



# **STRATEGIC PLAN 2009 - 2013**

*An Active and Winning Nation*



**sport & recreation**

Department:  
Sport and Recreation South Africa  
**REPUBLIC OF SOUTH AFRICA**



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# **STRATEGIC PLAN**

## **2009 - 2013**

*An Active and Winning Nation*

**COMPILED BY CHIEF DIRECTORATE: STRATEGY & EXECUTIVE SUPPORT**

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# Contents

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	<b>Page</b>
Foreword by the Minister of Sport and Recreation	4
Preamble	5
Strategic Environment	7
Introduction	7
United Nations (UN)	7
Government	
State of Nation Address	8
Department of Public Service and Administration	8
Government's Programme of Action	9
Parliament	9
Estimates of Public Expenditure (EPE)	10
Constitutional, Legislative, Functional & Policy Mandates	11
2008 National Sports Indaba	13
Social and economic value of sport and recreation in South Africa - A Case for Sport	13
Strategic Review	16
Vision	18
Mission Statement	18
Values	20
Associates Framework	20
Strategic Objectives	21
Programme purpose, objectives and measures (EPE)	23
Selected Performance Indicators	27
Outputs	28
Outcomes	33
Resources	34
Financial resources (Published Medium Term Expenditure Estimates)	34
Human resources (Organizational Structure)	35
Proposed Information Technology Acquisition / Expansion	36
Statutory Reporting: Service Delivery Improvement Plan	37
Source documents	40
 <b>ANNEXURES</b>	
A: Millennium Development Goals with reference to SRSA contribution	41
B: Government priorities related to sport and recreation emanating from the State of the Nation address	43 44
C: Acronyms & abbreviations	

## Foreword by the Minister of Sport and Recreation



Every five years the electorate gives a fresh mandate as to who should govern the country and how. For this reason, all Departments of the State have to review their plans in line with the reconfigured priorities of government as guided by the needs of our people.

Sport has played a pivotal part in the past in creating a society of masters and of servants, of maids and of madam's. Different laws were promulgated since 1950 to institutionalise the philosophy of separation and deprivation on the basis of race. Since 1994, our government set out to correct these disparities in our society. Our priorities were based on the values and principles enshrined in our Constitution (Act 108 of 1996). These are values of equality, restoring the dignity of all and protecting the rights of our people.

Sport is a basic human right. Our strategies have to make sure that all citizens have equal opportunities, facilities and amenities. Physical and technical skills as well as scientific support have to be provided to all our young people whether they live in urban or rural areas; whether they are black or white, male or female, able bodied and disabled. Infrastructure continues to be in surplus in the city while it is non-existent in the village or in the townships. This is a challenge we must deal with.

Our successes in mobilising for participation and in organising community clubs have been fruitful. The revival of schools sport is at its infancy. Our endeavours in sport for peace and social cohesion are exciting communities. These are the challenges that must inform our strategic plans. Of course the tactics of implementation will change from time to time as material conditions also change. But even when tactical changes are forced on us, we should NOT compromise on the principle that informs our plans. Failure is NOT an option.

A handwritten signature in black ink, appearing to read 'Makhenkesi Stofile', written over a horizontal line.

**Rev. Dr. Makhenkesi Stofile**  
**Minister: Sport and Recreation South Africa**

# Preamble

***"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)

The right to play and to participate in sport has been embodied in United Nations (UN) instruments such as the *Convention on the Rights of the Child* and the *Convention on the Elimination of all forms of Discrimination against Women*. It is recognised as a right, which all Governments should make available to their people. Sport and recreation is a global phenomenon and an integral component of society. It teaches values and discipline and has the capacity to touch the lives of all people. Sport and recreation possesses an unsurpassed ability to reach broad sectors of populations, including marginalized groups which are difficult to reach by other means.

Worldwide sport strategies are focused on increasing levels of sport and recreation participation as well as achieving success in high profile sports. This is reflected in the vision describing the South African sport system's to be **"an Active and Winning Nation"**.

Sport and physical activity are rapidly gaining recognition as simple, low-cost, and effective means of achieving development goals. In its report, *Sport for Development and Peace: Towards Achieving the Millennium Development Goals*, the United Nations (UN) Inter-Agency Task Force specifically concluded that **"the fundamental elements of sport make it a viable and practical tool to support the achievement of the MDGs"**.

South Africa was a signatory to the Millennium Development Goals drawn from the actions and targets contained in the Millennium Declaration that was adopted by 189 nations and signed by 147 heads of state and Governments during the UN Millennium Summit in September 2000. Still pertinent almost a decade later, President Jacob Zuma in the State of the Nation Address (3 June 2009) referred to the United Nations Millennium Development Goals as reflecting the ideals shared by virtually all of humanity.

The UN General Assembly has also adopted a series of resolutions on Sport for Development and Peace. Sport, at the elite or community level, is increasingly being used in a wide variety of ways to promote social inclusion, prevent conflict, and to enhance peace within and among nations. Although sport alone cannot prevent conflict or build peace, it can contribute to broader, more comprehensive efforts in a number of important ways. Sports equipment provides a positive and accessible alternative for the guns of internal conflict. As a strategic initiative SRSA will carefully look at ways and means to use sport and recreation as a tool in promoting development and peace.

The Constitution of the Republic of South Africa, Act 108 of 1996, affirms the democratic values of human dignity, equality and freedom. In line with these Constitutional imperatives, Sport and Recreation South Africa (SRSA) has been assigned the powers and functions to develop and implement national policies and programmes regarding sport and recreation in the country.

SRSA acknowledges that sport is a provincial and local competence in accordance with Schedule 5 of the Constitution of the Republic of South Africa, Act 108 of 1996, but that the Intergovernmental Act requires that the three spheres of Government must plan and deliver services in an integrated manner. This Strategic Plan paves the way for SRSA to fulfil its role as the supreme body responsible for sport and recreation in South Africa.

The Minister of Sport and Recreation has the legislative powers, as reflected in the National Sport and Recreation Amendment Act, 2007 (Act No 18 of 2007), to oversee the development and management of sport and recreation in South Africa. The Public Finance Management Act guides all financial activities of SRSA.

Two public entities assist SRSA with the delivery of specific interventions in sport and recreation in accordance with the relevant legislation through which they were constituted, namely:

- The South African Institute for Drug-Free Sport, established through the South African Institute for Drug-Free Sport Act, 1997 (Act No 14 of 1997); and
- Boxing South Africa (BSA) established through the South African Boxing Act, 2001 (Act No 11 of 2001).

In the 2009-2013 Strategic Plan the Department will focus on its main mandate namely to create an enabling environment to ensure that as many South Africans as possible have access to sport and recreation activities, especially those from disadvantaged communities. Furthermore, the Department will endeavour to increase international sport successes by strengthening performances at all levels of participation. Another critical area of emphasis during the period of this Strategic Plan will be the line function responsibilities of SRSA for the 2010 FIFA World Cup™.

The Department will continue to strengthen its international sporting relations with a view of securing more resources for South African sport. The Ministry and the Department have built valuable relationships with countries on our continent as well as outside Africa. Our leadership among world sports bodies has strengthened over the last five years. We will protect this reputation and strengthen it even more. SRSA will continue to support the activities of the Supreme Council for Sport in Africa and its substructure for Southern African countries, Zone VI. The Department will also provide support to National Federations from a Government perspective in the hosting of major events in the country.

In its strategic direction the Department endeavours to fulfil its responsibility in such a way that it contributes towards transforming South Africa into a country that truly reflects the diversity of its people. SRSA believes that it can make an important contribution in realising the vision as expressed by President Zuma in his State of the Nation address on 3 June 2009, namely to create *"an inclusive society, a South Africa that belongs to all, a nation united in its diversity, a people working together for the greater good of all."* To succeed in this, the Department has the responsibility to use sport and recreation to transform and develop all parts of the country and people equally, in line with the Constitution of the Republic of South Africa, Act 108 of 1996.

In compiling the Department's Strategic Plan for the period 2009-2013, SRSA has taken cognisance of and complied with the requirements in paragraphs 5.1 and 5.2 of the Treasury Regulations and the prescripts documented in Chapter 1, Part IIIB of the Public Service Regulations, 2001.

# Strategic Environment

## Introduction

The 2009 - 2013 Strategic Plan from SRSA does not differ vastly from the 2008 - 2012 Strategic Plan. In updating this Strategic Plan there are some shifts of emphasis as determined by the external and internal environment impacting on the work of the Department. Influences emanating from the following fora impacted on our external environment: the priorities of Government as reflected in the 2009 State of the Nation address and in Cabinet, strategic issues as identified by the relevant Committees of Parliament during 2008, guidance from National Treasury regarding the strategic direction of SRSA in formulating the 2009/10 Estimates of Public Expenditure and the strategic issues identified by major role-players at a national Sports Indaba in Durban from 9 - 10 October 2008.

Internally the Department has continuously identified strategic issues at various management meetings. At a SRSA strategic workshop from 18 to 19 November 2008 a barometer was completed looking critically at the success of achieving the strategic objectives of the Department. Through this process certain shortcomings were identified and they will be addressed.

Since the 2004/05 financial year the Strategic Plan of SRSA focussed very much on its main mandate, namely to broaden the participation base of sport and recreation in South Africa. Commendable successes have been achieved in this regard supported by statistics indicating that there is a substantial increase in sport and recreation participants - especially amongst the youth. From a strategic standpoint it is important for the Department to simultaneously move beyond the mobilization phase with more emphasis on developing and nurturing new talent within a holistic development continuum. SRSA needs to look at building a bridge between the mass participation and high performance programmes that will eventually also reflect a transformed society. This of course, must be built on a sound and solid sport system at a school level.

## United Nations (UN)

The UN recognises participation in sport and recreation as a fundamental human right, which all Governments should make available to their people. As far back as 1948 the UN Universal Declaration of Human Rights asserted that all persons have the right to "rest and leisure and a standard of living adequate to their health and well-being" (UN, *Universal Declaration of Human Rights*, 10 December 1948). Various international covenants and treaties have affirmed and expanded on these rights, e.g.:

- Right for children to engage in play and recreational activities (UN, *Convention on the Rights of a Child*, 20 November 1989).
- Women's right to participate in recreational activities and sport (UN, *Convention on the Elimination of all Forms of Discrimination Against Women*, 18 December 1979).
- Right of persons with disabilities to participate in sport on an equal basis with others (UN, *Convention on the Rights of Persons with Disabilities*, 18 March 2008).

