming South Africa into a free, just and equitable society that meets the needs of its people by creating a better life for all.

The new democratic government of South Africa, under the leadership of the African National Congress (ANC) as the ruling party, consolidated the efforts of the SACOS, SANROC and the NSC by building a democratic sports system that addressed the imbalances of the past. The process of unifying South African sports bodies was institutionally achieved in the early nineties.

Given government's understanding of the important socio-economic and developmental role of sport, this sector was identified as needing to be transformed to, amongst others, increase and ensure equitable access to all sporting opportunities; develop and build the sports economy; increase the social development impact of sport; harness and further develop the competitive abilities of South African sports persons to participate in international sports competitions and for the sector to reflect the demographics of the country.

In 1996, the late Minister of Sport and Recreation, Mr S.V. Tshwete released a White Paper on sport and recreation. The White Paper was the first official policy on sport and recreation since the establishment of this Ministry on 1 July 1994. Five years after the first White Paper on sport and recreation was released, it was revised and updated to take into account new developments in the sport and recreation sector.

At the end of 2000, the then Minister of Sport and Recreation, Mr B.M.N. Balfour appointed a Ministerial Task Team (MTT) to investigate factors that negatively impact on South Africa's performance in high performance sport at an international level. This initiative was partly motivated by the perception that South Africa had performed poorly at the Sydney 2000 Olympic Games. Although the MTT was tasked with focusing on high performance or elite sport; its report and recommendations addressed improving the overall sports system in South Africa.

The Cabinet approval of the MTT report towards the end of 2003 paved the way for the rationalisation of South African sport with a reduction of seven umbrella bodies to only two, namely a fully fledged Department of Sport and Recreation to deal with mass participation and

a non-governmental sports organisation to assume the coordinating responsibility for high performance sport. The former entities at a macro-level comprised the following:

- Sport and Recreation South Africa (SRSA)
- South African Sports Commission (SASC)
- National Olympic Committee of South Africa (NOCSA)
- Disability Sport South Africa (DISSA)
- South African Commonwealth Games Association (SACGA)
- South African Students Sports Union (SASSU)
- United School Sports Association of South Africa (USSASA).

In 2004, the South African Sports Commission Act was repealed and the South African Sports Confederation and Olympic Committee (SASCOC) was established.

It is important to note that where there is reference to “**SASCOC**” in the NSRP it includes the National Federations as well as the Provincial Sports Councils affiliated to SASCOC.

The 2001 revised White Paper does not reflect the institutional changes made in 2004. Nor does it adequately reflect government’s understanding of transformation of the sport and recreation sector based on the sector’s role in social development, the sports economy, sport as a right, sport in development and peace, sport and the environment, an outcomes-based approach to governance and the proactive role of a developmental government.

The third revision of the White Paper addresses the afore-mentioned issues. The process of updating the White Paper was finalised in 2011 together with the development of a Road Map 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 sports system that encourages growth and development of the sports sector and the equitable delivery of sport to all to ensure that South Africa is both “An Active and a Winning Nation”.

Preamble

In South Africa we have experienced how sport can benefit from and exploit social and economic opportunities. This was experienced, for example, when South Africa won the Rugby World Cup in 1995 and 2007 and more specifically during the 2010 FIFA World Cup™. To build on these positive experiences it is essential to have an integrated, coordinated, functional and performance oriented sports system in place. The NSRP is the foundation of such a system. The strategic focus of the NSRP is to **reconstruct and revitalise the delivery of sport and recreation** towards building an active and winning nation that equitably improves the lives of all South Africans.

The NSRP is the **implementation plan of the policy framework** for sport and recreation as captured in the revised White Paper. In other words the White Paper determines the “what” and the NSRP the “how”.

Worldwide strategies are focused on **increasing levels of participation** in sport and recreation, as well as **achieving success in high profile sports**. The benefits of this approach, for South Africa, are reflected in a document entitled a “*Case for Sport*”, published by Sport and Recreation South Africa (SRSA) in December 2009. The NSRP not only focuses on these two internationally recognised pillars for any successful sports system but extrapolates on the **enabling environment** that is required to give effect to the two focus areas.

At the heart of the NSRP is a **Transformation Charter** and a multi-dimensional **Transformation Performance Scorecard**. The purpose of the Charter is to transform the delivery of sport in South Africa to reap benefits such as the establishment of a competitive and demographically representative sports system guided by the values of equal opportunity, fairness and just behaviour, equitable resource distribution, empowerment, and affirmation. The implementation, management and monitoring of sport’s transformation is supported by a scorecard that will enable the sports system to measure where it is in its transformation journey, whether it is improving and to set targets.

The NSRP provides for the different stages of a **long term participant development plan**. This includes, among others the physical, mental, emotional, and cognitive development of

athletes within the entire sports development continuum, including athletes with a disability. (Also see the reference document “*South African Sport for Life – Long Term Participant Development*”.)

In all the activities, as outlined in the NSRP, special emphasis is put on the inclusion, empowerment and promotion of **government’s priority groups**, namely the youth, the aged, women, rural communities and people with disabilities.

Without a coordinated, integrated and aligned national sports system within which all component parts are focused towards a common set of goals and objectives, the potential value of sport to the South African society cannot be fully realised. To ensure a collective buy-in and to streamline implementation towards common objectives, it is important that **role-players align their strategic and business plans** with the NSRP and that planning cycles, as far as is possible, are also aligned.

Due to the complexity and broad application of the NSRP it is foreseeable that it will be **implemented in consecutive phases**. The components of each phase will supplement each other and enrich previous phases. A thematic approach is envisaged with relevant themes being adopted each year.

Process of developing the National Sport and Recreation Plan (NSRP)

The NSRP represents a truly “bottoms-up” plan for transforming the delivery of sport and recreation in South Africa. It was developed through an intense and thorough consultative process with robust debates and constructive contributions from all role-players that comprise the sport and recreation sector in the country. Highlights of the process in 2011 were:

- At a Departmental strategic workshop from 10 – 12 January delegates agreed to organise a National Sport and Recreation Indaba to finalise South Africa’s first NSRP.
- Minister Fikile Mbalula appointed a Steering Committee to oversee the NSRP process, with Deputy Minister Gert Oosthuizen as the Committee Chairperson. The first meeting of the Steering Committee was held on 4 February. All Provinces, the South African Local

Government Association (SALGA), SASCOC and other identified role-players were represented on the Steering Committee.

- The concept of the NSRP and Indaba was launched through the media to stimulate public debate on 5 April.
- Also in April the SRSA website was used to encourage public participation and inputs to the NSRP. An *“Indaba Opinion Piece”* on the National Indaba was also released to stimulate debate.
- The draft NSRP was finalised in May and distributed for comments and inputs.
- The first draft of the Transformation Charter accompanied by a Scorecard was finalised in June and distributed for comments and inputs.
- A briefing session on the NSRP was held with SRSA staff on 15 August.
- The NSRP was debated at meetings of SASCOC in East London on 16 April and in Rustenburg on 26 August. SASCOC also convened specialist groups to work on particular areas of the NSRP. These interactions provided all recognised National Federations with the opportunity to make inputs on the NSRP.
- A presentation on the NSRP was done to the Portfolio Committee on Sport and Recreation on 23 August and a week later to the Standing Committee on Education and Recreation of the National Council of Provinces.
- In September the NSRP was presented to the Social Protection and Human Development Cluster and Cabinet Committee.
- The following consultations took place with specific interest groups towards the end of 2011:
 - The Editors Forum on 27 October.
 - Public entities and sports bodies on 8 November.
 - Business sector on 11 November.
 - Civil society on 12 November.
 - Former sports leaders on 16 November.
 - Executive Board of SASCOC on 18 November.

During the consultation process various reference documents supplementing the Plan and providing greater insight regarding the NSRP were identified and/or developed.

In the provinces consultations took the form of district and regional workshops that culminated in nine Provincial Izindaba that were attended by nearly 5 000 people. The following table

summarises the consultations that were organised by the provincial governments and by SASCOC:

Date 2011	Event	Venue	Participants
23-24 July	Mpumalanga Izindaba	Mbombela	227
30 July	Western Cape Izindaba	Cape Town	227
3 August	Gauteng Izindaba	Johannesburg	900
5-6 August	Free State Izindaba	Bloemfontein	710
11-12 August	KZN Izindaba	Durban	1 045
12-14 August	Limpopo Izindaba	Bela Bela	200
13 August	Eastern Cape Izindaba	East London	59
19 August	Northern Cape Izindaba	Kimberley	706
26 August	SASCOC Indaba	Rustenburg	99
16-17 September	North West Izindaba	Klerksdorp	429
TOTAL			4 602

At the meeting of the Steering Committee of 01 August 2011 representatives from the following institutions were appointed to serve on an Evaluation and Drafting Sub-Committee:

- SRSA
- The Ministry
- Provincial Government
- SALGA and
- SASCOC.

The main purpose of the Evaluation and Drafting Sub-Committee was to critically interrogate and evaluate all the remarks, proposed amendments, inputs and recommendations received with a view of compiling a final draft NSRP. Approximately 1 500 inputs were evaluated. Of the inputs received there was consensus and support for more than 90% of the NSRP. The issues where different opinions were expressed were debated in the following six Commissions at the National Sport and Recreation Indaba that took place at the Gallagher Convention Centre in Midrand on 21 and 22 November 2011:

- Commission One: Recreation/Mass Participation/School Sport.
- Commission Two: The geo-political constitutional boundaries versus sports federation boundaries and sports councils.
- Commission Three: Facilities.
- Commission Four: Role demarcation at macro level and amateur versus professional sport.

- Commission Five: Transformation.
- Commission Six: All non-disputed resolutions.

The NSRP was officially approved at the National Sport and Recreation Indaba attended by 693 people (against a planned 500) with the understanding that the NSRP must be aligned with the resolutions adopted at the Indaba by 31 January 2012.

The National Sport and Recreation Indaba was concluded with the signing of an all-important Indaba Declaration by all major role-players. In the Declaration the delegates expressed the believe that among others: *“The NSRP has the potential to reconstruct and revitalise the delivery of sport and recreation towards building an active and winning nation that equitably improves the lives of all South Africans.”*

Legal framework

The NSRP was formulated within the framework of non-racial, non-sexist and democratic principles as enshrined in our Constitution. In this regard sport and recreation should be seen as an integral part of transforming our society.

Although different stakeholders are allocated responsibilities in the NSRP, the Minister will remain the custodian of sport and recreation in South Africa. The Minister has the legislative powers to oversee the development and management of sport and recreation in the country. The Minister is therefore the principal authority of Government with regards to all sport and recreation matters. This, however, does not negate his right to enter into Service Level Agreements (SLAs) with delivery agents identified in the NSRP.

The following are some of the most important legal frameworks according to which the NSRP was developed and will be implemented:

- Constitution of the Republic of South Africa, 1996;
- National Sport and Recreation Act, 1998 (Act No.110 of 1998 as amended);
- South African Institute for Drug-Free Sport Act, 1997 (Act No. 14 of 1997 as amended);
- South African Boxing Act, 2001 (Act No. 11 of 2001);
- Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005);

- Lotteries Act, 1997 (Act No. 57 of 1997);
- School Sport Act (SA Schools Act, 1996 (Act No. 84 of 1996); and
- Public Finance Management Act, 1999 (Act No. 1 of 1999 as amended).

