


SPORT AND RECREATION SA



ROAD MAP TO OPTIMAL PERFORMANCE
 Presentation to Portfolio Committee
 22 March 2011


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ROAD MAP

Process of developing Road Map

- Appointment of Mr Mbalula as Minister of Sport.
- New energy and drive – change agenda with new ideas and focus areas – Department has to adjust accordingly.
- Stakeholders Forum 24 November 2010.
- Minister's strategic workshop SRSA management, Provincial sports leaders, SASCOG and NFs 10 – 12 January 2011.
- Road Map deliberated by SRSA management on 19 January 2011.
- Presented to Ministers on 26 January 2011.
- Road Map presented at meeting between Minister and SASCOG Executive on 27 January 2011.

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ROAD MAP


Road Map aligned with:

- National Treasury guidelines for strategic and annual performance plans.
- White Paper
- Delivery Framework developed on 24 November 2010.

Road Map to inform:

- SRSA 2011 – 2015 Strategic Plan
- SRSA 2011/12 Annual Performance Plan
- National Sports Plan
- Minister's Performance Agreement

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ROAD MAP

6 Key Strategic Goals

To:

1. Lead the process of sport **transformation** informed by a clearly articulated conceptual and contextual framework.
2. Ensure that **school sport** is offered in all schools in South Africa.
3. Ensure that **institutional mechanisms** are in place that provide equal access at all levels of participation in sport and recreation.

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ROAD MAP

6 Key Strategic Goals

To:

4. Contribute to social cohesion and employment opportunities through **mass mobilization** in sport and recreation.
5. Contribute to a healthy lifestyle through the provision of **recreation** programmes.
6. Institute a **funding** model to effectively enable the implementation of sport and recreation programmes.


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1. TRANSFORMATION

Resolves to:

- Finalise the transformation audit exercise in order to get clear picture of transformation progress;
- Draft a Transformation Charter with clear deliverables;
- Develop a transformation perspective informed by the Transformation Charter that will incorporate transformation action plans, programmes and Service Level Agreements;
- Reconfigure the departmental institutional and budgetary mechanisms to achieve transformation priorities.

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1. TRANSFORMATION

Output: Transformation Audit

Activities: (with time lines and drivers)

- Convene a meeting with SASCOC to establish status quo.
- Consolidate the findings of transformation questionnaire distributed by SASCOC to NFs.
- Gather findings of other transformation research commissioned by public and private institutions.
- Produce audit report on transformation.

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1. TRANSFORMATION

Output: Transformation Charter

Activities:

- Fast-track finalisation of a binding Transformation Charter, based on the outcomes of the Audit, with clear objectives and outcomes.
- Priority codes to be funded for transformation must be identified.
- Set transformation targets and develop score card with clear deliverables.
- Revise SLAs with funded organisations for the delivery of transformation targets.
- Develop mechanisms that will enable us to monitor and evaluate the implementation of the Charter.

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1. TRANSFORMATION

Output: Transformation Charter

Activities cont:

- Start debate on Transformation Charter.
- Transformation issues to be interrogated at Provincial Indabas and by NFs.
- Transformation Charter to be adopted at National Sports Indaba.
- Cabinet to be informed of process.

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2. SCHOOL SPORT

Resolves to:

- Have a more direct impact on school sport in SA.
- Investigate international best-practice regarding the implementation of school sport;
- Develop a programme of action and engage with DoBE and Teacher Unions and agree on roles and responsibilities;
- Establish integrated school sport codes structures from local to national level;

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2. SCHOOL SPORT

Resolves to:

- Work with NFs and school code structures to develop integrated school sport development plans with clear and achievable targets;
- Work with NFs to develop business plans for integrated mass participation programmes;
- Implement school sport leagues through school sport code structures in conjunction with federations;

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2. SCHOOL SPORT

Output: School sport development policy

Activities:

- Draft a national school sport policy adopted by Cabinet.
- Develop a MOU with DoBE, supported by a programme of action, and agree on roles and responsibilities.
- Engage the Ministry of Higher Education and Training to incorporate sport and other extra-mural education into the Teacher Training Curriculum.
- Identify priority codes.