In addition, UNESCO stated that "access to physical education and sport should be assured and guaranteed for all human beings". (UNESCO, *International Charter of Physical Education and Sport*, adopted by the General Conference on 21 November 1978).



Building on the international human rights framework and the unique attributes of sport and recreation, sports programmes represent a significant source of potential for enhancing development and peace efforts worldwide, particularly those related to the UN Millennium Development Goals (MDGs). The MDGs were developed by the international community at the UN Millennium Summit in September 2000 in an effort to focus world attention and resources on the eradication of global poverty. The MDGs comprise eight benchmarks with 2015 being the target date for achieving these. (The complete list of MDGs and the specific areas where sport and recreation could make a contribution is attached at Annexure A.)

### **Government: State of the Nation Address**

The activities of SRSA are aimed at supporting the overall priorities of the South African Government, especially those identified by the President in his State of the Nation address on 3 June 2009 (See Annexure B). The specific areas, in the State of the Nation address, where SRSA could play a meaningful role include, among others, the Department's contribution to: gender equality; youth development; people with disability; rural development initiatives; the war on poverty, school sport and to present to the world the best 2010 FIFA World Cup™ ever. SRSA is one of the corner stones for social cohesion and nation building.

### **Government: Department of Public Service and Administration (DPSA)**

The Minister for Public Service and Administration issued the following guidelines in 2008 for inclusion in the Strategic Plans of National Departments with a view to promoting women's empowerment and gender equality within the Public Service workplace:

- Transformation for non-sexism  
Promoting and protecting human dignity and human rights of women, including the rights of women with disabilities.
- Establishing a policy environment  
The full implementation of national policies and implementation guidelines on women's empowerment and gender equality through the development of departmental and sector-specific guidelines and standard operating procedures.
- Meeting equity targets  
Ensuring women's full participation in decision-making through the employment of 50% women at all levels of the SMS.
- Creating an enabling environment  
Putting in place departmental and sector Gender Management Systems, adequate Institutional Mechanisms and dedicated Gender Units.
- Gender mainstreaming  
Incorporating gender perspectives into all work of the Department.
- Empowerment  
Capacity adequate human, physical and financial resources for advancing gender equality.

- Providing adequate resources  
Availing adequate human, physical and financial resources for advancing gender equality.
- Accountability, monitoring and evaluation  
Ensuring full responsibility, ownership for and reporting on advancing gender equality within the Public Service.

## **Government's Programme of Action**

Following the national elections on 22 April 2009, a new macro structure of national Government was implemented under the leadership of President Jacob Zuma. The cluster system was also revised and according to the new structure SRSA was identified as a core department in the Human Development Cluster wherein it will participate primarily. SRSA is, however, of the view that it also has important contributions to make in some of the other clusters such as the Social Protection and Community Development Cluster.

## **Parliament**

During sessions at the Portfolio Committee on Sport and Recreation and the Select Committee on Education and Recreation of the National Council of Provinces, Members of Parliament have identified the following issues to be addressed in updating the strategic Plan of the Department:

- School sport and physical education must remain central to achieve sport and recreation development goals.
- Talent identification and sustainable development programmes must be in place to explore the wealth of sporting talent in the country.
- Support for amateur sport with specific focus on the group of sports people between the Mass Participation Programme (MPP) of SRSA and the High Performance Programme of SASCOG.
- For the development of sport in the country it is important that SRSA should build on the MPP to ensure that more athletes reach provincial and national levels of participation. It is important that there is proper cooperation and alignment between the MPP of SRSA and talent identification programmes with the activities of the national federations and the Club Development Programme of SRSA.
- The funding policy of SRSA needs to ensure that the development of sport is maximised with the resources available.
- Transformation of South African sport must remain a priority of all relevant role-players.
- The empowerment of human resources through skills development should remain a priority and in this regard there must be a clear demarcation of roles and responsibilities between SRSA and THETA.
- SRSA and other role-players should develop South African sport in such a way that it contributes to and enhances nation building.
- Initiatives should be taken to ensure that sport and recreation can make meaningful contributions in assisting with the eradication of poverty in the country.
- It is of critical importance that SRSA fulfil all its 2010 FIFA World Cup™ responsibilities in a commendable manner.
- The need for the Confederation to have formalised provincial sport structures similar to that of the former National Sports Council must be investigated.

- The operations of SRSA should be based on sound and clearly defined values in support of building an improved public service.
- A good working relation between the Ministry, SRSA and the sports committees of Parliament is essential for the development of sport in the country.

### **Estimates of Public Expenditure (EPE)**

In a strategic overview of the department for the period 2005/06 to 2011/12 (as reflected in the 2009 EPE) the key strategic objective of SRSA is defined as increasing the local and international participation of South Africans in sport and recreation by improving access to sport and recreation and strengthening performance at all levels of participation.

The following key strategic initiatives have been identified in the 2009 EPE as fundamental in contributing to the Department's main area of responsibility, namely sports development, especially in the historically disadvantaged and rural areas:

#### Broadening participation in sport

Over the medium term, the Department will focus on initiatives to create an enabling environment to ensure that as many South Africans as possible have access to sport and recreation activities and facilities, especially those from disadvantaged communities. Linked to the mass participation initiatives, SRSA will continue to develop sport and recreation clubs in disadvantaged communities. We must also rebuild the enthusiasm and ability of our people to organise sport at the grass roots level.

SRSA views sports federations as the primary delivery agents of sport and recreation. The Department will thus subsidise priority national federations to meet their national and international obligations, and accelerate transformation in this way.

In collaboration with the Department of Basic Education, SRSA will continue to build on the agreement to share the responsibility for rigorously promoting and delivering school sport as an important foundation for sports development.

One of the key stumbling blocks that hamper the delivery of sport and recreation remains the backlog in sport and recreation facilities. The Department will address this issue according to a National Facilities Plan and will explore all possible means to unlock financial resources for the building of facilities.

#### Promoting participation in international events

In line with the Government's commitment to forge and strengthen solidarity and cohesion among African nations and increase the levels and quality of participation at the international level, SRSA supports various initiatives, such as approved bids by South African cities and federations to host international events. The Department will continue to strengthen its international sporting relations with a view to securing more resources for South African sport by entering into mutually beneficial agreements and providing for exchanges of expertise with international parties. The Department also supports the activities of the Supreme Council for Sport in Africa (SCSA) and Zone VI.

In conjunction with SASCOC, the Department will assist in preparing athletes to qualify for and participate in major international events through national scientific support systems and programmes. These systems aim to assist in providing a professional coaching service for athletes. SRSA will assist professional institutions and persons to improve scientific research, sport science and medical support. We will assist with human resource development and financial aid to deserving sports federations.

The on-going battle to eradicate the use of illegal substances by athletes remains a challenge for the Department and relevant role-players. In this regard, South Africa will continue to be an active member of the World Anti-Doping Agency (WADA) subscribing to its vision of *a world that values and fosters doping free sport*.

### 2010 FIFA World Cup™

The strategic focus of the Department's 2010 FIFA World Cup™ activities is to ensure that South Africa is in a position to successfully host a memorable and world class event. The Department fulfils this mandate by: monitoring the construction of stadia to ensure that they comply with FIFA standards and meet their deadlines; facilitating the training of volunteers; and mobilising South African support through establishing clubs in the South African Football Association regions.

A key area of responsibility of SRSA is to oversee the delivery of the 17 guarantees signed by Government departments with FIFA. The Department also provides institutional support to the 2010 Local Organising Committee and the host cities of the 2009 FIFA Confederations Cup and the 2010 FIFA World Cup™.

## **Constitutional, Legislative, Functional & Policy Mandates**

### Sport as a human right

The UN Resolution 58/5 requires from Governments to promote the role of sport and physical education for all when furthering their development programmes and policies, to advance health awareness, the spirit of achievement and cultural bridging and to entrench collective values. This Resolution requires from UN member states to include the promotion of sport and physical education in Governmental policies, to recognize the contribution of sport and physical education towards economic and social development and to encourage the building and restoration of sports infrastructures.

South African legislation is already a step ahead. The Constitution of the Republic of South Africa, Act 108 of 1996, hereafter refer to as the Constitution, already guarantees the right to social security in Schedule 27. The National Sport and Recreation Act, 1998 (Act no 110 of 1998 as amended), hereafter refer to as NSRA, ensures that South Africa contributes to sport and physical education towards social development by legislating on sports participation as well as on sports infrastructure. SRSA in ensuring this has Directorates that deal with facilities, mass participation, school sport as well as scientific support, as required by the NSRA.

### Inter-Governmental relationship

Chapter 3 of the Constitution declares that South Africa has three Governmental spheres which are distinctive, interdependent and interrelated. We have National, Provincial as well as Local Government. They are to conduct their activities within the parameters of the said chapter.

Each of these spheres has their own legislative powers. In the case of Local Government the law that is passed is called a municipal by-law. It should be noted that National Government passes legislation that sets the norms and standards for the entire nation and when doing so they must respect the boundaries of the other Governmental spheres. These spheres must cooperate "in good faith" for the good of South Africa.

### Provincial sports competence

Schedule 5 of the Constitution grants the Provincial Legislature exclusive jurisdiction with regards to provincial sport. This implies that the Provincial Legislature can pass any legislation that affects its province in relation to sport.

However, National Legislature can pass national legislation on sport that sets norms and standards to address matters affecting sport nation wide. Each province when passing provincial legislation on sport will have to adhere to the national legislation. Any provincial legislation that may be found to be in conflict with the national legislation will be held to be null and void in as far as it is in conflict with such national legislation. This implies that any provincial legislation on sport must be in line with the NSRA.

### Core business function of the Department

In terms of the NSRA, the Department is fundamentally a facilitator and regulator. The main responsibility of SRSA is to develop national policies and guidelines for sport and recreation in the country. The Department will ensure that effective partnerships are in place with other implementers of sport and recreation such as Provinces and Municipalities as well as the Confederation and Sports Federations.

Furthermore, the Department will support those responsible for delivery with available resources. The Department will also oversee the implementation of projects and evaluate results to ensure that it delivers value for public funding as well as to feed back into policy development.

The NSRA provides for the Department to enter into service level agreements with National Federations to be able to oversee and monitor the implementation of policies by the National Federations in the country.

### Bills to be passed in 2009:

- Safety at Sport and Recreational Events Bill
- SA Combat Sports Bill

### Regulations for 2009/10:

- Hosting and bidding regulations
- Fitness regulations
- National colours regulations
- Safety regulations
- Foreign sports persons regulations
- Service level agreement regulations.