With the NSRP officially approved it may be necessary to review the National Sport and Recreation Act 1998, (Act No.110 of 1998 as amended in 2007) as well as to amend and/or promulgate further legislation.

Vision 2030

In support of the National Development Plan the sports sector has developed its own vision for 2030. The following expected outcomes and “ideal future” for a South African sports system by 2030 are fully described in the White Paper for sport and recreation.



In working towards the achievement of the 2030 ideal sports system the following vision and mission will be pursued:

Vision statement

The vision is to build: *“An Active and Winning Nation”*

Statement of purpose (Mission)

“To transform the delivery of sport and recreation by ensuring equitable access, development and excellence at all levels of participation and to harness the socio-economic contributions that can create a better life for all South Africans.”

Core values of the envisaged sports system

The value system considers sport at every level from the school and community playing fields to the highest level of international competition. It represents a set of **core values**, generally accepted by the sports system, guides day-to-day behaviour, and collectively helps to create the “ideal future” for the sports system. These values include:

Accessibility: Sport is available to all. Geographical location, 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 sports system, athletes are supported in a holistic way – with care for the individual’s growth and development, physical, moral, emotional and spiritual health. Every part of the system is devoted to the long-term welfare and improvement of athletes.

Coach driven: The system is guided by well-trained and experienced coaches.

Equitability: Every individual should have an equal opportunity to make for him/herself the life that he/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.

Ethics: Ethics are the essence of sport. The implementation of the NSRP will be underpinned by a Code of Conduct addressing issues such as playing fair, following the rules, respecting your competitor, being tolerant of others and participating in sport and recreation free of drugs and illegal substances.

Excellence: There must be a commitment to excellence at all levels in all endeavours.

Fairness: Sports people believe fairness and fair play are inextricably linked to the positive sports experience and must shape the institutions, organisations and administrators governing sport. Fairness pervades the entire sports system.

Shared leadership: Responsibility for sport is shared by many partners including governments, sports organisations and education within a seamless sports continuum that demands collaboration and shared leadership by all partners.

Unified purpose: This sports system is for the benefit of the nation as a whole. There must be a unified direction covering all elements of the system; it must be centrally driven, implemented at provincial and local level, with no duplication, to give the best value possible for the funding available.

SECTION 2: COMPONENTS OF THE NSRP

Worldwide sports strategies are focused on **increasing levels of participation** in sport and recreation, as well as **achieving success in high profile sports**. The NSRP focuses on these two internationally recognised pillars supporting a successful sports system as well as creating an **enabling environment** underpinning participation in sport and recreation. Due consideration is given to the history of the country and the importance of addressing the imbalances that are still perceptible in our society through the adoption of **transversal issues**. The NSRP also acknowledges the role of **sport as a tool** to achieve national and global priorities.

In essence the NSRP details the programmes, projects and activities that will be undertaken by all role-players that comprise the South Africa sports sector to achieve the vision, mission and strategic objectives of the White Paper on sport and recreation, i.e. an active nation, a winning nation and the creation of an enabling environment to achieve an active and winning sporting nation.

Active nation

This pillar comprises of three strategic objectives, namely:

- Recreation;
- School Sport; and
- Participation Promotion Campaigns.

No country can expect to achieve and sustain success at an elite level without a strong participation base in the community, as that is the beginning for every champion.

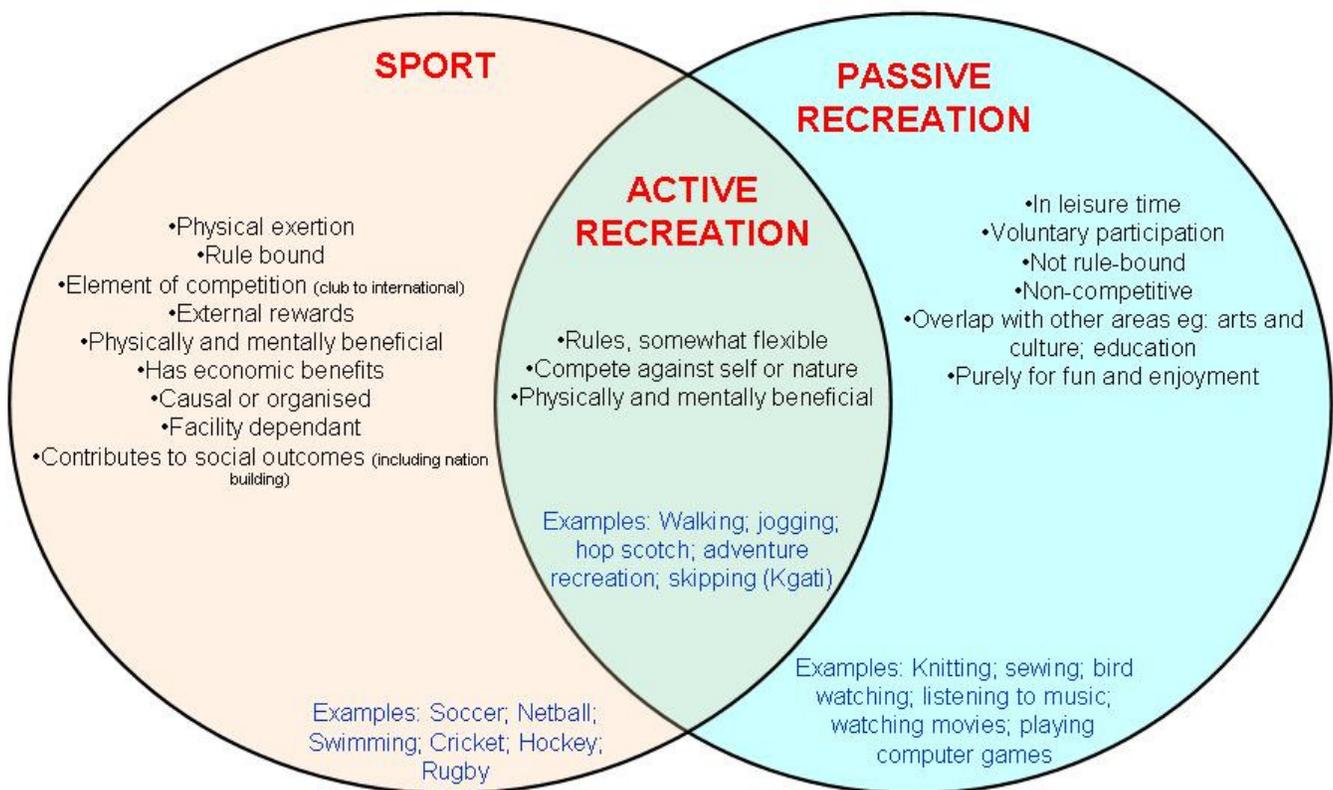
“As a tool for health-enhancing physical activity, the sports movement has a greater influence than any other social movement.” SRSA fully agrees with this statement of the European Commission as captured in its 2007 White Paper on Sport.

The NSRP paves the way to ensure that as many South Africans as possible have access to sport and recreation, especially those from previous disadvantaged communities.

Performance indicator:

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

Although documented in the White Paper on sport and recreation, it is perhaps pertinent to reiterate what is meant when referring to the terms “sport” and “recreation” by means of the following diagram:



As the focus of the NSRP is the physical well-being of the nation, it will focus on supporting sport and active recreation as illustrated above.

Recreation

Strategic objective 1: To improve the health and well-being of the nation by providing mass participation opportunities through active recreation.

Recreation plays a pivotal role in improving the health and well being of an individual, creating liveable 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.

Recreation and sports development are two clearly distinguishable terms and mass participation is applicable to both. Sports development includes regulated, formalised and structured activity whilst recreation consists of activities aimed at having fun and participation and which is by individual choice.

There is a need to use active recreation programmes as a means to develop citizenship values in young people and to teach them how to make a valuable contribution to their communities. Active recreation programmes should be designed to reach broad sectors of the population, including marginalised groups, affording them access to participation and a share in the wider sports community. The NSRP recognises that recreation is a significant part of any nation's culture, leisure time, health, economy and education. People directly involved will benefit from a significantly enhanced quality of life. The physical activities people engage in, how they are integrated into community life, the values expressed through them and how they are celebrated; help define individuals, groups, communities and a nation.

Recreational opportunities provide personal benefits such as self fulfilment and developing personal relationships, as well as social benefits such as improving social integration, developing community and cultural identity. 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.

To increase an interest in participating in recreation creative opportunities, programmes and campaigns need to be available to stimulate and meet the needs of diverse segments of the population.

Through active recreation programmes the NSRP aims to:

- Facilitate opportunities where communities can participate in various physical activities.
- Reinforce a positive attitude in our youth thereby bringing about positive behavioural change.
- Ensure synergy between school and community initiatives.
- Continue the legacy of the 2010 FIFA World Cup™.
- Interrogate options to ensure that programmes are having the most effective impact.

Performance Indicators:

- Number of active recreation events organised and implemented.
- Number of active recreation participants in events organised and implemented.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
National Recreation Advisory Committee	Appoint experts to serve on a National Recreation Advisory Committee.	SRSA		2012
Database of key stakeholders	Engage with key stakeholders on active recreation issues and compile a contact list of relevant role-players.	SRSA	Advisory Committee	2012
Integrated programme of recreation events	Agree on active recreation programmes. Prepare a calendar of major recreation events and provide programme details. Promote recreation holistically in the sector. Strengthen partnerships with recreational agencies and Non-Governmental Organisations (NGOs) to deliver effective programmes to communities. Utilise parks and open spaces for recreation activities.	SRSA	Prov Gov DOH DSD SASCOC NGO's	2012
Participation baseline study	Ascertain current participation baselines available. Initiate research to determine the percentage of South Africans actively participating in sport and recreation.	SRSA	SASCOC	2012
Community structures	Facilitate the establishment of community sport and recreation hubs and clubs that integrate into NF structures.	SRSA	Prov Gov Local Gov SASCOC	2012
	Audit the location of hubs. (A hub is a platform or vehicle to encourage mass participation in sport and recreation activities in order to promote active and healthy life-styles amongst all age groups and abilities.)	SRSA	Prov Gov Local Gov SASCOC	2012
	Procure and develop a Geographical Information System (GIS) for hubs, clubs established and schools.	SRSA	Prov Gov Local Gov SASCOC	2013

Output	Key Activities	Responsible	Delivery Partners	Timeline
	Convert hubs into self sustainable entities like Community Based Organisations (CBOs), Non Profit Organisations (NPOs) or NGOs.	SRSA	Prov Gov Local Gov NGOs	On going
	Implement outreach programmes for vulnerable and previous marginalised groups through hubs.	SRSA	Prov Gov Local Gov	On going
Sport for development network	Identify and implement a network of NGOs/CBOs/NPOs that contribute to sport for development and behavioural change.	SRSA	Prov Gov Local Gov SASCOC	2012
Basic sports capacity development and community outreach	Develop training tools for sports development.	SRSA	SASCOC	2012
	Support the delivery of community outreach programmes (Range of focus could include tertiary institutions).	SRSA	Prov Gov Local Gov CBOs	On going
Mass Participation Programme Appraisal	Review the Mass Participation Programme (MPP) to improve its role in sports development and addressing transformation.	SRSA	Prov Gov	2012
Annual National Youth Camps	Organise National Youth Camps in all Provinces. Ensure a special focus on unemployed youth and children living on the streets. Empower youth leaders to run Youth Camps. Tap into international agreements to action exchange programmes.	SRSA	Prov Gov Local Gov SASCOC	2012 On going
SA Games replaced	Replace SA Games with Youth Camps and "School Sports Olympics".	SRSA	Prov Gov SASCOC	2012 On going

School sport

Strategic objective 2: To maximise access to sport, recreation and physical education in every school in South Africa.