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2. SCHOOL SPORT

Output: School sport development policy

Activities:

- Develop a concept for the establishment of sport focus schools to support the development of talented athletes that are in school.
- Have joint MIN-MEC where roles and implementation of school sport will be defined.

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2. SCHOOL SPORT

Output: School sport development plan

Activities:

- Audit governance and structure of school sport at all levels.
- Establish and support school sport code committees from local to national level.
- Support the delivery of sports leadership and administration training for learners to promote involvement in clubs and civil society structures.
- Identify innovative programmes to support the school sport development programmes. (Resuscitate the concept of "Wednesday sport")

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2. SCHOOL SPORT

Output: School sport development plan

Activities:

- Lobby for access to resources for the provision of school sport facilities, equipment and attire.
- Address access to school facilities and municipal facilities. (Shared use of school and community facilities.)
- Undertake international study tours to learn latest developments and best practice in school sport.

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2. SCHOOL SPORT

Output: School sport implementation

Activities:

- Ensure that physical education is compulsory and implemented in all schools.
- Implement a weekly school sport league programme in priority codes in conjunction with NFs.
- Monitor the placement of sports coordinators to support clusters of schools at regional offices.
- Support and monitor the training of educators in code specific coaching, technical officiating, team management and sports administration.

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2. SCHOOL SPORT

Output: School sport implementation

Activities:

- Develop a concept for the culmination of school sport events into a major national event towards the end of a calendar year.

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3. INSTITUTIONAL MECHANISMS
(A) Facilities

Resolves to:

- Commission a national facilities audit conducted by provinces to ensure proper planning and maximum use of facilities;
- Update and implement a national facilities plan;
- Engage the Department of Human Settlements with the aim of including sport and recreation in the spatial planning;

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3. INSTITUTIONAL MECHANISMS
(A) Facilities

Resolves to:

- Pursue and advocate for improved funding allocation of sport and recreational facilities by implementing a national facilities funding policy which include ring fencing MIG funding;
- Implement norms and standards for the provision of sport and recreation facilities in the communities including schools;
- Earmark a percentage of the annual budget of government departments responsible for sport and recreation to be used for infrastructure development and maintenance.

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3. INSTITUTIONAL MECHANISMS
(A) Facilities

Output: National facilities audit

Activities:

- Develop guidelines for conducting a sport and recreation facilities audit.
- Conduct sport and recreation facilities audits per province.
- Collate and verify the provincial audits on facilities.
- Update and maintain the National Facilities Database.

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3. INSTITUTIONAL MECHANISMS
(A) Facilities

Output: National facilities plan

Activities:

- Develop a National Facilities Plan based on the provincial facilities audit. Plan should also address the important issues of venues and types of facilities, including indoor facilities.
- Coordinate and facilitate implementation of the National Facilities Plan.
- M&E the implementation of the National Facilities Plan.
- Draft a control and maintenance of sport and recreation facilities guideline.

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3. INSTITUTIONAL MECHANISMS
(A) Facilities

Output: National facilities funding policy

Activities:

- Draft a national facilities funding policy.
- Liaise with relevant role-players regarding the baseline amount for sport and recreation funds to be ring-fenced within MIG.
- Investigate other sources of income for sport and recreation facilities such as donor funding (national and international) and lotto funding.

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3. INSTITUTIONAL MECHANISMS
(A) Facilities

Output: Norms and standards for sport and recreation facilities

Activities:

- Communicate the national norms and standards developed for the provision of sport and recreation facilities.
- Include the school sport and recreation facilities in the national facilities norms and standards.
- Engage the Department of Human Settlements to include sport and recreation facilities in spatial planning.
- Enforce the norms and standards for school sport facilities.

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3. INSTITUTIONAL MECHANISMS
(B) Sport Councils

Resolves:

- To strengthen local, regional, provincial and national recognised civil society structures in sport and recreation;
- To develop guidelines and ensure uniformity for a sport system that provides for the development of sport and recreation at a local, regional, provincial and national level;

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3. INSTITUTIONAL MECHANISMS
(B) Sport Councils

Output: Guidelines for Sport Councils

Activities:

- To develop guidelines for the establishment and functioning of Sport Councils at a local, regional, provincial and national level.
- To clearly outline the role and responsibilities of SASCO.