### **2008 National Sports Indaba**

In determining the strategic direction of SRSA for the period 2009 - 2013 cognizance was also taken of the critical focus areas identified at the national Sports Indaba in Durban from 9 - 10 October 2008 namely:

- Politics and sport. (Government is the custodian of public interest; it must therefore look after sport as a public interest.)
- Sport for persons with disabilities. (Nursing of new talent must be revitalised and support at an elite level should be included in the mainstream of the high performance programme. Need experts to deal with all aspects related to this specialised area to ensure that athletes with a disability can reach their full potential.)
- School sport. (School sport and physical education should be restructured and revived by SRSA in conjunction with the Department of Education.)
- Sport science, transformation and excellence. (A new high performance sports model, linked to a national and provincial academy system must be instituted. There must be commitment to transformation and excellence by all stakeholders.)
- Access to resources. (New funding mechanisms and processes must be investigated including the role of the National Lottery.)
- Sponsorship and equity. (Need to look at broadening the base of corporate sponsors and a more equal share to South African sport by means of incentives such as tax rebates and improving the governance of national federations.)
- Macro sport structures. (The structure of SASCOC and role demarcation between SASCOC and SRSA needs to be reviewed.)
- National symbols. (A single standardised emblem must be used by all national federations.)
- Monitoring and evaluation. (All relevant role-players must work towards the development and implementation of a performance assessment model.)
- Women in sport. (To fast track gender balances in South African sport there should be a dedicated structure driving such initiatives.)

### **Social and economic value of sport and recreation in South Africa - a case for sport**

Sport will continue to be called upon to demonstrate tangible benefits to individuals, communities and the nation as a whole, if it is to compete with many other worthy causes for a share of limited public resources. All over the world political leaders compete for available funding by motivating their portfolio's contribution towards meeting their Governments' priorities. Sport and recreation is no different and it is more pertinent than ever before that the significant benefits that sport and recreation can contribute towards creating a better life for all are recognised and capitalised upon.

Sport has got both proven social and economic value to society differing only in magnitude from country to country. The actual impact thereof is a function of the quality of the overall sport systems in place - from Government (at all levels) as well as the private sector. There is no sport system in the world that does not have measurable social and/or economic value - the challenge is the maximisation of this value.

### Social Value

There is ample evidence to demonstrate that sport does make a difference to people's lives as well as the larger communities in which they live. Sport can demonstrate substantial tangible benefits to individuals, communities and the nation as a whole.

**Every rand invested in sport indicates that there are multiple returns** in terms of improved health, less demand on health services by those of middle and older age, psychological well-being, productivity improvement, economic regeneration and improved employment opportunities and most importantly to national, regional and local GDP. Considering the potential savings to the economy from the health gains associated with increased levels of physical activity, it makes good business sense to promote physical activity for employees in the workplace.

There is also substantial evidence to show that **sport has the ability 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. Well-designed sport and physical activity programmes 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 programmes can help empower and promote the inclusion of marginalised groups, especially women, the youth, rural and people with disabilities. Sport's unparalleled popularity and reach also make it a highly effective communication and social mobilisation tool.

Early experience of sport, particularly in schools, is crucial in winning hearts and minds. Promoting sport and physical education in school is important 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. Additionally, sport can have wider benefits for the education sector. Research in the UK since 2002 showed that Specialist Sports Schools and schools with physical education and a sport focus have shown improved grades and reported reductions in truancy. Children who partake in sport are also generally healthier and have more resistance to disease.

Countries that are benefiting from the impact of sport on society are no longer concerned about whether sport and recreation has got value or not to society as there is more than sufficient evidence available to substantiate a Case for Sport. These countries have progressed beyond the point of "making cases for sport" and are actively pursuing putting aligned, coordinated and integrated sport systems in place that are functional and performance oriented. In addition they are looking at sport and recreation as an area within which strategic investments are more than justified in terms of the measurable returns these investments produce.

## Economic Value of Sport

In many ways sport has become a big business. In South Africa sport contributed approximately R4,1 billion in 2007 to the economy. This accounted for approximately 2% of the country's GDP which was estimated at R1 987 billion for 2007. This compares with a 1,9% contribution to GDP in 1997. Furthermore sport has contributed to the creation of jobs for 40 700 full-time workers, a further estimated 6 900 part-time workers and about 9 500 volunteers for a total employment of about 57 000 workers in South Africa in 2007.

Despite some of the most impressive international sponsorship growth figures reported in years, South Africa's double digit growth continues to dwarf the accomplishments of most other sporting nations. In fact, since South Africa's re-entry into international sport, it has consistently outperformed all markets worldwide in terms of percentage growth, albeit off a much lower base.

By 2006 the tourism industry in South Africa was regarded as the second fastest growing sector in the South African economy. (DEAT, 2006) Foreign tourism arrivals to South Africa have grown exponentially since the country became a democracy in 1994. Foreign arrivals in South Africa have increased by more than 100% from 640 000 in 1994 to 7,4 million in 2005 and 8,4 million in 2006. (SA Tourism 2006, 2007) Sports tourism in South Africa is estimated to contribute more than R6 billion to the South African tourism industry. More than 10% of foreign visitors come to South Africa to watch or participate in sports events, with spectators accounting for 60 to 80% of these arrivals. (SA Tourism, *Growth Opportunities for Sports Tourism in SA*, May 2006)

The economic impact associated with staging a major sporting event can be significant, especially if the event forms part of a diverse programme of local economic regeneration. The hosting of major sporting events brings economic activity and employment opportunities into a host country. The significance of the economic and social success of smaller scale sports events should not be overlooked as every year all over the world supporters travel significant distances to watch their favourite sports on a regular basis. Increasingly sports events have also become part of a broader strategy aimed at raising the profile of a city or country and therefore success cannot be judged on simply a profit and loss basis.

South Africa has demonstrated a capability of staging major events ably supported by willing and welcoming assistance of many volunteers and also support from Government. Even though South Africa has successfully hosted numerous major sports events, it is imperative to have a pro-active strategy aimed at hosting more major international sports events post 2010. The investment made by the South African government for the 2010 FIFA World Cup™ needs to be sustained.

Major social and economic benefits are derived from being successful as a sporting nation. Worldwide sport strategies are focused on increasing levels of sport and recreation participation as well as achieving success in high profile sports. This is also reflected in the vision describing Sport and Recreation South Africa's desired position of striving to create "*an active and winning nation*".



## Strategic Review

In November 2008 SRSA Management undertook a strategic review focussing on its successes and failures in its identified key strategic focus areas. The review yielded the following:

In an effort to **broaden the base of South African sport within an integrated development continuum** the SRSA managers agreed that success was achieved in the following areas:

1. Increasing the number of participants in sport and recreation.
2. Supporting National Federations, individual athletes and teams.
3. Developing sport and recreation clubs.
4. Empowering the human resource base for sports development with a special emphasis on a professional coaching infrastructure.

Progress was not satisfactory in:

1. Assisting to identify and develop talent in an effort to address transformation.
2. Uplifting sport in schools.
3. No scientific evidence that sport and recreation contributed to social cohesion and peace and development.
4. Securing a proper development continuum and academy system.
5. Building basic sport facilities according to an approved National Facilities Plan.

In **maximising South Africa's chance of success in world sport** SRSA made significant contributions towards making the 2010 FIFA World Cup™ the best ever. The following outputs were partially achieved:

1. Improving the success rate of SA in international competitions.
2. Identifying priority sports codes.
3. Coordinating Government responsibilities regarding the 17 guarantees signed with FIFA.
4. Assisting in making the 2010 FIFA World Cup™ an African event.
5. Making a meaningful contribution to the 2010 legacy.
6. Supporting role-models in sport.
7. Establishing a scientific infrastructure to support elite athletes.

SRSA focussed on **raising the profile of sport and recreation and addressing issues of national importance** and was successful in:

1. Building a case for sport and recreation.
2. Contributing towards Government priorities through sport and recreation.
3. Using sport as a medium to address issues of national importance.
4. Supporting good governance to contribute to a case for sport and recreation.
5. Updating and enforcing a code of ethics for South African sport (including WADA activities).
6. Strengthening South Africa's continental and international relations.
7. Contributing to the African agenda of our Government.

In this objective, SRSA was less successful in the following strategic focus areas:

1. Committed collaboration and communication between all role-players to ensure a coordinated effort in elevating sports development.
2. National policies and guidelines for National Federations regarding the identification and hosting of major sports events in SA.
3. Developing a national strategy on the promotion of sports tourism to SA.

SRSA was successful in **streamlining the delivery of sport by means of effective support systems and adequate resources** by:

1. Ensuring that systems were in place to accomplish business excellence. This was identified as a strategic challenge in 2007.
2. Developing a regulatory framework for the Department to fulfil its obligations. This was identified as a strategic challenge in 2007.
3. Endeavouring to unlock the resources required. This was identified as a strategic challenge in 2007.
4. Providing a legislative framework for the delivery of SRSA objectives.
5. Benchmarking world best practice in the delivery of sport and recreation.
6. Ensuring that the Department is correctly represented at forums that could contribute to the achievement of SRSA objectives.

During 2008 the following strategic challenges were identified in the process of achieving the above objectives.

1. The Department's role as an "implementer" versus its "oversight" role.
2. Elevating the status of sport. Although A Case for Sport has been finalised, the results from this still need to permeate the sporting environment.
3. Role clarification (including Government, NGO's, SASCOC, provincial competencies, and regulations).
4. Empowering stakeholders (i.e. Sports House). 2008 saw a decrease in financial support for NFs.
5. Ensuring effective support structures (including HR empowerment, infrastructure, professional administration, funding). The Department's own Human Resource structure was found to be inadequate.
6. Prioritising of NFs to focus on creating winning performances.
7. Cooperating with Provinces to deliver on identified sport and recreation projects. The MIG funds for sports facilities still remain a strategic challenge for Government as the MIG funds do not address the shortcoming of sports facilities.
8. Promoting good governance - three spheres of Government, Federations, BSA and SAIDS.
9. Maximising the returns of the financial allocations of SRSA to sport.
10. Transforming of sport (including team names, emblems, national symbols, policies on sport). National sport symbols were very topical during 2008.