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, however this has not been fully capitalised upon since our democracy in 1994. It is acknowledged that sport presents the child at school with life skills in a way unsurpassed by any other activity. Various initiatives with the private sector could assist in the implementation of sport in school projects. School sport has a valuable contribution to make in the development and transformation of sport but it is not an all-encompassing solution. In addition, sports schools have the potential to maximise the sports potential of learners and to become the hub for sports development.

In the delivery of school sport the cooperation and clear role demarcation between all the relevant role-players is fundamental. This cooperation should be based on Constitutional and legal frameworks.

Performance indicators:

- Number of learners participating in school sport.
- Number of educators trained and delivering school sports programmes.
- Number of schools with school sports programmes.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
School sport implementation	Conduct an audit of basic movement skills of South African children.	DBE	SRSA	2012
	Ensure that Physical Education (PE) is compulsory and a stand alone subject in the school curriculum. This encompasses: <ul style="list-style-type: none"> • Re-introducing PE as a curriculum subject/outcome with requisite time. • Appointing educators qualified in PE (not embedded in Life Orientation). • Assessing the capacity of educators to deliver PE and sports specific training. • Re-skilling/up-skilling educators to deliver PE. • Resourcing schools with the requisite PE equipment. 	DBE	SRSA	2012 On going
	Enforce the delivery of sport in all schools based on an approved School Sports Policy.	DBE	SGB's	2012 On going
	Implement a vibrant extra-mural sports programme at all schools as per Section 21(b) of the Schools Act (in conjunction with school governing bodies).	DBE	SRSA Prov Gov SASCOC	2012 On going
	Implement a weekly structured school sports league programme in priority codes in conjunction with NFs. (NFs are the custodians of their codes but at the same time are accountable to their stakeholders.)	DBE	SRSA Prov Gov SASCOC	2012 On going
	Identify innovative programmes to support the school sports development programmes (resuscitate the concept of "Wednesday sport").	DBE	SRSA Prov Gov SASCOC	2012 On going
	Saturday leagues must be introduced by NFs to encourage parental involvement.	SASCOC	SRSA DBE	2012
	Identify and support priority codes played at schools to ensure that school sport contributes to the development of sport in line with national priorities. Ensure that there are coaches at all schools dedicated to the priority NFs.	SRSA	DBE SASCOC	2012
	Ensure that NFs develop programmes to roll out the school sports priority codes in schools.	SASCOC	SRSA DBE	2012
	Ensure that preference is given to priority NFs when facilities, equipment and other resources are provided at schools.	DBE	SRSA Prov Gov SASCOC	2012 On going

Output	Key Activities	Responsible	Delivery Partners	Timeline
	Encourage NFs (not currently part of the school sports programme) to take initiative for the inclusion of their codes in school sports programmes. The school sports structures must become affiliates of the federations ensuring that all programmes are streamlined.	SASCOC	SRSA DBE Prov Gov	2013 On going
	Include and acknowledge school sport within the Long Term Athlete Development Plan.	SASCOC	SRSA DBE Prov Gov	2012 On going
	Support Talent Identification and Development (TID) and the culmination of school sports events into major national events, namely the National Top School Games and the "SA Youth Olympic Games". (All schools will be eligible to participate in these Games.)	SRSA	DBE Prov Gov SASCOC	2012 On going
	Ensure that talented athletes who emerge and display potential to win medals are given full support.	SASCOC		2013 On going
	Encourage students at tertiary institutions and sports legends to do volunteer work in school sport.	DHE	SRSA DBE SASCOC	2012 On going
	Develop guidelines on parent behaviour at school sport events and made them available to parents.	SRSA	DBE	2012
	Ensure that clear reporting lines are followed in relation to all stakeholders by NFs, municipalities, sports councils and school code structures to facilitate the smooth and efficient delivery of both school and community sport.	SRSA	DBE Prov Gov Local Gov SASCOC	2012 On going
School sport training	Empower individuals (educators or volunteers) in code specific coaching, technical officiating, team management and sports administration in line with the SA Coaching Framework.	SASCOC	SRSA DBE Prov Gov	2012 On going
	Support the delivery of sports leadership and administration training for educators to promote their involvement in clubs and civil society structures.	SASCOC	SRSA DBE Prov Gov	2013 On going
	Develop a database to track the development of all educators and volunteers that are trained.	SASCOC	SRSA DBE	2013
	Engage the Ministry of Higher Education and Training to incorporate physical education, sport and other extra-mural education into the teacher training curriculum to ensure a supply of quality educators.	SRSA	DHET	2012 On going
	Action international study tours to integrate best practice in delivering school sport.	SRSA	DBE Prov Gov SASCOC	2012 On going
Unified school sport structures	Audit the governance and structure of school sport at all levels using a standardised monitoring tool.	SRSA	DBE Province s HSRC SASCOC	2012
	Establish school sport code committees (comprised of educators) at a provincial and national level and include coordinating structures.	DBE	SRSA Prov Gov SASCOC	2012
	Appoint permanent sports coordinators to support clusters of schools at area, district, regional and provincial offices.	DBE	SRSA Prov Gov SASCOC	2012
	Address access and shared usage of school and municipal facilities.	SRSA	DBE Prov Gov	2012 On going

Output	Key Activities	Responsible	Delivery Partners	Timeline
			Local Gov	
	Develop sports focus schools to support clusters of schools and establish at least one well-resourced sports 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.	DBE	SRSA Prov Gov Local Gov SASCOC	2013
School Sport Impact	Develop an annual report that measures the impact of the school sports programme in meeting government priorities.	SRSA	SASCOC DBE	2012 On going
Memoranda of Understanding (MoU)	Sign a MoU with the Department of Health (DOH) to develop programmes on nutrition to overcome obesity amongst learners and enforce healthy meals in schools.	SRSA	DOH	2012
Legislative compliance	Ensure that relevant legislation impacting on school children (i.e. Safety at Sport and Recreation Events Act) is complied with.	SRSA	DBE Prov Gov SASCOC	2012 On going

Participation promotion campaigns

Strategic objective 3: To promote participation in sport and recreation by initiating and implementing targeted campaigns.

Innovative campaigns targeting the inactive sectors of our society need to be actioned.

The average employed South African spends about 45 hours at work per week, making it advisable to maintain a healthy work / life balance. Wellness programmes are important tools to establish this balance. Inactive employees are susceptible to developing chronic non-communicable diseases. Employees without the opportunity to participate in wellness programmes may develop serious illnesses and could find themselves on long-term disability for an extended period of time or be forced to discontinue working entirely.

Performance indicators:

- Number of sport and recreation promotion campaigns launched.
- Number of NFs offering modified sports programmes.
- Number of private and public sector leagues established.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Focused media campaigns for sport and recreation promotion initiatives	Initiate identified sport and recreation promotion initiatives focused on the inactive sectors of our society. Advocate for more involvement/coverage by media through the Editors Forum and other relevant structures.	SRSA	Prov Gov SASCOC NGO's	2012 On going
"Active Friday" campaigns	Extend "Football Friday" and "Magnificent Friday" to rally behind major sports events.	SRSA	Prov Gov Local Gov SASCOC NGO's	2012 On going
An active private sector	Identify key partners and formalise the implementation of corporate leagues in cooperation with NFs.	SRSA	SASCOC Corporate sector	2012 On going
	Encourage the corporate sector to offer active participation in sport and recreation.	SRSA	NGO's SASCOC	2012 On going
	Establish a National Forum with identified corporate entities.	SRSA	NGO's SASCOC	2012 On going
An active public sector	Action inter-departmental government sports leagues in selected sports codes in cooperation with NFs.	SRSA	Nat Gov Prov Gov Local Gov	2012 On going
Partnerships with major sports events	Link with private sector sport and recreation initiatives, e.g.: Let's Play and mega participation events such as the Comrades and Argus to support participation campaigns.	SRSA	Prov Gov Local Gov SASCOC	2012 On going
Supporters Clubs	Encourage and provide guidelines for the establishment of Supporters Clubs.	SASCOC		2013
Modified sports implementation plan	Support NFs to modify their codes to meet the development needs of young children, e.g. "Mini Cricket", "Mini Hockey", "Mini Netball" and "Kaalvoet Rugby" (i.e. "Bulletjies Rugby"). This can be implemented within or outside of schools.	SRSA	SASCOC	2012

Winning nation

This pillar comprises of five strategic objectives, namely:

- Talent identification and development;
- Athlete and coach support programme;
- Domestic competitions;
- International competitions; and
- Recognition system.

Sports 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 national flag and the singing of the anthem at international sports events instils pride and loyalty. Who can forget the pride we saw on our fellow citizens faces during the 2010 FIFA World Cup™?

The NSRP will endeavour to create an environment conducive for our athletes to excel and to increase our international sports successes.

Performance Indicators:

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

Talent identification and development

Strategic objective 4: To identify and develop talented athletes through the implementation of a structured system.

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 must enable the identification of athletes from previous disadvantaged backgrounds (particularly rural and marginalised youth) who might otherwise not be found and as such assist with the

transformation of South African sport. There is no doubt that an effective talent optimisation programme is important for the success of every sporting team, federation and nation.

Performance indicators:

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

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
National coordinating system	Appoint a national coordinator for TID who works within an integrated national system with identified NFs and ensures the provincial and regional application of the system.	SASCOC	SRSA Prov Gov Academies	2012
TID guidelines	Compile and distribute generic guidelines for TID. Compile and distribute sports specific TID guidelines for the priority codes.	SASCOC	SRSA DBE Prov Gov Academies Tertiary institutions	2013
Talent identification	Implement a system to identify talent that is biased to athletes from previous disadvantaged backgrounds. Special focus should be on junior and school sports events. Support the empowerment of talent scouts (people trained and equipped to conduct talent identification).	SASCOC	SRSA DBE Prov Gov	2013 On going
Talent development programme	Invest adequately in talent development to support an optimal, integrated talent development pathway to turn potential into excellence within a unified sports development continuum.	SASCOC	SRSA Prov Gov Local Gov Academies Tertiary Institutions	2013 On going
Tracking system	Develop an integrated tracking system to monitor the progress of talented athletes (including school level athletes). Consider implementing a lifetime performance record for athletes once selected for provincial teams.	SASCOC	SRSA Prov Gov Academies	2013 On going
An exit strategy	Provide for an exit strategy or proper handover of talented athletes to the next level of the development continuum where applicable.	SASCOC	SRSA Prov Gov Academies	2013 On going

Athlete and coach support programme

Strategic objective 5: To improve the performances of athletes and coaches by providing them with access to a comprehensive range of support programmes.