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3. INSTITUTIONAL MECHANISMS
(B) Sport Councils

Output: Implementation of Sport Council guidelines

Activities:

- To ensure that Sport Councils in sport and recreation are operational at a local, regional, provincial and national level.
- To review the status of the five provincial Sport Councils established and operational under the banner of SASCO.

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3. INSTITUTIONAL MECHANISMS
(B) Sport Councils

Output: A National Sports Plan that will provide for a sport system that caters for sport and recreation at all levels of the development continuum

Activities:

- To ensure that a sport system is in place that will enhance the capacity of sport and recreation civil society structures to be properly constituted.
- Appoint a task team to investigate best options for SA.

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3. INSTITUTIONAL MECHANISMS
(C) Academies

Resolves to:

- Constitute a national coordinating structure to oversee the development of policy guidelines,
- Establish norms and standards to set basic levels of service that will guide the outputs of the academy system;
- Establish an integrated system for the identification and development of talented athletes in preparation for high performance;
- Assist identified NFs with the establishment of centres of specialization to assist them with the development of their sport;

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3. INSTITUTIONAL MECHANISMS
(C) Academies

Resolves to:

- Strengthen provincial academies to fast track sports development and excellence;
- To establish regional academies or mobile satellite academies that can render basic support services, including TID support, to athletes at a local level to ensure that there is a constant flow of talented athletes released to the provincial academies;
- To prioritise talented athletes from disadvantaged groups to benefit from the support services offered by the academy system.

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3. INSTITUTIONAL MECHANISMS
(C) Academies

Output: Position statement on academies in SA

Activities:

- Conduct review of current situation and advice on best-practice.
- Develop a blue print for an academy sport system in the country with clear roles defined (including private academies).
- Develop norms and standards that will provide guidance for the academies at different levels in the country (including private academies).

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3. INSTITUTIONAL MECHANISMS
(C) Academies

Output: Regulation of sports academies

Activities:

- Regulate academies – also privately owned academies (included in the amendment of the Sport and Recreation Act)
- Develop an accreditation system for academies and practitioners.

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3. INSTITUTIONAL MECHANISMS
(C) Academies

Output: Implementation of sport academy system

Activities:

- Revive academies in the provinces.
- Establish partnerships with tertiary institutions to effectively support high performance sport.
- Assist with the establishment of Centres of Specialization for identified NFs.
- Align academies to 2010 Legacy projects.
- Support for athlete TID through scientific support services.

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3. INSTITUTIONAL MECHANISMS
(C) Academies

Output: Elite Performance

Activities:

- Identify and equip a national academy where athletes gather and receive final support before major events.
- SASCOC to deliver Team SA and to support high performance athletes

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3. INSTITUTIONAL MECHANISMS
(D) Coaching


Noting that:

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

Therefore resolves:

- Constitute a national representative body to support SA coaches.

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3. INSTITUTIONAL MECHANISMS
(D) Coaching

Output: National Coaching Framework

Activities:

- Development of a coaching Framework.
- National and Provincial structures established.
- Launch of Coaching Framework.
- Ensure that SA coaches are empowered with best practices.

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4. MASS MOBILIZATION
(A) Youth Camps

Resolves to:

- Unlock adequate opportunities for positive social interaction through national youth gatherings;
- Strengthen, in an organized and coordinated manner, the ability of young people to work cooperatively;
- Organize annual national youth camps to keep young people active, interested in life with increased self-esteem, promote patriotism and a strong sense of citizenship among young people;
- Look at a possible link between the youth camps and the SA Games.

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4. MASS MOBILIZATION
(A) Youth Camps

Output: Youth Camps concept document


Activities:

- Finalise the concept document on Youth Camps.

Output: SA Games review

- Finalise the review of the SA Games and the possible link with Youth camps.

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4. MASS MOBILIZATION
(A) Youth Camps

Output: Annual National Youth Camps

Activities:

- Draft an Implementation Plan for Annual National Youth Camps to action the concept document.
- Sign the MOU for implementation of the Youth Camps between SRSA and the provincial departments of Sport, Recreation, Arts & Culture and identified social partners.
- Host Annual National Youth Camps.

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4. MASS MOBILIZATION
(B) Job creation

Noting that:

- All government departments will be required to put the appropriate programmes in place and establish the right environment for the creation of many decent and sustainable jobs in every way possible.
- SRSA must unite behind the bold vision on jobs and draw on the collective energies of all South Africans to achieve that vision.