# Vision and Mission

## ***An active and winning nation***

In striving to create an active and winning nation, SRSA not only indicates the core focus of current endeavours, but also expresses firm commitment to keep on doing whatever it takes to have a significant and positive impact on the entire South African nation. The scope is clearly one of nationwide impact with the implication that despite the delivery of sport and recreation at three different spheres of Government, all of the actions and initiatives within SRSA's mandate will be optimally integrated and coordinated for maximum impact. It is sincerely believed that SRSA can achieve this ideal of making a difference in our nation.

## **Mission Statement**

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

The meaning and implications of each of the constituent elements of the statement is given below:

*. . . maximise access . . .*

- Increase the number of participants in sport and recreation with the emphasis on the disadvantaged and marginalized groups, including women, children, the youth, the elderly, persons with a disability and people living in rural areas.
- Providing/facilitating appropriate resources to enable such levels of access and participation.

*. . . development . . .*

- Early identification and nurturing of talent on the entire spectrum of participation from local to national level.
- Developing sport support personnel.
- Ensuring appropriate infrastructure and organisational structures to support development.
- Exploring and utilizing development opportunities available in the local, continental and international arenas.

*. . .excellence . . .*

- Increase the levels of support to South African athletes and sports teams with a view to improving their success rate in high profile events and, in so doing, contributing to nation building and the marketing of our country globally.

*. . . at all levels of participation in sport and recreation . . .*

- From grass roots participation to elite levels of participation.

*...improve social cohesion...*

- Use sport and recreation as a medium to enhance social interaction, better understanding and cooperation between the different cultural groups of South Africa.
- Sport and recreation also has the ability to contribute to social inclusion and to combat anti-social behaviour.

*. . . nation building . . .*

- Use sport and recreation as a medium to contribute to national unity; fostering a South African identity and promoting a common sense of belonging. In cooperation with relevant sector Departments, sport and recreation has the ability to assist in eradicating poverty; youth development; skills development; promoting sports tourism; intensifying the campaign against HIV & Aids and intensifying the struggle against crime as well as contributing to local and international peace and development initiatives.

*. . . quality of life . . .*

- We are convinced of and committed to the fact that mental and physical development through participation in sport and recreation improves the quality of life.
- Participants generally have a higher life quality than non-participants.

*. . . of all South Africans . . .*

- Although no one is excluded here, cognizance must be taken of the imbalances of the past and the greater needs of inclusion in historically disadvantaged groups and communities, particularly in rural areas.

# Values and Associates Framework

## Values (DIITTA)

Dedication	Transparency
Innovation	Teamwork
Integrity	Accountability

## Associates Framework

### **Beneficiaries**

- Nation of South Africa
- National Federations
- Boxing South Africa
- South African Institute for Drug-Free Sport
- SRSA personnel
- Athletes
- International (Governments; NGOs; Public Entities)

### **Partners**

- National Federations
- Boxing South Africa
- South African Institute for Drug-Free Sport
- Provincial & Local Government (incl. 2010 Host Cities)
- Parliament
- Provincial & National Departments
- Sponsors
- International (Governments; NGOs; Public Entities)
- Non-Governmental Organisations
  - Sports Trust
  - Sports Heroes
  - LoveLife
  - SCORE
- SETA's
- SAQA
- Tertiary Institutions
- Provincial Academies

### **Stakeholders**

- Nation of South Africa
- Parliament
- Sponsors
- Media
- International (Governments; NGOs; Public Entities)

# Strategic Objectives

## OBJECTIVE 1

**To contribute to a healthy nation by increasing the number of participants and the development of talent within an integrated development continuum.**

### **Key strategic focus areas of SRSA to achieve objective 1:**

- 1.1 Support an increase in the **number of participants** in sport and recreation, with a particular emphasis on the youth, women, disabled, the aged and rural participants.
- 1.2 Assist to identify and develop **talent** that will address transformation.
- 1.3 Support to **National Federations**, individual athletes and teams.
- 1.4 Facilitate the development of **sport and recreation clubs**.
- 1.5 Assist with the empowerment of the **human resource base** for sports development with special emphases on coaching.
- 1.6 Facilitate the implementation of **sport in schools**.
- 1.7 Contribute to **social cohesion and peace and development**.
- 1.8 Contribute to the functioning of a proper **development continuum and academy system**, streamlining the transition of talented athletes from the mass participation to the high performance programmes.
- 1.9 Assist with the building and management of **basic sports facilities** according to an approved National Facilities Plan.

## OBJECTIVE 2

**To assist South African sportspeople to be winners on and off the field.**

### **Key strategic focus areas of SRSA to achieve objective 2:**

- 2.1 Contribute to improve the **success rate of SA** in international competitions.
- 2.2 Contribute to the existence of a quality **scientific support structure** for elite athletes.
- 2.3 Contribute to the creation of an environment conducive to the **development of "successful athletes"**.
- 2.4 Support role-models in sport. (**Sport legends**).
- 2.5 Assist with the development of a **code of ethics** for South African sport. (Including WADA activities)

## OBJECTIVE 3

**To raise the profile of sport and recreation through addressing issues of national importance.**

### **Key strategic focus areas of SRSA to achieve objective 3:**

- 3.1 Assist in building a **case for sport and recreation**.
- 3.2 Contribute towards **Government priorities** through sport and recreation.
- 3.3 Assist in strengthening South Africa's **continental and international relations**, specifically UN & UNESCO Resolutions.
- 3.4 Support well organised identified **sports events** in SA.
- 3.5 Contribute to the promotion of **sports tourism** to SA.

#### **OBJECTIVE 4**

**To streamline the delivery of sport by means of effective support systems and adequate resources.**

##### **Key strategic focus areas of SRSA to achieve objective 4:**

- 4.1 Ensure that systems are in place to accomplish **business excellence** within the Department.
- 4.2 Develop a **legislative and regulatory framework** for the Department to fulfil its obligations.
- 4.3 Endeavour to **unlock the resources** required to achieve the objectives of SRSA.
- 4.4 Provide for **dispute resolution** mechanisms.

#### **OBJECTIVE 5**

**To contribute in making the 2010 FIFA World Cup™ the best ever.**

##### **Key strategic focus areas of SRSA to achieve objective 5:**

- 5.1 Coordinate Government responsibilities regarding the **17 guarantees signed with FIFA** related to the 2010 FIFA World Cup™.
- 5.2 Assist in using 2010 to **expand the base for football** in South Africa.
- 5.3 Assist with human resource development through the training of **volunteers** for 2010.
- 5.4 Assist in making the 2010 FIFA World Cup™ **an African event**.
- 5.5 Assist in making a meaningful contribution to the **2010 legacy**.

# Programme purpose, objectives and measures (EPE)

## Programme 1: Administration

**Purpose:** Administer, guide and manage Sport and Recreation South Africa.

## Programme 2: Sport Support Services

**Purpose:** Support sport and recreation bodies and public entities, and monitor and report on their performance.

- *Sport and Recreation Service Providers* transfers funds to sport and recreation organisations, and monitors the use of the funds according to the service level agreements signed between the organisation and the department. Funding to organisations is provided in the following categories: international participation ('more medals' funding); transformation; administration; and for hosting events. Organisations are categorised by a number of criteria, such as performance, mass appeal and accessibility. Specific documents, such as annual financial statements and strategic plans, are requested from organisations before funding is considered. Once funding has been allocated, identified projects are monitored as per the service level agreement. Organisations benefiting from the funding are required to submit regular reports outlining their achievements.
- *Club Development* supports the formation and revitalisation of clubs and leagues with support from national federations. Funds are mainly used to procure goods and services which the department provides directly to beneficiaries.
- *Education and Training* coordinates the development of education and training materials, and monitors the development of the required human resource base for managing sport and recreation. Funding is mainly used for compensation of employees and their related expenditure in goods and services.
- *Scientific Support* is a new subprogramme set up to provide impetus to the support for high performance athletes. It was formerly part of the *Sport and Recreation Service Providers* subprogramme. The *Scientific Support* subprogramme coordinates and monitors scientific support to high performance athletes through training camps, medical and scientific interventions, a residential programme and funding for scientific and medical research, in conjunction with SASCOC. Funds are allocated to support those athletes identified by national federations as having potential to excel at international level. The subprogramme also coordinates government's responsibility for anti doping activities and administers the transfer to South African Institute for Drug-Free Sport.

### Objectives and measures:

- Increase the number of South Africans participating in sport and recreation activities by approximately 12 per cent over the next 3 years by supporting sports federations to run club development programmes, with a focus on disadvantaged communities.
- Increase the number of high performance athletes by approximately 10 per cent over the next 4 years through talent identification programmes, with specific emphasis on participants from disadvantaged communities and marginalised constituencies.
- Ensure good corporate governance in sports federations by providing education and training, financial and human resource support to sports federations.



### **Programme 3: Mass Participation**

**Purpose:** Provide support and strategic direction to increase the number of participants in sport and recreation in South Africa.

- *Community Mass Participation* coordinates and builds capacity in mass participation programmes in identified hubs, schools and communities; promotes special projects focused on HIV and AIDS; promotes the participation of women, disabled participants and senior citizens in sport and recreation; and monitors, measures and reports on the impact of the programmes. The subprogrammes include the mass mobilisation and 2010 legacy projects and the management, monitoring and evaluation of the mass participation conditional grant. Funds are transferred quarterly to provinces, based on provincial business plans and projected cash flows.
- *School Sport* coordinates, supports, funds, monitors and reports on mass based school sports activities and national school sports competitions. Funding is provided for national federation events that are jointly identified by SRSA and the department and the department of Education.

#### **Objectives and measures**

- Improve delivery of the mass participation programme in provinces by monitoring and supporting all provincial departments in the delivery of their mass sport and recreation activities.
- Increase the number of participants in sport and recreation by 20 per cent by hosting more festivals, social mobilisation programmes and sport tournaments in 2009/10.
- Contribute to the 2010 World Cup legacy by monitoring and supporting provinces and other stakeholders in delivering 45 mass mobilisation programmes.

### **Programme 4: International Liaison and Events**

**Purpose:** Coordinate inter and intragovernment sport and recreation relations, and support the hosting of identified major events.

- *International Liaison* negotiates and manages government-to-government agreements and their outcomes at both the local and international level. Funding is mainly used for compensation of employees and their related expenditure in goods and services.
- *Major Events* coordinates and manages government's support services for hosting major events. Funding is mainly used for compensation of employees and their related expenditure in goods and services.

#### **Objectives and measures**

- Maximise the probability of success of South African teams and individuals in international events by improving expertise in coaching, officiating, administration and sport science through at least ten bilateral exchanges in 2009/10.
- Encourage peace and social cohesion by promoting sports relations and organising joint activities as a reconciliation pilot project in one post-conflict African country in 2009/10.
- Increase the number of sports tourists to South Africa by supporting four national federations with logistical and financial assistance to host four international events in 2009/10 as part of the sports tourism strategy.