Elite athletes and coaches have a range of specialised needs that have to be met if they are to perform optimally in the world arena. It is pertinent to address these to support performance and to encourage retention within South Africa. Sports development and excellence in high performance sport require an evidence-based, holistic and coordinated sports science and medical support system. These services include among others sports science, sports medicine, sports psychology, nutrition, sports technology and game analysis.

Performance indicators:

- Number of athletes supported in a high performance programme.
- Number of coaches supported to deliver high performance athletes.
- Number of accredited sports science service providers.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Sports science coordinating body	Support a national body to oversee the management, coordination and standardisation of scientific support services. (This could be the same body charged with overseeing the academy system).	SASCOC	SRSA Academies	2013 On going
Sports science guidelines	Maintain sports science guidelines applicable at the different levels of the development continuum that are aligned to world best practices.	SASCOC	SRSA SASMA Tertiary Institutions Academies	2013 On going
Sports science, medical and technology services	Support the implementation of world class sports science, medical and technology services.	SASCOC	SRSA SASMA BASA	2013 On going
Accredited scientific and medical support personnel	Develop an accreditation system with transparent criteria for the accreditation of practitioners working in sports science.	SASCOC	SRSA SASMA SAQA	2013 On going
Sports science continued professional development	Disseminate technical material to practitioners facilitating an interchange of ideas.	SASCOC	SASMA SAQA Academies	2013 On going
Applied research	Initiate applied sports research and accredit sports scientists/researchers responsible for appropriate research.	SASCOC	SRSA Academies	2013 On going

Output	Key Activities	Responsible	Delivery Partners	Timeline
Team preparation	Identify athlete and coach support needs. Customise services to meet the needs identified. Provide a life skills programme. Support a residential programme. Manage sport and education demands. Offer testing and training camps. National coaching and training.	SASCOC	SRSA Prov Gov Local Gov Academies	2012 On going
Team delivery	Deliver national teams and support high performance athletes with: <ul style="list-style-type: none"> • Performance planning • Sports partnerships. Implement pre-departure camps where athletes gather and receive support before major events.	SASCOC	SRSA	2012 On going
Tracking system	Continuously update the data of elite athletes on the tracking system implemented in the TID phase of development.	SASCOC	SRSA Academies	2013 On going

Domestic competitions

Strategic objective 6: To develop talented athletes by providing them with opportunities to participate and excel in domestic competitions.

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 domestic competitions hosted.
- Number of athletes participating in domestic competitions.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Domestic competition calendar of events.	Maintain a comprehensive calendar of domestic competitions.	SRSA	SASCOC	2012 On going
National championships	Organise national senior and junior championships annually, following provincial championships. The focus of the junior championships should be talent identification while that of the senior championships is to prepare athletes for international competitions.	SASCOC	Prov Gov Local Gov	2013 On going

International competitions

Strategic objective 7: To develop elite athletes by providing them with opportunities to excel at 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 competitions.

Performance indicators:

- Number of medals won at identified international competitions.
- Improved aggregated international ranking.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Calendar of events	Maintain an approved international sports calendar.	SASCOC	SRSA	2012 On going
Qualification assistance	Assist talented athletes to qualify for major events in line with a sports specific long term athlete development plan. Expose talented athletes to international competitions.	SASCOC		2013 On going

Recognition system

Strategic objective 8: To acknowledge the achievements of individuals within the South African sport and recreation sector through the establishment of a recognition system.

As a country it is important that we give recognition to the exceptional performances of our athletes, coaches, administrators and technical officials. It is also important that our national teams participate with a standardised emblem and colours as these impacts on efforts to build social cohesion and nation building.

Performance indicator:

- Number of national emblem awareness campaigns conducted.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Regulations	Develop a regulating framework for the national emblem and the national colours.	SRSA	SASCOC	2013
	Embark on an awareness campaign around the national emblem (integrate into schools programme).	SASCOC	SRSA DAC Prov Gov	2014 On going
National colours	Regulate branding of national and provincial teams.	SASCOC	SRSA Prov Gov	2013
	Ensure that our national teams participate with a standardised emblem and colours.	SASCOC	SRSA Prov Gov	2013 On going
	Investigate mechanisms of generating revenue through sports merchandise for sports development.	SRSA	SASCOC	2014 On going
Colour Boards	Establish National and Provincial Colours Boards to standardise and issue colours.	SASCOC	SRSA Prov Gov	2013
Sports Awards	Organise a sports awards function to recognise and encourage elite performance. The National Sports Awards will be a culmination of the Provincial Sports Awards. Consider a "Wall of Fame" for South African sporting heroes.	SRSA	SASCOC	2012 On going

Enabling environment

To assist South African sport to achieve its goals of an active and winning nation it is necessary to have a range of strategic enablers in place. The enabling environment that is required to give effect to the two pillars of the NSRP comprises 14 strategic objectives, namely:

- Facilities;
- Clubs;
- Sports Councils;
- Athlete Commissions;
- Coaches' Commission;
- Administrators and Technical Officials' Commission;
- Academy System;
- Sports House;
- Sports Information Centre;
- Education and Training;
- Volunteers;
- International Relations;
- Financial Resources; and
- Sports Broadcasting and Sponsorships.

Performance indicator:

- Percentage improvement in the Client Satisfaction Survey results assessing the enablers supporting the delivery of sport and recreation.

Facilities

Strategic objective 9: To ensure that South African sport and recreation is supported by adequate and well maintained facilities.

South Africa has a serious problem regarding the building, shared utilisation, equitable access and maintenance of sport and recreation facilities that have far reaching consequences for the transformation and development of the sport and recreation sector.

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 South Africa to achieve its transformation, sports development and increased participation objectives. The provision and maintenance of facilities forms the foundation for the entire sport and recreation system. Within this context, facilities encompass the provision of the equipment as well as the provision of basic services required for the facility to be fully functional.

Performance indicator:

- Database developed incorporating sport and recreation facilities information management.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
National facilities audit	Conduct and verify sport and recreation facility audits per province. These audits must include municipal, private and school based facilities and produce a clear analysis of needs.	Prov Gov	SRSA DBE DoD Local Gov SASCOC	2012
	Establish a GIS detailing the location of all sport and recreation facilities.	SRSA	Prov Gov Local Gov SASCOC	2012
	Update and maintain the National Facilities Database.	SRSA	Prov Gov Local Gov SASCOC	2013 On going
National Facilities Plan	Finalise the National Facilities Plan based on the provincial facilities audit.	SRSA	Prov Gov Local Gov	2012
	Implement the National Facilities Plan which should also address the important issues of venues, multi-use and types of facilities, including indoor facilities and unused/abandoned buildings as well as the accessibility for people with a disability. Consider regulating access to municipal facilities.	Local Gov	SRSA DBE Prov Gov SASCOC	2013 On going
	Ensure that 15% of the MIG grant will be ring-fenced for the building of sport and recreation facilities. In this regard the Minister of Sport and Recreation must sign a SLA with SALGA. Further debate with SALGA is required regarding the possibility of transferring the ring-fenced grant from MIG to the budget of SRSA.	SRSA	Nat Treasury COGTA Prov Gov SALGA	2013 On going
	Influence local government to ensure that the National Facilities Plan is incorporated into the Integrated Development Plan.	SRSA	Prov Gov SALGA	2013 On going
Norms and standards for sport and recreation	Communicate the national norms and standards developed for the provision of sport and recreation facilities. Consider developing national facility templates to minimise project costs.	SRSA	Prov Gov Local Gov SASCOC	2013 On going

Output	Key Activities	Responsible	Delivery Partners	Timeline
facilities	Include school sport and recreation facilities in the national facilities norms and standards.	SRSA	DBE	2013
	Establish a grading system for sports facilities according to national standardised norms which are internationally compatible.	SRSA	Prov Gov SASCOC	2013
New sport and recreation facilities	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 SASCOC SALGA	2013 On going
	Engage stakeholders in the planning and construction of new facilities. Lobby for the inclusion of sport and recreation facilities in spatial planning.	SRSA	DHA COGTA DEA Loc Gov	2013 On going
	Encourage Local Government to build multi-purpose sports facilities when planning and designing new sports facilities. This will: <ul style="list-style-type: none"> ▪ contribute to youth development ▪ contribute to the optimal use of facilities ▪ contribute to integrated sport and recreation programmes and activities ▪ contribute to diversification in sport and recreation ▪ result in the seasonal usage of the facilities that will contribute safety and a sense of multi-disciplinary community ownership. 	SRSA	Prov Gov Loc Gov	2013 On going
	Consider making provision for meeting rooms and basic club offices to promote good governance when building multi-sports facilities.	Local Gov	SRSA Prov Gov	2013 On going
Lease agreements	Conduct a comprehensive audit of leases with a view to develop practical options for the future use of these facilities.	SRSA	Prov Gov SALGA SASCOC	2013
	Review the facility lease agreements. Develop and issue guidelines with respect to the lease arrangements of sports fields and facilities and maximise access to facilities without lowering maintenance standards.	SRSA	Prov Gov SALGA SASCOC	2013
	Encourage municipalities to develop effective partnerships with lease holders to ensure equitable access to facilities that are subject to leases.	SALGA	SRSA Prov Gov	2013 On going
Accessibility to facilities	Review municipal facilities by-laws and tariffs to allow accessibility to all communities.	SRSA	SALGA	2013
	Oversee the inter-action of all relevant stakeholders (SGB, universities, communities, municipalities) to review existing delimiting rules (lease SASA, MOU) and agree on how to ensure the optimal shared usage of facilities.	SRSA	DBE Prov Gov SALGA SASCOC DHE	2013 On going
	Identify a school with adequate facilities as a “centre of sport”, with neighbouring schools that will have access to these facilities in a cluster system.	SRSA	DBE Prov Gov Local Gov SASCOC	2013 On going
Facility maintenance	Lobby Department of Public Works to assist with the maintenance of sport and recreation facilities.	SRSA	Prov Gov SALGA	2013 On going
Facility management training	Ensure that facility management training manuals are updated and available.	SRSA	CATHSSETA SALGA	2013
	Identify and appoint accredited service providers.	SRSA	CATHSSETA	2013
	Develop and implement a schedule of training	SRSA	Prov Gov	2013

Output	Key Activities	Responsible	Delivery Partners	Timeline
	programmes with a special focus on the management and maintenance of sports facilities.		SALGA	On going
2010 FIFA World Cup™ stadia fully utilised	Coordinate and monitor the venue management of major sports venues.	SRSA	Prov Gov Local Gov SASCOC	2013 On going
	Strengthen a forum with the relevant municipalities to develop a way forward for the effective coordination, monitoring and management of the 2010 stadia to ensure the optimum accessibility and sustainable utilization of these facilities so as to maintain the legacy of 2010.	SRSA	Prov Gov Local Gov SASCOC	2013 On going

Clubs

Strategic objective 10: To provide formal sports participation opportunities through an integrated and sustainable club structure.