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4. MASS MOBILIZATION
(B) Job creation

Output: Sport and recreation employment opportunities review.

Activities:

- Map out needs, gaps and possibilities for job creation within the sector.
- Establish the feasibility of converting volunteer positions within national federations, school sport assistants (cluster coordinators within schools) and hub coordinators into more sustainable employment opportunities.
- SASCOC contributions.

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4. MASS MOBILIZATION
(C) Communication

Resolve to:

- Establish a Government Sport & Recreation Communicators' Forum;
- Draft and implement an integrated Communication Strategy;
- Establish a Communication Regulatory Framework;
- Forge strategic partnerships to add value to communication efforts;
- Source professional media monitoring capacity;
- Develop and implement a media engagement plan, including partnerships with public and commercial broadcasters;

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4. MASS MOBILIZATION
(C) Communication

Resolve to:

- Improve staff-management engagement and utilization of internal communication tools;
- Develop and implement a public participation programme and improve on production of unmediated communication tools;
- Develop corporate identity guidelines across Sport and Recreation Departments and brand sport and recreation events accordingly;
- Facilitate the conducting of stakeholder perception survey;
- Improve communication capacity within Sport and Recreation Departments.

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4. MASS MOBILIZATION
(C) Communication

Outputs:

- Communication Structures
- Communication Strategy
- Communication Protocol
- Media Monitoring
- Internal Communication
- Information & Research
- Corporate Identity
- Unmediated Communication

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4. MASS MOBILIZATION
(D) Mass Participation

Resolve to:

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

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4. MASS MOBILIZATION
(D) Mass Participation

Outputs:

- Community sport structures
- Sport for development network
- Basic sport and recreation capacity development and community outreach
- Social cohesion campaigns and partnerships
- SA Games
- Mass Participation Programme Appraisal, Evaluation, Monitoring and Evaluation

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5. RECREATION

Resolve to:

- Appoint a Ministerial Committee comprising of experts, academics and practitioners to advise on the field of recreation;
- Develop a strategic framework for recreation;
- Implement recreation programmes;
- Mobilise resources from local companies, multi-national companies and foreign aid to build multi-purpose centers in 2011/12 based on the needs identified from the National Facilities Audit.

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5. RECREATION

Output: National Recreation Advisory Committee

Activities:


- Identify and recommend experts for appointment.
- Forward recommendations to Minister.
- Confirm appointments in writing.

•Output: Database of key stakeholders developed

•Activities

- Engagement with key stakeholders on active recreation issues.
- Compile contact list of relevant role-players.
- MOUs signed with identified stakeholders.

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5. RECREATION

Output: Strategic Framework approved

Activities:


- Research models for recreation service delivery and review relevant policy frameworks.
- Draft an Active Recreation Strategy.

Output: Integrated national programme of recreation events

•Activities

- Agree on one national activity programme.
- Promote programme nationally and provide programme details.

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6. FUNDING

Resolves to:

- Establish a National Sport Funding Forum, incorporating the Sports Trust, to coordinate the allocation of financial resources;
- Disburse and distribute financial resources, including lottery funding, in a more equitable way;
- Engage the lottery distribution agency to report on regular intervals to MinMEC and SRSA Top Management on progress and challenges in funding and distribution mechanisms and processes;

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6. FUNDING

Resolves to:

- Continue to fund SASCOC for the delivery of High Performance Sport;
- Develop mechanisms to fund a recognized national body of civil society structure for sport and recreation tasked with developing and delivering grassroots sport and recreation programmes;
- Secure international donor funding to resource worthy sport and recreation programmes, including the funding of provincial and local/district sport and recreation federations and clubs.

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6. FUNDING

Outputs:

- National Sport Funding Forum
- Donor Funding
- Funding lobby
- Equitable share of funds
- Lotto fund coordination

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ROAD MAP

Infrastructure

All of the above mentioned strategic outcome orientated goals will not be possible to implement if the main delivery agencies are not restructured to ensure that the required human and financial resources are in place. SRSA developed a proposed organizational functional structure in 2010 but this needs to be revised to ensure that the updated strategic delivery framework of the department can be realised.

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THANK YOU

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