## Programme 5: Facilities Coordination

**Purpose:** Coordinate the provision and management of sustainable sport and recreation infrastructure.

- *Planning and Advocacy* coordinates planning for sport and recreation facilities and advocates for the provision of facilities by local authorities. Funding is thus mainly used for compensation of employees and their related expenditure in goods and services.
- *Technical Support* provides technical assistance to local authorities and other relevant stakeholders in terms of the construction and management of facilities. This subprogramme also provides equipment to establish community gymnasiums at some of these facilities.

### Objectives and measures

- Improve the provision and management of sport and recreation facilities in municipalities in 2009/10 by:
  - advocating and lobbying 100 municipalities through visits, meetings & workshops to allocate more resources for sport and recreation facilities from the municipal infrastructure grant
  - providing technical support to 100 municipalities on the construction and management of facilities
  - providing five mobile gyms to five municipalities to establish community gymnasiums.

## Programme 6: 2010 FIFA World Cup™ Unit

**Purpose:** Coordinate all inter and intra-government relations, and support the hosting of the 2010 Fédération Internationale de Football Association (FIFA) World Cup™ in South Africa.

- *Technical* deals with infrastructure related to the 2010 FIFA World Cup™ and transfers the funds the 2010 FIFA World Cup™ stadiums development grant to municipalities. As part of the national consultative technical team, it liaises with FIFA and the South African local organising committee's technical committees on stadium development requirements in order to:
  - ensure that stadium authorities and host cities comply with conditional grant requirements for developing stadiums
  - give guidance on and monitor the rollout of infrastructure projects, such as transport networks, ICT and other support services, by municipalities and relevant departments
  - ensure effective and transparent tender and procurement processes in the overall 2010 FIFA World Cup™ infrastructure programme
  - coordinate and troubleshoot any problems that may hinder progress in meeting deadlines for delivering infrastructure.
- *Non-Technical* deals with advocacy programmes and institutional support for staging the event. Funds are thus mainly for compensation of employees and associated goods and services expenditure. It needs to:
  - ensure that an effective and enabling legislative environment is created, so that the FIFA and local organising committee requirements are properly met

- collaborate with relevant stakeholders in implementing joint advocacy programmes, like the fan parks concept
- assess and monitor preparation projects by the different units in the Department of Health, the Department of Safety and Security (for disaster management and emergencies), and the Department of Home Affairs (on immigration, visas and work permits)
- prepare consolidated reports for the technical coordinating committee and inter-ministerial committee meetings, and provide secretarial support to these committees
- ensure that all relevant government entities participate in the local organising committee forums and FIFA organised events in and outside South Africa.

### **Objectives and measures**

- Ensure that all approved competition venues are completed by December 2009 by monitoring progress and ensuring that all role players deliver on their assigned responsibilities as indicated in the funding agreement and the construction programme.
- Align 2010 FIFA World Cup™ programmes to broad government strategic objectives and the Accelerated and Shared Growth Initiative for South Africa (ASGISA) by monitoring the social impact of the stadium construction programme, focusing on the number of jobs created and small enterprises involved in the procurement process.

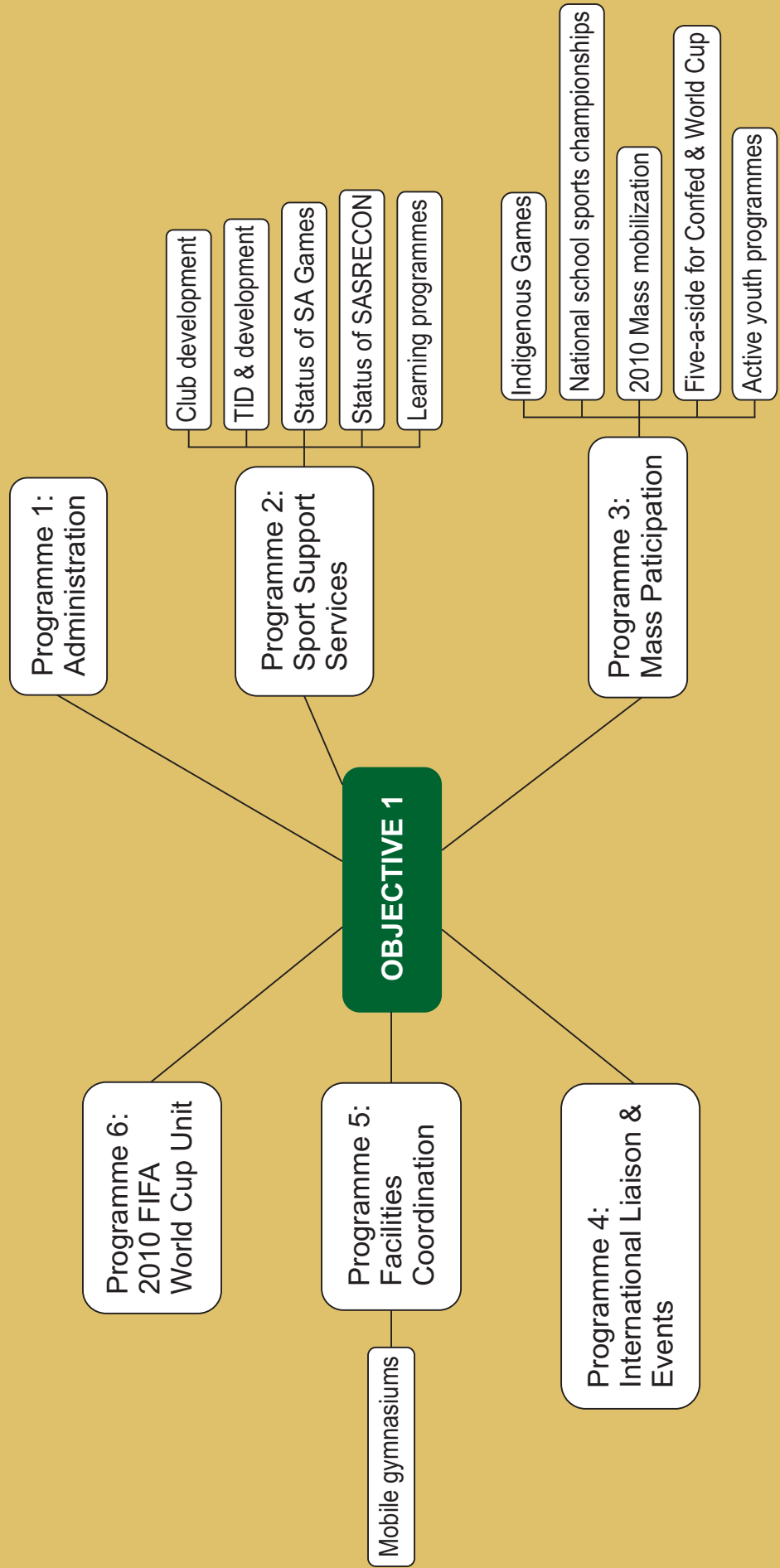
## Selected Performance Indicators

The table presents only a selected set of a department or entity's performance information and is not intended to provide a comprehensive analysis of performance.

Indicator	Programme	Past			Current			Projections	
		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	
Number of national federations supported financially and logistically each year	Sport Support Services	46	55	67	58	58	58	58	
Number of junior athletes supported to excel in international competitions each year	Sport Support Services				248	150	308	200	
Number of elite athletes supported per year	Sport Support Services		460	378	600	1 157	1 240	1 267	
Number of people trained in sport and recreation as coaches, administrators, technical officials and facility managers	Mass Participation	1 152	1 553	5 000	9 050	3 500	15 600	17 800	
Total number of sport clubs supported	Sport Support Services		180	300	482	600	675	1 000	
Total number of participants in sport and recreation mass participation programme	Mass Participation	365 566	597 304	1.7 million	2.8 million	4 million	4.5 million	5 million	
Number of sport and recreation facilities (community gyms) equipped with apparatus per year	Facilities Coordination				5	12	15	20	
Number of 2010 service level agreements managed per year	2010 FIFA World Cup Unit™		10	10	10	30	10		
Number of 2010 FIFA World Cup™ guarantees on target with FIFA deadlines	2010 FIFA World Cup Unit™		17	17	17	17	17		
Number of people trained as sports event volunteers	Sport Support Services			350	19 700	500	600	700	

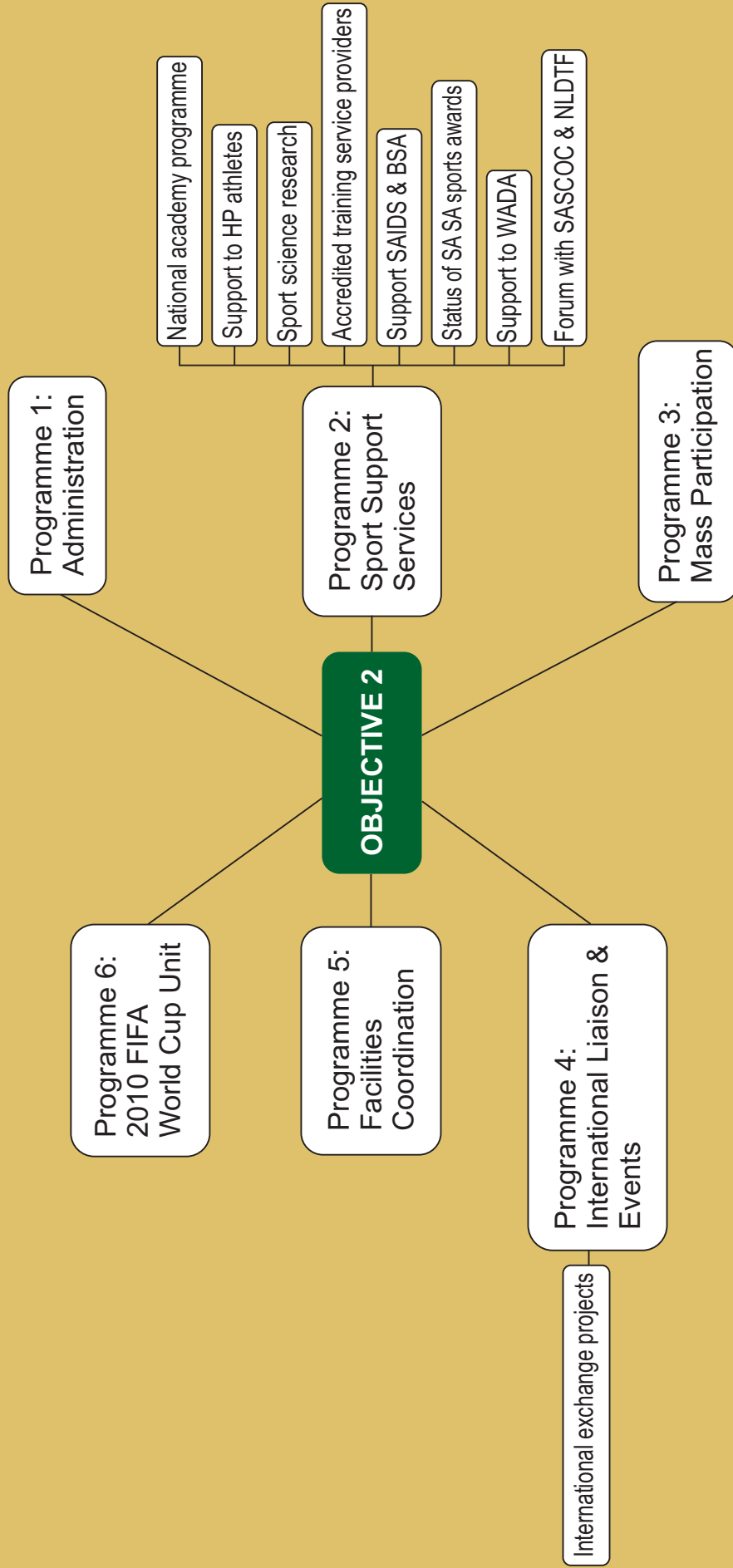
**The main outputs of SRSA contributing to the achievement of the strategic objectives are the following:**