A club is a structured, constituted base for participation in sport and serves as a vehicle for long term participant development as well as mentorship programmes to cater for high performance.

A network of club structures integrated into provincial and national sports structures spanning urban and rural areas across the country forms the basis of sports provision in any sports 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 and functional clubs per sporting code.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Audit of sport and recreation clubs	Conduct an audit on sport and recreation clubs, including membership figures.	SASCOC	SRSA Prov Gov	2012
	Ensure that all sport and recreation clubs affiliate to the applicable NF, which is recognised by SASCOC.	SASCOC	SRSA Prov Gov Local Gov	2013
	Maintain a GIS based database of registered clubs.	SASCOC	Prov Gov	2014
Affiliated clubs	Develop a club support system with expertise regarding club governance and develop standardised documents.	SASCOC	SRSA Prov Gov	2013

Output	Key Activities	Responsible	Delivery Partners	Timeline
	Ensure that every NF has a club system in place with clubs in all the provinces (Exceptions will be considered on a case by case basis).	SASCOC		2013
	Assist to ensure that where clubs are non-existent, hubs will work jointly with NFs to support the creation of clubs.	SASCOC	SRSA Prov Gov	2014 On going
	Formulate marketing initiatives to encourage the sponsorship of clubs.	SRSA	SASCOC	2013
	Encourage clubs to adopt the nearest schools. (The linkage between schools and community structures with clubs is important).	SASCOC	DBE Prov Gov	2013 On going
	Facilitate coaching clinics and organise coaches to deliver programmes in schools and the community through the club system.	SASCOC	SRSA Prov Gov Local Gov	2013 On going
	Encourage businesses and parastatals to adopt clubs.	SRSA	SASCOC	2013 On going
	Lobby the Department of Transport (DoTR) to assist with the transport needs of sports people.	SRSA	DoTR Local Gov	2013

Sports councils

Strategic objective 11: To integrate the development of South African sport at provincial and local levels through Sports Councils.

To increase participation and the development of sport and recreation, strong and coordinated local sports structures are a prerequisite. These structures support a structured pathway for sport and recreation development from a grassroots level.

Performance indicator:

- Number of functional provincial and local Sports Councils supported.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Functional Sports Councils	Ensure that Sports Councils are structured and operational at local, regional and provincial levels.	SASCOC	SRSA Prov Gov Local Gov	2012
	The provincial departments responsible for sport and recreation should provide seed and incubation funding for the provincial sports councils.	Prov Gov		2013 On going
	Build the capacity of the Sports Councils to be operational and functional and enable them to leverage existing commercial avenues and to build their own strong,	SASCOC	SRSA Prov Gov Local Gov	2013 On going

Output	Key Activities	Responsible	Delivery Partners	Timeline
	independent and viable brands.			
	Ensure that Sports Councils act as interface to support the linking of hubs/clubs with federations, municipalities, civil society structures and NGO's to ensure integration of sports programmes and to avoid duplication of resources.	SASCOC	SRSA Prov Gov Local Gov	2014 On going
	Ensure that provincial sporting entities affiliate to the relevant Provincial Sports Council. The Provincial Sports Councils will report to SASCOC according to their Constitution. The provincial governments must be represented on the governance structure of the provincial Sports Councils (in an ex-officio capacity), to ensure proper coordination of provincial sport. This structure should be cascaded down to a district and local level.	SASCOC	SRSA Prov Gov Local Gov	2012 On going

(Reference document: “*Sports Council Guidelines and the Constitution for the Sports Council*)

Athletes’ Commission

Strategic objective 12: To provide athletes with a forum to address their needs.

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 needs and concerns.

Performance indicator:

- Number of athletes registered with the Athletes’ Commission.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Athletes Commission	Ensure that a vibrant, well represented and duly constituted Athletes Commission is in place.	SASCOC	Prov Gov Academies	2013
	Implement specific programmes aimed at addressing the needs of athletes. This could include providing athletes with mentorship, scientific education and support, career opportunities and life-long learning. Investigate the feasibility of an athlete’s medical scheme and a bursary fund for talented athletes.	SASCOC	Prov Gov Academies	2013 On going
Post-sports plan	Assess the welfare of amateur athletes especially after reaching their sporting “peak”. Investigate the retirement plans and active involvement of sports persons, coaches, officials, and administrators implemented by other countries.	SASCOC	Prov Gov Academies	2013 On going

Coaches' Commission

Strategic objective 13: To support and empower South African coaches.

Coaching and the development of sporting skills are key elements in any successful sports 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 kept abreast with latest technology, research, techniques and developments and provide our athletes with a competitive edge. Continuing professional development is essential.

Performance indicator:

- Number of coaches registered with the Coaches' Commission.
- Number of coaches progressing to higher levels of coaching.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Coaches Commission	Develop and launch a coaching framework.	SASCOC	SRSA Prov Gov	2011
	Establish national and provincial structures.	SASCOC	SRSA Prov Gov	2013
	Train coaches (from prioritised NFs) on TID and align programmes to the Academy System.	SASCOC	SRSA Prov Gov	2013 On going
	Conduct on-going/in-service training for coaches and expose them to domestic and international competitions.	SASCOC	SRSA Prov Gov	2014 On going
	Ensure that South African coaches are empowered with best practice. NFs to consider international experts to be mentors for their coaches.	SASCOC	SRSA CATHSSETA	2013 On going
	Maintain a database of accredited coaches.	SASCOC	CATHSSETA	2013 On going
	Action initiatives to attract retired athletes to get involved in coaching.	SASCOC	SRSA	2013

Administrators and Technical Officials' Commission

Strategic objective 14: To support and empower South African administrators and technical officials.

South Africa needs to ensure that administrators and technical officials are kept abreast with latest technology, research, techniques and developments and providing our athletes with a competitive edge. It is crucial that this resource base is well equipped and continuously developed.

Performance indicator:

- Number of administrators and technical officials registered with the Administrators and Technical Officials Commission.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Administrators and Technical Officials Commission	Investigate the possible establishment of an Administrators and Technical Officials Commission.	SASCOC	SRSA Prov Gov	2012
	Action initiatives to attract retired athletes to get involved in administration and technical officiating.	SASCOC	SRSA	2013 On going
	Improve international grading of Technical Officials.	SASCOC		2014 On going

Academy system

Strategic objective 15: To support the development of South African sport through a coordinated 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, integrated approach with the aim of 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 particularly from the disadvantaged groups.

Performance indicators:

- Number of accredited sports academies (national, provincial, sports specific and private).
- Number of athletes supported through the academy system.
- Number of national athletes supported by means of the academy system.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Accreditation system	Develop norms, standards and protocols that will provide guidance for the academies at different levels in the country (including private academies).	SASCOC	SRSA Prov Gov	2012
	Develop an accreditation system for academies and practitioners.	SASCOC	SRSA Prov Gov	2012
Implementation of sports academy system	Revive academies in the provinces.	SASCOC	SRSA Prov Gov Local Gov	2012
	Establish partnerships with tertiary institutions to effectively support high performance sport.	SASCOC	DHET	2013 On going
	Establish Centres of Specialisation for identified NFs.	SASCOC	Tertiary Institutions	2013

Sports House

Strategic objective 16: To provide NFs with administrative and governance support through the medium of a Sports House.

The establishment of a Sports House provides an administrative support centre for identified NFs. In addition to optimally utilising scarce resources, the Sports House could assist in entrenching principles of good governance. The success of the Sports House will be dependant upon firm cooperative relationships between the three tiers of government and SASCOC.

Performance indicator:

- Number of NFs supported by the Sports House.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
NF administrative support	Establish a Sports House to serve as a centralised administration centre for identified NFs. Cascade the Sports House concept to provincial and local spheres. Ensure that those NFs that can not be permanently accommodated in the Sports House still have access to basic administrative services provided by the Sports House.	SRSA	SASCOC Prov Gov Local Gov	2013
	Lobby to host continental and international sports bodies in South Africa.	SRSA	SASCOC	2013 On going

Sports Information Centre

Strategic objective 17: To empower the sport and recreation sector with relevant information through a well equipped Sports Information Centre.

All levels of the South African sports sector, from grassroots organisations and development athletes to national strategic decision making, requires accurate, accessible sports information and knowledge in order to help achieve excellence in all areas of activity.

There is a need, against the background of the global growth and new initiatives in the field of information and communication technology, to gather, analyse, store and distribute sports information and knowledge to ensure and enhance organisational and personal performance.

Performance indicators:

- The number of research and modelling interventions made to improve and facilitate strategic and operational decision making within sport.
- Number of recent resources (journals, books, CDs, etc) secured and distributed to the sports sector.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Sports Information Centre	Ensure that a well managed, one-stop sports information resource base is in place.	SRSA	SASCOC Tertiary institutions	2014
	Store sport and recreation related data and information according to best-practice guidelines.	SRSA	SASCOC Prov Gov Local Gov	2014 On going
	Analyse and distribute sport and recreation information to assist with planning and decision making.	SRSA	SASCOC Prov Gov Local Gov	2014 On going
Applied sports research programmes to support strategic decision making	Create a series of standardised research methodologies and models for the measurement and analysis of strategically important areas of sport.	SRSA	SASCOC	2014
	Coordinate research for sport as part of a research based planning framework and establish links with associated sports knowledge networks.	SRSA	SASCOC Prov Gov Local Gov	2014 On going
	Initiate and conduct relevant sport and recreation research that is nationally coordinated.	SRSA	SASCOC Tertiary institutions	2014 On going
	Maintain a national database of sport and recreation research.	SRSA	SASCOC	2014 On going

	Cooperate with identified international institutions to enrich South African research projects.	SRSA	SASCOC	2014 On going
	Develop guidelines regarding the intellectual property of sports related research and information.	SRSA	SASCOC	2014

Education and training

Strategic objective 18: To empower the human resource base through the provision of accredited education and training.

The sport and recreation sector can make an important contribution to the national priority of human empowerment through education and training. In this regard it is important for South Africa to keep abreast with global developments and standards.

Performance indicators:

- Number of accredited education and training programmes on offer.
- Number of accredited coaches, administrators and technical officials.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Accredited education and training programmes	Conduct and audit to identify training needs.	DHET CATHSSETA	SRSA SASCOC Prov Gov	2013
	Produce and distribute generic training manuals (via SRSA website for example). Make manuals accessible by ensuring that they are cost-effective, available in different languages and consider the option of distance learning. (Sports specific manuals are dealt with in the coaching framework.)	DHET CATHSSETA	SRSA SASCOC	2013 On going
	Monitor and evaluate the development of the human resource base necessary for sustaining sport and recreation.	DHET CATHSSETA	SRSA Prov Gov SASCOC	2013 On going
	Develop a Sports Leadership Excellence programme to elevate the standard of sports leaders in South Africa.	DHET CATHSSETA	SRSA Prov Gov SASCOC	2013
	Forge relationships with applicable training providers within the sport and recreation sector.	DHET CATHSSETA	SRSA Prov Gov SASCOC	2013 On going
Accredited facilitators	Train Sector Education and Training Authority accredited facilitators, moderators and assessors.	CATHSSETA	SRSA SASCOC	2013 On going
	Maintain a database with the details of accredited facilitators as well as sports administrators trained.	CATHSSETA	SRSA Prov Gov SASCOC	2013 On going

Volunteers

Strategic objective 19: 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 an 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 for the nation.

Performance indicator:

- Number of trained volunteers on database.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
National sports volunteer programme	Establish and maintain a volunteer database. Consider utilising the database when appointments are made within the sport and recreation sector.	CATHSSETA	SRSA SASCOC Prov Gov Local Gov	2014 On going
	Embark on a volunteer recruitment campaign including volunteer recognition. Integrate and capitalise on 2010 volunteer initiatives. Encourage young people to volunteer at national and international events.	SRSA	SASCOC Prov Gov Local Gov	2014 On going
	Conduct pre-appointment screening and vetting of applicants.	CATHSSETA	SRSA SAPS SASCOC Prov Gov Local Gov	2014 On going
	Develop and maintain accredited volunteer training programmes.	CATHSSETA	SRSA SASCOC Prov Gov Local Gov	2014 On going

International relations

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 relations is becoming more and more important. Multi-lateralism becomes critical as no country can prosper on its own, especially in the field of sport and recreation.

Performance indicators:

- Number of Programmes of Action with identified countries.
- Financial value of donor funding secured.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Formalised relations with multilateral organisations in the context of sport and recreation	Ensure that South Africa plays a leading role in international multi-lateral organisations (i.e.: UN, WADA and AU).	SRSA	Prov Gov SASCOC	2014 On going
	Implement post conflict reconstruction and development programmes in areas where required.	SRSA	Nat Gov Prov Gov Local Gov SASCOC	2014 On going
International agreements	Formalise sports relations and develop exchange programmes with identified countries within the post conflict reconstruction and development programme.	SRSA	DIRCO Prov Gov SASCOC	2014 On going
	Identify Programmes of Action with countries and structure them according to our needs.	SRSA	DIRCO Prov Gov SASCOC	2014 On going
	Ensure that there is synergy between the international agreements of SASCOC, provinces and local governments with that of national to support development within the sports continuum.	SRSA	DIRCO Prov Gov SASCOC	2014 On going
	Assist South African sports people with a seamless, prompt VISA application process.	SRSA	DHA DIRCO	2014 On going
Donor management system	Identify donors and partners within the sports sector.	SRSA	Nat Treasury Prov Gov Local Gov SASCOC	2012 On going
	Identify strategic areas for donors to fund.	SRSA	Prov Gov SASCOC	2012 On going
	Initiate discussions with potential donors.	SRSA	Prov Gov SASCOC	2012 On going
Customs protocol for sports goods	Establish a standard protocol for the clearing of sports goods through customs.	SRSA	DTI	2014

Financial resources

Strategic objective 21: To secure and efficiently manage financial resources to optimally support sport and recreation.

The government (at all three spheres), lotto, SASCOC, the private sector and international donors are all making funds available for sport and recreation but this is not centrally coordinated. In addition, government funding is a limited means and considerable effort must be employed to raise the 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 already been dominated by the larger professional codes leaving little for the rest. A further challenge is that many smaller sports do not have the management and marketing skills, or the money to invest to attract sponsorships. It is clear that in order to maximise the economic opportunities for sport, creative initiatives and partnerships are required.

The sport and recreation sector took note of the discussions on the possible ban of alcohol related advertisements. Just as the sector has supported the ban of tobacco advertisements, it will also support the ban on alcohol advertisements in the interest of a healthier nation. This loss of income needs to be secured from alternative sources for the sporting sector.

All sport and recreation funding will be prioritised for activities contained in this NSRP and funding for any other programmes not contained in the NSRP shall be considered in so far as they further the goals and objectives of the NSRP.

Performance indicators:

- Financial value of non-governmental funding secured.

Implementation Plan

Output	Key Activities	Responsibility	Delivery Partners	Timeline
An aligned funding model	Conduct an audit of sources of funding available for SA sport.	SRSA	Prov Gov Local Gov	2012

Output	Key Activities	Responsibility	Delivery Partners	Timeline
			SASCOC Lotto Sports Trust	
	Develop an aligned funding model to realise the implementation of the NSRP.	SRSA	SASCOC	2012
	Establish of a National Sports Funding Forum.	SRSA	SASCOC Lotto Prov Gov SALGA Sports Trust	2012
	Implement a tool to monitor and evaluate Return on Investment. In this regard the Sports Event Impact Model (SEIM) of SRSA could be used.	SRSA	SASCOC Lotto Prov Gov Sports Trust	2012
	Distinguish between amateur and professional sport when considering funding allocations.	SRSA	SASCOC	2012 On going
	Secure additional funds to compensate the funds lost to the sporting sector should the ban on alcohol related sports sponsorships be enforced.	SRSA	SASCOC	When required
Lotto funds	Align the allocation of lotto funds to the NSRP. (Advocate for a greater proportion of lotto funding for the sport and recreation sector.)	DTI	SRSA Prov Gov SASCOC	2012 On going
Funding lobby	Lobby government, SETAs and the private sector to invest/increase allocations to the sport and recreation sector.	SRSA	Nat Treasury Prov Gov SASCOC	2012 On going
	Lobby for incentives (i.e. tax breaks) for corporate funding of sport and recreation programmes.	SRSA	Nat Treasury	2012
Donor funding	Secure donor funding for sport and recreation development programmes.	SRSA	Prov Gov SASCOC	2012 On going

Sports broadcasting and sponsorships

Strategic objective 22: To capitalise on the impact that broadcasting and sponsorship have on the development of sport and recreation.

Another critical area for the successful implementation of the NSRP is that of sports broadcasting and sponsorships. There is a direct correlation between broadcast coverage and the commercial funding of sport. Unfortunately, without sports broadcasting hours some sports codes have little or no chance to become financially self-sufficient.

Performance indicators:

- Percentage increase in broadcasting hours allocated to smaller sports codes.
- Number of NFs assisted to strategically position their brand to sponsors.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Greater access to and exposure on TV for sports codes	Analyse current sports broadcast landscape inclusive of impact of media.	SRSA	Media Houses SASCOC	2013
	Empower 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	2013 On going
Revised Broadcast Regulations	Revisit the ICASA Sports Broadcast Services Regulations of 2010. Lobby ICASA and enter into dialogue with the Minister of Communication with respect to issues concerning the broader treatment of local content, specifically for an agreed List of Local Sport for inclusion and recognition as local content on TV and Radio. Lobby SABC for a dedicated channel whereby smaller NFs can exhibit their programmes, projects and events.	SRSA	SASCOC	2013
Consultancy 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	2013

Transversal issues

The five transversal issues which permeate every building block of the NSRP and that are considered non-negotiable imperatives comprise the following five strategic objectives:

- Transformation;
- Priority codes;
- Ethical environment;
- Geo-political sports boundaries; and
- Amateur versus professional sport.

These issues are pertinent as they transverse the entire NSRP. They are at the forefront when campaigning for an active nation and also when supporting a winning nation. They also permeate each and every building block of the enabling environment. In terms of the NSRP they can be considered non-negotiable imperatives.

Transformation

Strategic objective 23: To ensure that equal opportunities exist for all South Africans to participate and excel in sport and recreation through the adoption of deliberate transformation initiatives.

Since democracy in 1994 we still have a sporting environment where there is a skewed picture of sporting facilities and opportunities. The sports sector has 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. The following groups should receive priority when programmes are designed and funded to promote inclusivity: women, persons with a disability, youth, aged and rural communities. 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.

Performance indicator:

- Transformation performance scorecards implemented and monitored to the specified quality standards and timelines.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Timeline
Transformation Charter	Gather findings of other transformation research commissioned by public and private institutions.	SRSA	SASCOC	2012
	Produce an audit report on transformation to define both the current national, provincial and local level status so as to allow focused interventions. The audit should also address previous transformation initiatives and highlight failures and best-practice.	SRSA	Prov Gov Local Gov SASCOC	2012
	Adopt and implement the Transformation Charter as part of the NSRP.	SASCOC	SRSA Prov Gov Local Gov	2012
	Maintain the quota system in line with the Transformation Charter which must be implemented within a developmental approach.	SASCOC	SRSA	2012
	Review the quota system within a process of creating an enabling environment for a winning nation that will support merit in the long run.	SASCOC	SRSA	2013
	Adopt the Scorecard as a monitoring and evaluation tool for transformation.	SASCOC	SRSA	2012
	Ensure that all NFs complete the Transformation Scorecard.	SASCOC	SRSA	2013
	Appoint an entity to ensure that there is adequate monitoring and evaluation of the Transformation Charter annually.	SRSA	SASCOC	2012 On going
	Sign Service Level Agreements with SASCOC and Public Entities.	SRSA		2012
	Revise Service Level Agreements with NFs for the delivery of transformation targets.	SASCOC	SRSA Prov Gov Local Gov	2013

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

Priority codes

Strategic objective 24: To maximise the return on investment by prioritising sporting codes best suited to broadening the participation base or achieving international success.

To assist South Africa in its endeavours to broaden the participation base of sport with limited resources, NFs will be prioritised 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 prioritisation, categories and criteria will be reviewed every four years in line with the preparation of athletes participating in major international competitions, such as the Olympic Games. As part of the process of reviewing the criteria, the progress of NFs in achieving the criteria will be considered. This implies that the priority NFs can change after four years.

Performance indicators:

- The number of NFs meeting the criteria to be classified as a priority code for “Participation”.
- The number of NFs meeting the criteria to be classified as a priority code for “Performance”.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Priority Codes Evaluation Tool	Refine the criteria of prioritisation and the categories for support.	SRSA	SASCOC	2012
	Develop a tool to assess identified criteria and verify information provided by NFs.	SRSA	SASCOC	2012
	Classify NFs and support appropriately.	SRSA	Prov Gov Local Gov SASCOC	2012
	Identify levels of support aligned to priority code classification.	SRSA	SASCOC	2012

(Reference Document: *The objectives and criteria for and the prioritisation of National Federations.*)

Ethical environment

Strategic objective 25: To ensure that the South African sport and recreation sector is globally respected for its high values and ethical behaviour.

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 removing doping from sport and to promote the values of fair play and honesty in sport.

In this regard SRSA and SASCOC 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 through the South African Institute for Drug-Free Sport Act of 1997 (Act No. 14 of 1997), as amended by the SAIDS Amendment Act of 2006 (Act No. 25 of 2006), 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 sports persons; and to provide for matters connected therewith".*

An area of concern is the new substances that are constantly being developed and the subsequent need of SAIDS to become more sophisticated in its ways of testing, the trafficking of prohibited performance enhancing substances.

Another area of concern is the problem of South Africa increasingly becoming a destination of choice for drug-use and the negative impact that substance abuse plays in the development of our youth.