**SRSA OUTPUTS CONTRIBUTING TO THE ACHIEVEMENT OF OBJECTIVE 1:**  
*“To contribute to a healthy nation by increasing the number of participants and the development of talent within an integrated development continuum.”*

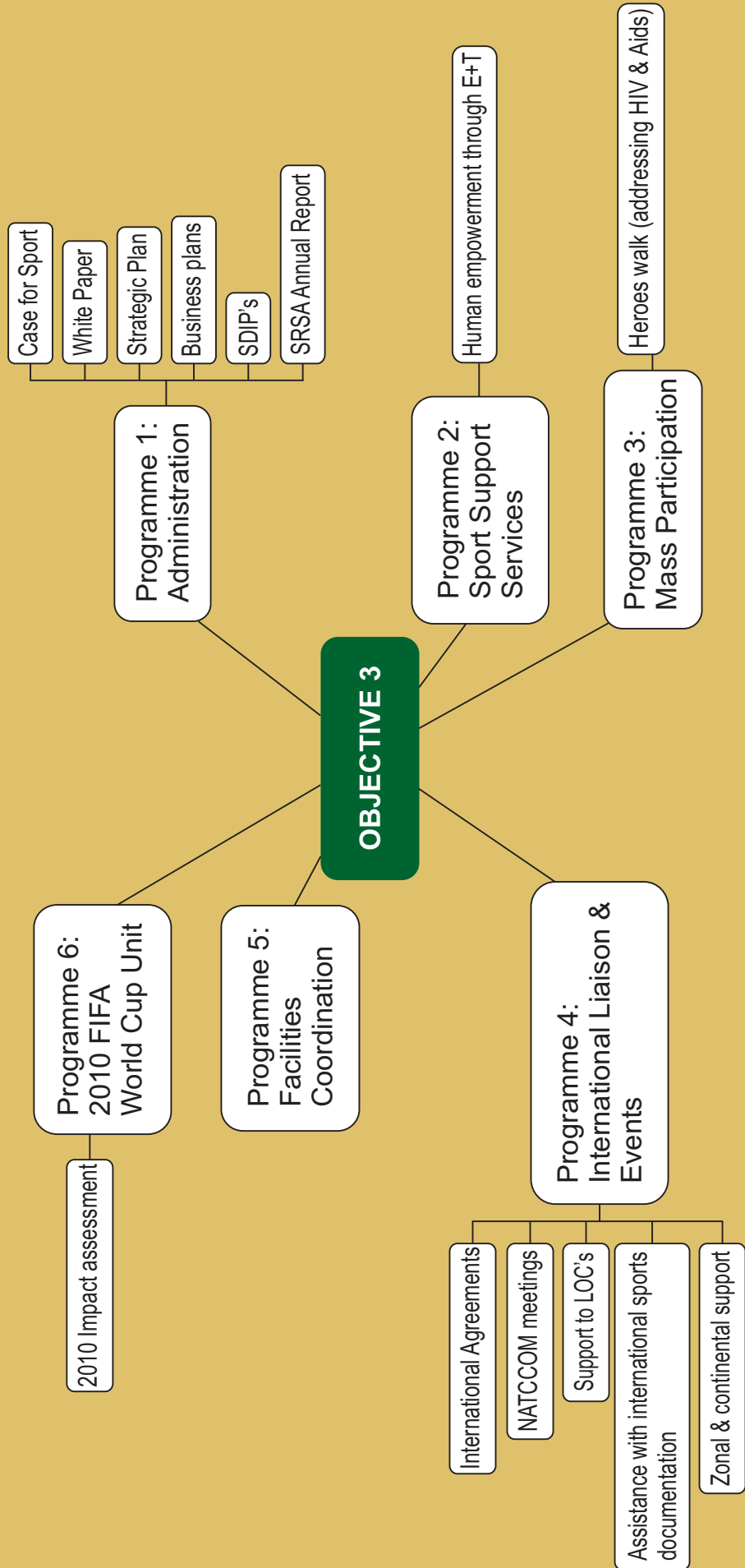


**SRSA OUTPUTS CONTRIBUTING TO THE ACHIEVEMENT OF OBJECTIVE 2:**

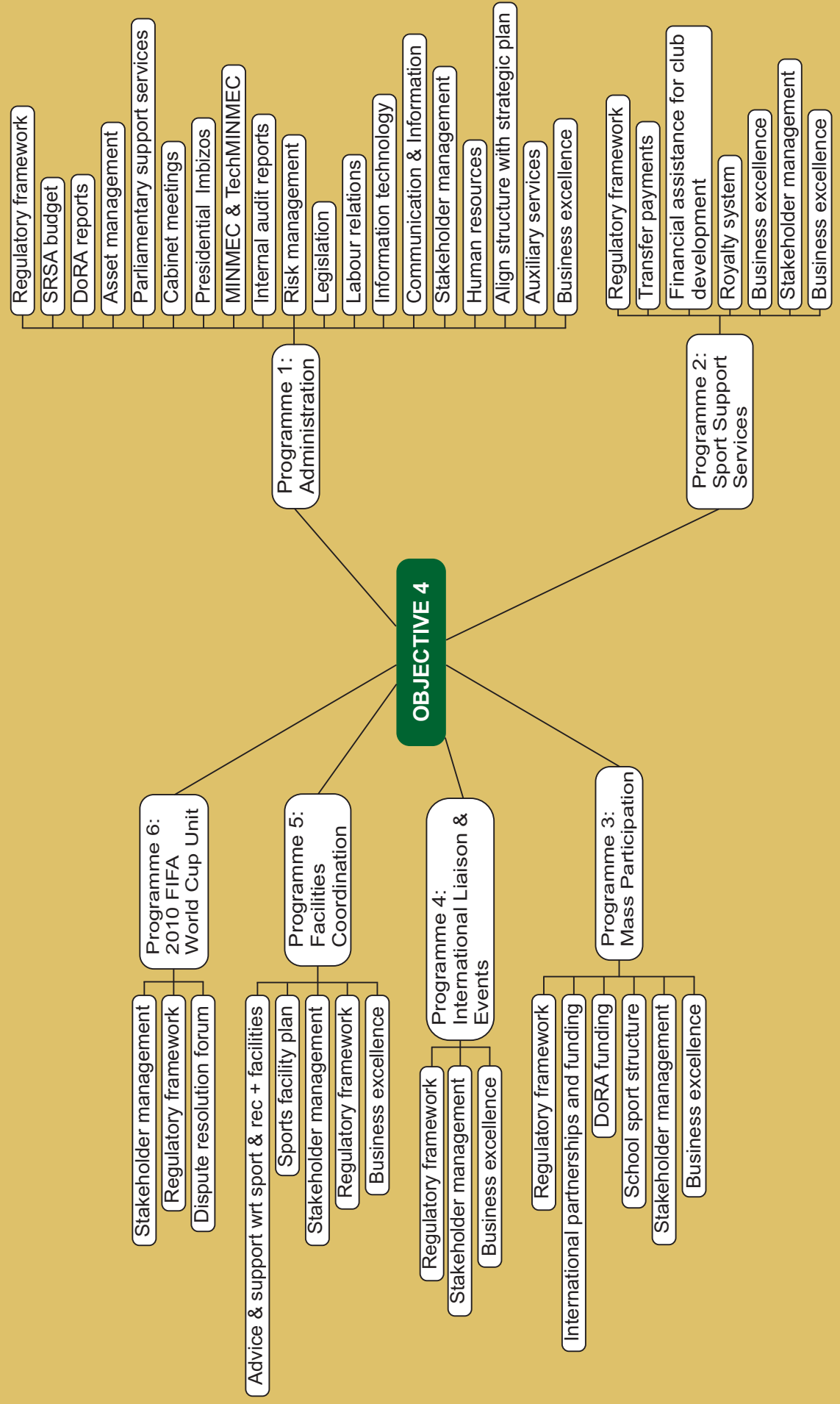
*“To assist South African sports people to be winners on and off the field.”*



**SRSA OUTPUTS CONTRIBUTING TO THE ACHIEVEMENT OF OBJECTIVE 3:**  
*“To raise the profile of sport and recreation through addressing issues of national importance.”*