Performance indicators:

- Percentage compliance with international anti-doping regulations.
- Number of schools implementing anti-doping awareness campaigns.
- Number of doping violations registered.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
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	SASCOC	2012
	Prevent entry and transportation of doping substances in the country.	SAIDS	SAPS DHA	2012 On going
	Prevent drug abuse through education and training and the provision of resource materials (raising awareness).	SAIDS	SASCOC	2012 On going
	Implement special programmes at schools to address the serious concern of school children taking illegal sports performance enhancement drugs.	SAIDS	DBE DHE	2012 On going

Output	Key Activities	Responsible	Delivery Partners	Timeline
	Use sports heroes to be vocal on the topic of anti-doping and drug abuse.	SAIDS	SASCOC	2013 On going
	Ensure that every NF has a drug-free plan in place applicable for their specific sport.	SAIDS	SASCOC NFs	2012
Network of experts	Consult with other African countries on building capacity towards developing an anti-doping infrastructure on the continent.	SAIDS	WADA	2013 On going
	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	2013 On going
Rehabilitation programmes	Provide skills for the early identification of signs of drug abuse and guidance for referrals.	SAIDS	WADA SASCOC Academies	2012
	Arrange for interventions such as rehabilitation, risk reduction, life skills and psychological programmes.	SAIDS	SASCOC Academies	2012
	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	SRSA DBE DHE Prov Gov Local Gov Academies	2012 On going
Research	Update and implement the SRSA Mini Drug Master Plan.	SRSA	SAIDS	2012

Code of Conduct

The Code of Conduct indicates the standard of behaviour 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.

Performance indicator:

- The number of NFs formally committing their compliance with the Code of Conduct.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Code of Conduct	Ensure that all NFs sign the Code of Conduct. The Code of Conduct will be applicable to athletes, technical officials, coaches and all practitioners associated with sport.	SASCOC		2013

(Reference Document: “*The Code of Conduct*”)

Geo-political sports boundaries

Strategic objective 26: To contribute to improved governance in sport through an alignment of the boundaries of provincial sports federations with geo-political boundaries.

Performance indicator:

- The number of NFs that have aligned the boundaries of their provincial sports federations with geo-political boundaries.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Research on alignment of sports boundaries.	Conduct a research on the alignment of the boundaries of provincial sports federations with geo-political boundaries and determine best practice for the development of SA sport.	SASCOC	SRSA Prov Gov SALGA	2013
Status quo of provincial sports boundaries.	Prepare a list of the provincial sports boundaries of all recognised NFs.	SASCOC	SRSA Prov Gov SALGA	2012
Amended provincial sports boundaries.	Undertake a review of the statutes of NFs and make provision to accommodate the alignment of their boundaries with that of the geo-political boundaries.	SASCOC	SRSA Prov Gov SALGA	2013
	Ensure that NFs align their structures to correspond with the political boundaries as in the Constitution by November 2013.	SASCOC	SRSA Prov Gov SALGA	2013
	Provide guidelines and continuously monitor and support the process to ensure that the deadline is achieved.	SASCOC	SRSA Prov Gov SALGA	2013
	Provide capacity, funding and momentum for the relevant role-players to realise the alignment process.	SASCOC	SRSA Prov Gov SALGA	2013

Amateur vs professional sport

Strategic objective 27: To protect the rights and interests of talented athletes under the age of 18 years by providing clear guidelines regarding amateur and professional sport.

The holistic development of young athletes may be impacted upon negatively if they are uprooted from their normal home environments and placed in an academy system at a young age. It is acknowledged that some sporting codes do require that future elite athletes are identified at a young age; however it is important that the rights of the athletes are protected.

Performance indicator:

- Number of NFs committing to and adhering to a Bill of Rights for Young Athletes.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Bill of Rights for Young Athletes	Develop a Bill of Rights for young athletes with the intention to protect the rights and interests of young athletes.	SASCOC	SRSA	2013
	Develop a sport specific regulation to support young athletes who are moved from their homes as part of contracts with sports agents/organisations.	SRSA	SASCOC	2013
	Investigate the protection of young athletes within professional sport by a panel appointed by the Minister of Sport and Recreation.	SRSA	SASCOC	2013

Sport as tool

To use sport as a tool to support and achieve a diverse range of national and global priorities the following four strategic objectives are emphasised:

- Sports tourism;
- Sport for peace and development;
- Sport and the environment; and
- Sport and national government priorities.

It is globally acknowledged that sport's unparalleled popularity and reach make it a highly effective communication and social mobilisation tool. Sport and recreation is a valuable strategic mass mobilisation tool which can be used more aggressively and effectively to achieve national development objectives.

The social benefits derived from physical activity are numerous and well documented. In addition to the social benefits, sport is big business making substantial contributions to national, regional and local GDP.

After the successful hosting of the 2010 FIFA World Cup™ there has been increasing interest in the potential contribution of sport towards 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.

Performance indicators:

- Number of government priorities directly supported by using sport and recreation as a strategic tool.

- Number of United Nation’s priorities directly supported by using sport and recreation as a strategic tool.

Sports tourism

Strategic objective 28: To use sport as a medium to attract tourists to South Africa.

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.

Performance indicator:

- The results of the Socio-Economic Impact Model (SEIM) following major sports events hosted in South Africa.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Sports Tourism structure	Establish a Sports Tourism Executive Forum.	SRSA	DoT/SAT Prov Gov SALGA SASCOC	2013
Bidding and Hosting Guidelines	Develop Bidding and Hosting Guidelines.	SRSA	SASCOC	2013
	Draft a register of events available for bidding and evaluate feasibility of hosting, also considering the scope of sports tourism.	SRSA	SASCOC Prov Gov Local Gov	2013
	Ensure the proper functioning of the National Coordinating Committee (NATCCOM) to render assistance to host successful international events in SA.	SRSA	National Departments SASCOC	2013 On going
	Lobby for an amendment of the tourism levy legislation to benefit sports development.	SRSA		2013
Sports Tourism research	Evaluate impact of sports tourism in South Africa and identify initiatives to enhance impact.	SRSA	DoT SAT	2013

(Reference Document: Sports Tourism Strategy.)

Sport for peace and development

Strategic objectives 29: To use sport as a mechanism for achieving peace and 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. Fifteen years later the spirit of peace and reconciliation was experienced again in South Africa as never before during the 2010 FIFA World Cup™.

Performance indicator:

- Number of programmes successfully implemented using sport as a mechanism for achieving peace and development.

Implementation plan

Output	Key Activities	Responsibility	Delivery Partners	Timeline
Sport for Peace and Development alliances	Strengthen presence in international fora focusing on peace and development.	SRSA	DIRCO SASCOC	2012 On going
	Play a leading role in global initiatives regarding sport for peace and development.	SRSA	DIRCO SASCOC	2012 On going
	Build relationships with government departments tasked with peace and security in South Africa to identify conflict “hot spots”.	SRSA	SAPS DoD DCS NFs	2012 On going
Sport for peace and development programme	Deliver sports programmes in conflict “hot spots” focused on forging peace and development.	SRSA	SAPS DoD DCS Prov Gov SASCOC	2012 On going
	Action awareness campaigns to inform public of the role sport can play in peace and development initiatives.	SRSA	SASCOC	2012 On going

(Reference Document: “*Sport for Development and Peace Action Plan*”)

Sport and the environment

Strategic objective 30: To ensure that participation in sport and recreation activities is conducted in an environmentally sustainable manner and to use sport as a tool for communicating environmental messages and encouraging actions to clean up 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.

Performance indicators:

- Number of sporting events acknowledged as “environmentally friendly”.
- Number of awareness campaigns actioned using sport as a tool for communicating environmental messages.

Implementation plan

Output	Key Activities	Responsible	Delivery Partners	Timeline
Green Sport Framework	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	DEA DWA Prov Gov Local Gov SASCOC	2013
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	Prov Gov Local Gov SASCOC	2013

Sport and national government priorities

Strategic objective 31: To capitalise on the numerous benefits derived from participating in sport and recreation as a mechanism towards achieving and supporting the priorities of National Government.

Performance indicator:

- Number of projects in support of government priorities.

The sport and recreation sector can play a role and contribute towards the achievement of all five priority areas identified by the Ruling Party in its **2009 Election Manifesto** as illustrated below.

Priority	NSRP emphasis
Education	The NSRP places emphasis on school sport and the need for greater alignment between local government, federations, and schools. Early experience of sport, particularly in schools, is crucial in winning hearts and minds. The NSRP recognises that the promotion of sport and physical education at schools plays an important role in creating motivation for, and commitment to life-long participation. People who exercise regularly in their youth are more likely to resume exercise in later years. The school sport programmes envisaged in the NSRP can motivate children to enrol in and attend school and can help improve academic achievement. Sport can also help to erode the stigma preventing children with disabilities from attending school. Acknowledging that education plays a key role in affecting levels of participation, the NSRP capitalises on evidence that exists showing that sport and physical activity can benefit education. Research conducted in the UK since 2002 showed that specialist sports schools and schools with a physical education and sports focus have shown improved grades and reported reductions in truancy. The NSRP in South Africa endeavours to exploit this opportunity for the benefit of sport as well as education. Sport presents the child at school with life skills in a way unsurpassed by any other activity.
Health	The NSRP emphasises the health benefits of an active nation. Within the NSRP there is a special focus on the youth with the understanding that increased physical fitness can improve children's resistance to some diseases and that sport can help reduce the rate of higher-risk adolescent pregnancies. The programmes proposed in the NSRP can be used to reduce stigma and increase social and economic integration of people living with HIV and AIDS. In addition to the benefits that flow from investment in sport, there are substantial savings to the economy from the health gains associated with increased levels of physical activity in the population.
Rural development, food security and land reform	Through specific measures to address facility shortages in rural areas, the NSRP commits stakeholders to greater alignment in planning for building sport and recreation facilities. The building of multi-purpose facilities can be an important tool in contributing to rural development. Sports-based public education campaigns as proposed in the NSRP can raise awareness of the importance of environmental protection and sustainability. The NSRP has also identified sports-based social mobilisation initiatives, such as

Priority	NSRP emphasis
	Modified Sport and Youth Camps that can enhance participation in community action to improve the local environment.
The fight against crime and corruption	<p>Initiatives which previously had an indirect crime reduction impact have been brought to the forefront in the NSRP. Initiatives that target the youth and unemployed are expected to contribute to crime prevention. Sport alone cannot prevent conflict or build peace. However, it can contribute to broader, more comprehensive efforts in a range of important ways. If successfully implemented the NSRP will bridge relationships across social, economic and cultural divides within society, and build a sense of shared identity and fellowship among groups that might otherwise be inclined to threaten each other with distrust, hostility or violence. The NSRP recognises sport as a socially acceptable way for the youth to spend their time and energy without getting into trouble on the streets. The expression ‘<i>a child in sport is a child out of court</i>’ has special relevance in this regard. The NSRP provides for participation opportunities as an alternative to taking drugs and pursuing anti-social activities.</p> <p>Violence is often the result of deep-seated frustration and idleness. Such frustration can easily be redirected through sport, and this is a key focus of the NSRP.</p>
Decent work and sustainable livelihoods	<p>The NSRP provides various mechanisms to equip members of the sports sector with skills through education and training programmes that could assist them with securing jobs. In moving forward more effort will be made to convert volunteer positions into more sustainable employment opportunities, especially for the youth. Initiatives will also be taken to place identified athletes with appropriate employers as part of an athlete’s vocational programme, to establish bursaries and scholarships in sport and recreation and to encourage entrepreneurship in the sport and recreation sector. The involvement of legends and retired sports people will be harnessed to elevate this cause. Seasonal employment, volunteer opportunities and other sectors impacted on through sports related activities and events (e.g.: security; manufacturing etc) also need to be factored in when calculating the value of sport as a tool for providing employment.</p>

In terms of the **Medium Term Strategic Framework for 2009-2014**, approved by Government in 1 July 2009, the NSRP provides for activities that can make a substantial contribution towards building cohesive communities.

In 2010 the Presidency acknowledged that despite all the achievements made, government is still not achieving the outcomes necessary to ensure adequate progress in creating “a better life for all”. To address this shortcoming the “**Outcomes Approach**” was designed to ensure that government focuses on achieving a real improvement in the life of all South Africans. At the Cabinet Lekgotla held in January 2010 twelve outcomes were adopted.

In terms of this approach the sport and recreation sector is acknowledged as a delivery partner for Outcome 12, namely “*An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship*” with a particular role in contributing towards an inclusive citizenship.

In support of the Outcome 12 Delivery Agreement the NSRP will serve as a tool towards building social capital. Activities in the Plan provide opportunities to overcome social barriers and empower individuals. It can help to increase social cohesion, and provide opportunities for engagement in community life through voluntary work. The well-designed sport and recreation activities are powerful tools for fostering healthy child and individual development, teaching positive values and life skills, reducing conflict and criminal behaviour, strengthening education and preventing disease (particularly HIV and AIDS). These activities will help empower and promote the inclusion of marginalised groups, especially women, the youth, rural and people with disabilities. The NSRP provides a tool for all South Africans to unite and strive towards common goals and offers a medium to recognise our common humanity in meaningful ways.

SECTION 3: ROLES and RESPONSIBILITIES

There is a need for a coordinated, integrated and aligned national sport and recreation system within which all component parts are aligned with the National Sport and Recreation Plan to be subjected to a regular, objective monitoring and evaluation framework.

It is not in the best interest of a seamless development continuum that the delivery of sport and the development of athletes is divided across two macro entities (SRSA – development and SASCOG – high performance). This has led to both gaps and duplication in service delivery to the sport and recreation sector.

In finalising the NSRP there was broad consensus that there should be only two macro drivers of sport and recreation in the country, namely Government (all 3 spheres) and one NGO (SASCOG). It is envisaged that following the approval of the NSRP the legal framework for sport and recreation will have to be reviewed to ensure that the delivery of sport and recreation is supported by relevant legislation.

It is also envisaged that the mandate of SASCOG will need to be expanded to include more than high performance sport and that the Constitution of SASCOG will have to be reviewed accordingly.

GOVERNMENT

- The Minister of Sport and Recreation is the sole custodian for sport and recreation in the country.
- Government is responsible for policy, legislation, infrastructure and creating an enabling environment for all South Africans to participate in sport and recreation and to promote and develop the sports economy and industry in all its facets.
- Sign SLAs with service providers to deliver on pre-determined outputs.
- Oversight, monitoring and evaluation.
- The departments responsible for sport recreation in the provinces will need to be reviewed to ensure alignment with the NSRP and the agreed outcomes of the Indaba.

- There is a need to review the role of MINMECS and MUNMECS to be effective custodians of the NSRP and to monitor and evaluate the implementation.
- The areas of responsibility of government in implementing the NSRP must be clarified in terms of the different spheres of government.

THE SPORTS CONFEDERATION

- Lead civil society in “translating policy into action”.
- The Confederation and/or Sports Councils must implement policy and create programmes to that effect within a system of good governance.
- Act as an umbrella body for all components of the sport sector including national federations, university sport, sport for people with a disability, etc.
- Report directly to Minister with regards to the implementation of the SLA.
- The NGO will be assigned the responsibility for the optimal functioning of the sports development continuum, namely the holistic development of sports people from TID to the elite level as well as the related issues to this process.
- Federations and associations are responsible for the delivery of a development system, the delivery of national, provincial and local teams, and to ensure that technical rules and regulations, the system of competitions and clubs in various communities are in place and accessible.
- The Constitution and role of SASCOC requires review in order for it to fully carry out its responsibilities in terms of the NSRP and to become the effective and efficient home of the sport movement.
- There should be no Government representation on the SASCOC Board; however SASCOC and SRSA must meet quarterly.

SECTION 4: CONCLUSION

Planning, monitoring and budgeting cycles

Although the NSRP will be monitored and evaluated annually, the targets and deliverables will align with the Medium Term Expenditure Framework (MTEF) to encourage financial sustainability and with Government's Medium Term Strategic Framework (MTSF) to support Government priorities.

To facilitate this alignment, SRSA (in conjunction with National Treasury) will ensure that the implementation of the NSRP adheres to the regulated budgetary and planning cycles.

Collaborative agreements

Without a coordinated, integrated and aligned national sports system within which all component parts are focused towards a common set of goals and objectives, the potential value of sport to the South African society cannot be fully realised. All sectors must buy-in and commit to the strategic direction that emerged from the National Sport and Recreation Indaba.

Following the finalisation of the NSRP it is envisaged that the Minister will sign Collaborative Agreements with identified stakeholders to support the delivery of the NSRP. The Collaborative Agreement will be signed with the supreme delivery partner, i.e. the Minister signing with provincial government and SASCOG. The supreme delivery partner will take responsibility for cascading the responsibility further, i.e.: provincial government signing with local government.

Requisite resources must be made available to support the implementation of the Collaborative Agreements.

Restructuring

Implementation of the NSRP is non-negotiable and to action this effectively may necessitate restructuring at an institutional level. We can not expect to do the same thing with the same people and get different results. The resolutions following the National Sport and Recreation Indaba will, after approval by Cabinet, take precedence over the recommendations of the MTT.

Marketing and communication

The sports agenda needs to be elevated as it competes with other priorities. There is an immediate requirement to elevate the sports development agenda among other competing needs as well as a call for an intense, rigorous, interactive, and penetrating communication strategy highlighting the successes of the sector. Therefore, the NSRP needs to be supported by a marketing and communication plan with a two-pronged approach focusing on:

- Communicating the intentions and outcomes of the NSRP, including the resolutions taken at the National Sport and Recreation Indaba. The roles and responsibilities of the stakeholders in the sector need to be clarified and communicated to the general public.
- Communicating the value and benefits associated with participating in sport and recreation supported by accurate and relevant details of how and where to get involved. There is general consensus that there seems to be a dearth of information regarding what is available and how to access the sport and recreation activities available.

ACRONYMS AND ABBREVIATIONS

ANC	AFRICAN NATIONAL CONGRESS
AU	AFRICAN UNION
BASA	BIOKINETICS ASSOCIATION OF SOUTH AFRICA
BSA	BOXING SOUTH AFRICA
CATHSSETA	CULTURE, ARTS, TOURISM, HOSPITALITY and SPORT SECTOR EDUCATION and TRAINING AUTHORITY
CBO	COMMUNITY BASED ORGANISATIONS
COGTA	DEPARTMENT OF COOPERATIVE GOVERNANCE & TRADITIONAL AFFAIRS
DAC	DEPARTMENT OF ARTS AND CULTURE
DBE	DEPARTMENT OF BASIC EDUCATION
DCS	DEPARTMENT OF CORRECTIONAL SERVICES
DEA	DEPARTMENT OF ENVIRONMENTAL AFFAIRS
DHA	DEPARTMENT OF HOME AFFAIRS
DIRCO	DEPARTMENT OF INTERNATIONAL RELATIONS and COOPERATION
DoD	DEPARTMENT OF DEFENCE
DoH	DEPARTMENT OF HEALTH
DHET	DEPARTMENT OF HIGHER EDUCATION & TRAINING
DoT	DEPARTMENT OF TOURISM
DoTR	DEPARTMENT OF TRANSPORT
DSD	DEPARTMENT OF SOCIAL DEVELOPMENT
DTI	DEPARTMENT OF TRADE AND INDUSTRY
DWA	DEPARTMENT OF WATER AFFAIRS
FIFA	FEDERATION INTERNATIONALE DE FOOTBALL ASSOCIATION
GDP	GROSS DOMESTIC PRODUCT
GIS	GEOGRAPHICAL INFORMATION SYSTEM
HSRC	HUMAN SCIENCES RESEARCH COUNCIL
ICASA	INDEPENDENT COMMUNICATION AUTHORITY OF SOUTH AFRICA
IDP	INTEGRATED DEVELOPMENT PLAN
IOC	INTERNATIONAL OLYMPIC COMMITTEE
LARASA	LEISURE AND RECREATION ASSOCIATION OF SOUTH AFRICA
MIG	MUNICIPAL INFRASTRUCTURE GRANT

MOU	MEMORANDUM OF UNDERSTANDING
MPP	MASS PARTICIPATION PROGRAMME
MTT	MINISTERIAL TASK TEAM
NF	NATIONAL FEDERATION
NGO	NON-GOVERNMENTAL ORGANISATIONS
NOCSA	NATIONAL OLYMPIC COMMITTEE OF SOUTH AFRICA
NPO	NON PROFIT ORGANISATIONS
NSC	NATIONAL SPORTS COUNCIL
NSRP	NATIONAL SPORT AND RECREATION PLAN
NSRA	NATIONAL SPORT AND RECREATION AMENDMENT ACT
PE	PHYSICAL EDUCATION
SA	SOUTH AFRICA
SACOS	SOUTH AFRICAN COUNCIL ON SPORT
SAIDS	SOUTH AFRICAN INSTITUTE FOR DRUG-FREE SPORT
SALGA	SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
SANROC	SOUTH AFRICAN NON-RACIAL OLYMPIC COMMITTEE
SAPS	SOUTH AFRICAN POLICE SERVICES
SAQA	SOUTH AFRICAN QUALIFICATIONS AUTHORITY
SASCOC	SOUTH AFRICAN SPORTS CONFEDERATION AND OLYMPIC COMMITTEE
SASMA	SOUTH AFRICAN SPORTS MEDICINE ASSOCIATION
SAT	SOUTH AFRICAN TOURISM
SCSA	SUPREME COUNCIL FOR SPORT IN AFRICA
SDPIWG	SPORT FOR DEVELOPMENT AND PEACE INTERNATIONAL WORKING GROUP
SGB	STANDARDS GENERATING BODY
SLA	SERVICE LEVEL AGREEMENT
SETA	SECTOR EDUCATION AND TRAINING AUTHORITY
SRSA	SPORT AND RECREATION SOUTH AFRICA
TID	TALENT IDENTIFICATION and DEVELOPMENT
TSA	TOURISM SOUTH AFRICA
UK	UNITED KINGDOM
UN	UNITED NATIONS
UNESCO	UNITED NATIONS EDUCATIONAL SCIENTIFIC AND CULTURAL ORGANISATION
WADA	WORLD ANTI-DOPING AGENCY

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