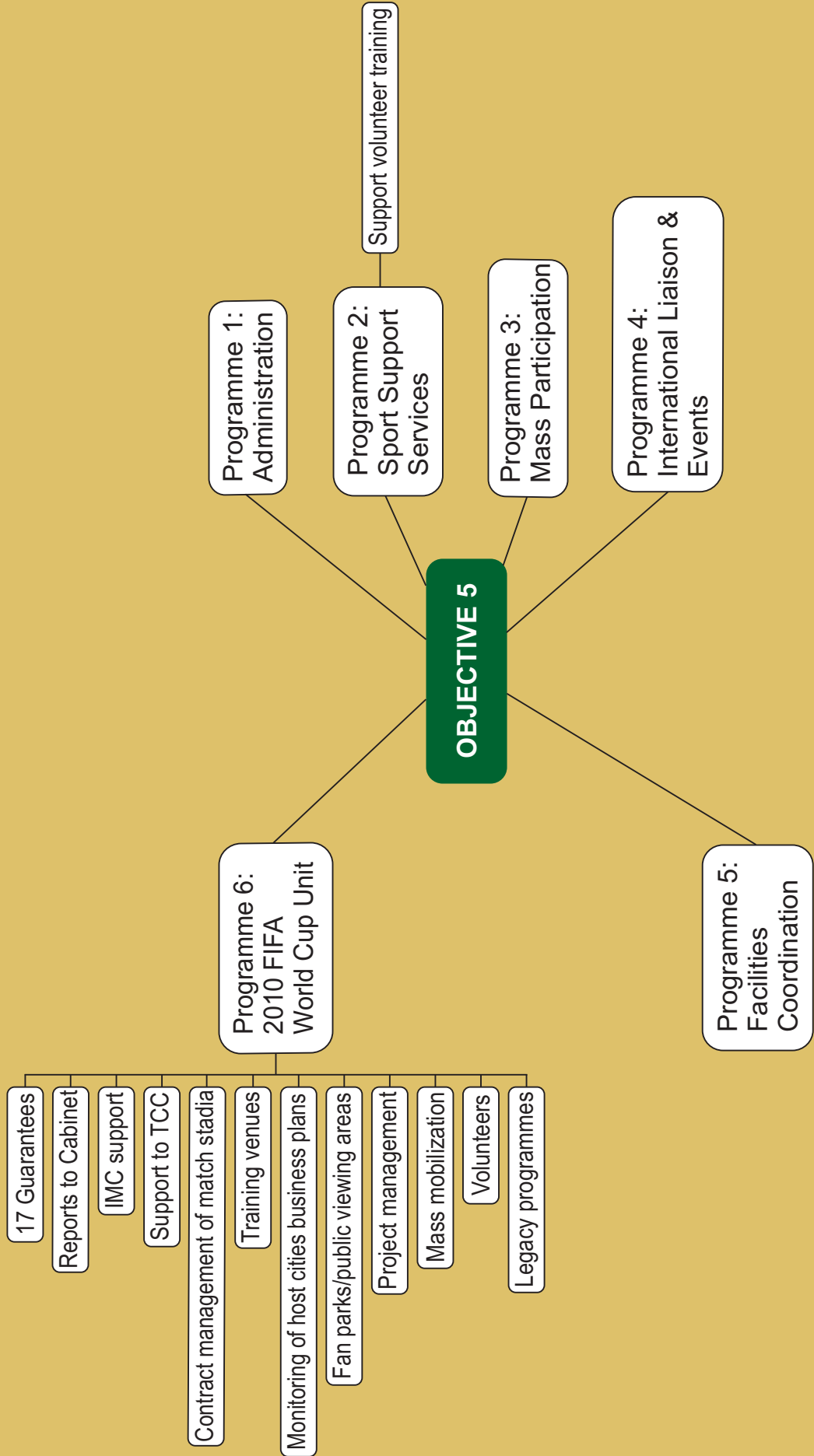
**SRSA OUTPUTS CONTRIBUTING TO THE ACHIEVEMENT OF OBJECTIVE 4:**  
*“To streamline the delivery of sport by means of effective support systems and adequate resources.”*



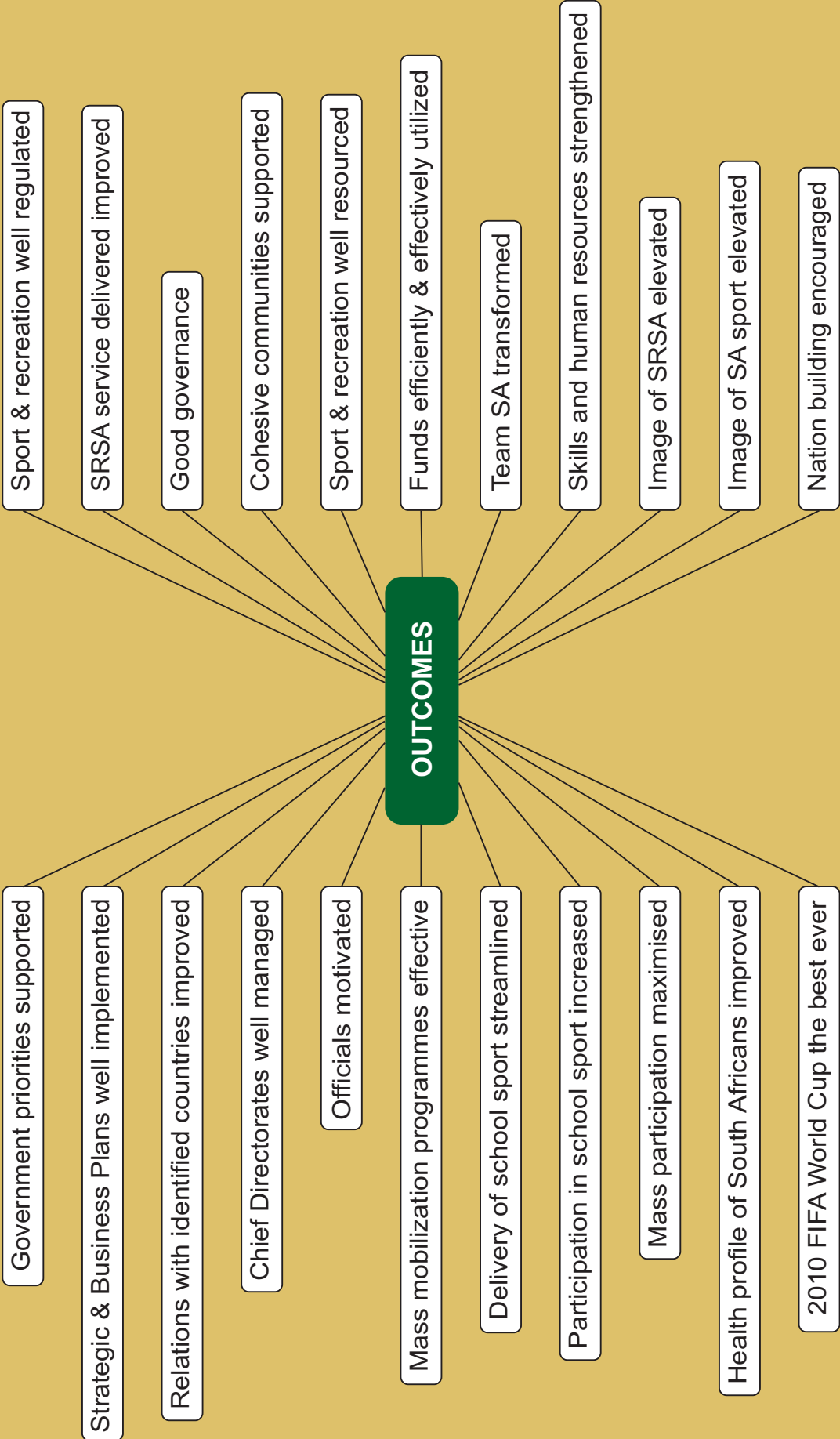


**SRSA OUTPUTS CONTRIBUTING TO THE ACHIEVEMENT OF OBJECTIVE 5:**

*“To contribute in making the 2010 FIFA Cup the best ever.”*



**MAIN ENVISAGED OUTCOMES FROM THE SRSA OUTPUTS  
IN SUPPORT OF THE STRATEGIC OBJECTIVES**



## Financial Resources

### Published Medium Term Expenditure Estimates

Programme	Audited outcome		Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
	2005/06	2006/07			2007/08	2009/10	2010/11
R million							
1. Administration	56.7	44.4	82.5	86.6	87.0	89.6	98.6
2. Sport Support Services	82.9	81.3	85.1	114.8	99.8	103.5	131.4
3. Mass Participation	47.6	150.5	248.7	344.9	449.4	468.7	502.4
4. International Liaison and Events	6.0	4.5	11.9	42.5	18.0	23.7	26.1
5. Facilities Co-ordination	0.2	1.9	3.8	5.8	6.5	6.7	8.1
6. 2010 FIFA World Cup Unit™	243.5	603.9	4 615.9	4 315.1	2 199.3	558.0	4.4
<b>Total</b>	<b>436.8</b>	<b>886.5</b>	<b>5 048.0</b>	<b>4 909.7</b>	<b>2 859.9</b>	<b>1 250.2</b>	<b>771.0</b>
Change to 2008 Budget estimate				1 413.4	281.4	246.2	25.2

# Human Resources

## 2010 FIFA WORLD CUP™ UNIT

## MINISTRY & DEPUTY MINISTRY

## MINISTRY

## DEPUTY MINISTRY

CHIEF OF STAFF (13-14)  
1 ADMINISTRATIVE SECRETARY (9-13)  
1 MEDIA LIAISON OFFICER (9-13)  
1 PARLIAMENTARY OFFICER (9-13)  
1 APPOINTMENT SECRETARY (9-12)  
1 ASSISTANT APPOINTMENT SECRETARY (9-12)  
12) 1 PRIVATE SECRETARY (9-12)  
2 X SECRETARY/TYPYST (3-7)  
1 REGISTRY CLERK (2-7)  
1 AIDE OR DRIVER/MESSENGER (1-5)

1 HEAD: DEP MINISTER (12-13)  
1 APPOINTMENT SECRETARY (9-12)  
1 MEDIA LIAISON OFFICER (9-12)  
1 SECRETARY/TYPYST (3-7)

## DIRECTOR: HEAD OF SECRETARIAT (13)

## DIRECTOR-GENERAL (16)

## CHIEF OPERATIONS OFFICER (15)

PERSONAL ASSISTANT (9)  
ASSISTANT DIRECTOR: ADMINISTRATION (10)  
CHIEF DIRECTOR: NON-TECHNICAL CO-ORDINATION (14)  
3 X SECRETARIES (5)  
DIRECTOR: COMMUNICATION CO-ORDINATION (13)  
DEPUTY DIRECTOR: COMMUNICATION (11)  
DEPUTY DIRECTOR: PROTOCOL SERVICES (11)  
ASSISTANT DIRECTOR: EVENTS MANAGEMENT (10)

CHIEF DIRECTORATE:  
**MASS PARTICIPATION**  
CD: MASS PARTICIPATION (14)  
PERSONAL ASSISTANT (7)  
2X SUPPORT SERVICES OFF (5)

### SCHOOL SPORT

DIR: SCHOOL SPORT (13)  
SECRETARY (5)  
DD: SCHOOL MASS PART (11)  
SEN S&R COORDINATOR (9)  
S&R COORDINATOR (7)  
DD: COMP PROGRAMS (11)  
2X SEN S&R COORDINAT (9)

### COMMUNITY SPORT AND RECREATION

DIR: COMMUNITY SPORT AND RECREATION (13)  
SECRETARY (5)  
DD: COMMUNITY RECREATION (11)  
SENIOR S&R COORDINAT (9)  
S&R COORDINATOR (7)  
DD: SPECIAL PROJECTS (11)  
2X SEN S&R COORDINAT (9)  
S&R COORDINATOR (7)

### CHIEF DIRECTORATE: CLIENT SERVICES, LIAISON, EVENTS AND FACILITIES

CD: CLIENT SERVICES, LIAISON, EVENTS AND FACILITIES (14)  
PERSONAL ASSISTANT (7)

### CLIENT SUPPORT SERVICES

DIR: CLIENT SUPPORT (13)  
SECRETARY (5)  
DD: S&R SERVICE PROVID (11)  
3X SEN S&R COORDINATE (9)  
S&R COORDINATOR (7)  
DD: CLUB DEVELOPMENT (11)  
SEN S&R COORDINATOR (9)  
S&R COORDINATOR (7)  
DD: EDUCATION & TRAIN (11)  
SEN S&R COORDINATOR (9)

### INTERNATIONAL LIAISON

DIR: INTERNAT LIAISON (13)  
SECRETARY (5)  
DD: INTERNAT LIAISON (11)  
SEN S&R COORDINATOR (9)  
S&R COORDINATOR (7)  
DD: INTERNAT EVENTS (11)  
SEN S&R COORDINATOR (9)

### FACILITIES

DIR: FACILITIES (13)  
SECRETARY (5)  
DD: PLANNING & ADVOCACY (11)  
S&R COORDINATOR (7)  
DD: TECHNICAL SUPPORT (11)  
SEN S&R COORDINATOR (9)

### SCIENCE SUPPORT SERVICE

D: SCIENCE SUPPORT SERVICE (13)  
AD: SCIENCE SUPPORT SERVICE (9)  
SECRETARY (6)

### CHIEF DIRECTORATE: CORPORATE SERVICES

CD: CORPORATE SERVICES (14)  
PERSONAL ASSISTANT (7)

### HUMAN RESOURCES

DIR: HUMAN RESOURCES (13)  
SECRETARY (5)  
DD: HR MANAGEMENT (11)  
MAN: HR POLICY AND PLANNING (10)  
HR PRACTITIONER (8)  
MAN: HR ADMINISTRATORS (9)  
2X SEN HR ADMINISTRATORS (7)  
DD: ORGANIS PERFORMANCE (11)  
HR ADMINISTRATOR (5)  
MAN: HR DEVELOPMENT (11)  
HRD PRACTITIONER (8)  
PERF MAN PRACTITIONER (8)  
MAN: ORGANIZATION DEVELOPM (10)  
CO PRACTITIONER (8)  
MANAGER: SPECIAL PROGRAMMES (11)  
DIRECTOR (13)  
SECRETARY (5)  
MANAGER: LABOUR RELATIONS (9)  
LABOUR RELATIONS OFFICER (6)

### LEGAL SERVICES

DIR: LEGAL SERVICES (13)  
SECRETARY (5)  
LEGAL SERV SPEC: LITIGATE & ADVISE (11)  
SEN LEG SERV ADVISOR: LEGISLATION

### COMMUNIC. AND INFORMAT. SERVICES

DIR: COMMUNICAT & INFORMATION (13)  
SECRETARY (5)  
DD: COMMUNICATION (11)  
2X SEN COMMUNICATIONS OFF (9)  
2X COMMUNICATIONS OFFICER (8)  
DD: INFORMATION (11)  
SEN INFO OFFICER (9)

### INFORMATION TECHNOLOGY

DIR: INFO TECHNOLOGY (13)  
SECRETARY (5)  
SERVICE SUPPORT MANAGER (11)  
DD: BUSINESS INTELLIGENCE (11)  
INFOR. SECUR. MAN. (9)  
2X IT TECHNICIAN (7)  
NETW. ADMINISTRATOR (9)  
SYSTEMS ADMINISTRATOR (9)  
HELP DESK SPECIALIST (5)

### AUXILIARY SERVICES

DIR: AUXILIARY SERVICES (13)  
DD: PROPERTY SERVICES (11)  
MAINTENANCE MANAGER (9)  
PROPERTY OFFICER (5)  
DD: LOGISTICS (11)

### CHIEF DIRECTORATE: STRATEGIC AND EXECUTIVE SUPPORT

CD: STRATEGIC AND EXECUTIVE SUPPORT (14)  
PERSONAL ASSISTANT (7)

### STRATEGIC AND EXECUTIVE SUPPORT

DIR: STRATEGIC MANAGEMENT, MONITORING & EVALUATION (13)  
SECRETARY (5)  
DD: STRATEGIC MANAGEMENT (12)  
SENIOR S&R COORDINATOR (10)  
DD: MONITORING & EVALUATION (12)  
SENIOR S&R COORDINATOR (10)

### OFFICE OF THE DG AND COO (SUPPORT STAFF)

D: MAN. ADMINISTRATION (13)  
DD: EXECUTIVE SUPPORT (11)  
PERSONAL ASSISTANT DG (9)  
PERSONAL ASSISTANT COO (8)  
ADMINISTRATIVE OFFICER (7)  
ASSISTANT ADMINISTRATIVE OFFICER (5)  
2 X SUPPORT SERV OFFICERS (6)

### INTERNAL AUDIT

DIR: INTERNAL AUDIT (13)  
SECRETARY (5)  
AUDIT CLERK (7)  
SENIOR INTERNAL AUDITOR ANTI-FRAUD AND CORRUPTION (11)  
INTERNAL AUDITOR (9)  
SENIOR INTERNAL AUDITOR: PERF AUDIT (11)

### RISK MANAGEMENT

DD: RISK MANAGEMENT (12)

### CHIEF DIRECTORATE: OFFICE OF THE CFO

CHIEF FINANCIAL OFFICER (14)  
PERSONAL ASSISTANT (7)

### FINANCE

DIR: FINANCE (13)  
SECRETARY (5)  
DD: EXPENDITURE MANAGEMENT (11)  
ASS DIRECTOR (9)  
2X STATE ACCOUNTANTS (8)  
2X ACCOUNTANT CLERKS (6)  
DD: BUDGETING & REPORTING (11)  
ASS DIRECTOR (10)  
2X STATE ACCOUNTANTS (8)  
2X ACCOUNTANT CLERKS (5)  
DD: BOOKKEEPING SERVICES (11)  
ACCOUNTANT (8)  
ACCOUNTANT CLERK (5)  
CASHIER (5)

### SUPPLY CHAIN MANAGEMENT

DIR: SUPPLY CHAIN MANAGEMENT (13)  
SECRETARY (5)  
DD: SC POLICY: PLAN. AND ACQUISITI (11)  
MANAGER SC POLICY AND PLAN (10)  
SC SPECIALIST (8)  
MANAGER ACQUISITION (10)  
SENIOR BUYER (7)  
BUYER (5)  
DD: SC ADMINISTRATION AND ASSET MANAGEMENT (11)  
MANAGER SC ADMINISTRATOR (9)  
2 X SENIOR SC ADMINISTRATOR (7)  
2 X SC ADMINISTRATOR (5)  
ASSET MANAGER (9)

SECRETARY (5)  
2 X BOOKING CLERK (5)  
SECURITY MANAGER (9)  
REGISTRY CLERK (5)

TRANSPORT OFFICER (7)  
REGISTRY OFFICER (7)  
2X MESSENGER/DRIVER (5)  
2X RECEPTIONIST (5)  
VETTING OFFICER (9)

# **Proposed Information Technology (IT) Acquisition / Expansion**

## Master Systems Plan

During the duration of this Strategic Plan SRSA will endeavour to develop its strategic IT Plan which will help in providing direction for managing IT more effectively, efficiently and economically. Work in this regard commenced in 2009.

## Electronic Content Management

Whether for compliance, customer service, business continuity or effective collaboration, document management is critical to any organization. The Department is faced with a challenge of proper information management due to a lack of an Electronic Content Management system in place. Submission processes within the department are initiated and managed manually and as a result the overall workflow turns out to be inefficient. It is therefore imperative that the Department incorporate their submission process into an electronic system. Progress in this regard is advanced and will be concluded during the 2009/ 2010 financial year.

## Remote Access

Remote access has been identified as a key challenge for the Department and IT administrators. The Department will embark on a project to find a suitable solution that allows users to securely access any network application from any location, thus stretching the reach of the internal network to the users.

## Disaster Recovery Plan

SRSA through the State Information Technology Agency (SITA) has requested a Disaster Recovery Plan specifically aimed at its Information Technology Services and Architecture. Lefatshe Technologies (PTY) Ltd was awarded the tender to supply the requested service in partnership with SITA.

## Free and open source Software

Cabinet adopted policy recommendations pertaining to Free and Open Source Software (FOSS) in 2002 and 2003. The South African Government has further supported FOSS by accepting the Proposed Open Software (OSS) policy for Government. The Department of Public Service and Administration has been tasked to, amongst others, include FOSS utilization in short and medium-term plans; and to establish and nurture a legislative environment that supports the development and use of FOSS as envisaged in the policy in this regard. SRSA will in turn support these initiatives if and where possible.

# Statutory Reporting

## Service Delivery Improvement Plan for the period 2008 to 2010

**Key service:** To provide funding to recognised clients of SRSA.

**Beneficiaries:** 57 recognised National Federations (NFs); 2 entities; 1 Confederation; and 3 NGO's.

DESIRED STANDARD	
Quantity	<ul style="list-style-type: none"> <li>• Provide funding to all recognised clients.</li> <li>• Attend 70% of AGMs as well as selected development and elite projects of clients.</li> <li>• Meet clients at annual SRSA Funding Conference.</li> <li>• 100% of funding paid out to service beneficiaries.</li> </ul>
Quality	<ul style="list-style-type: none"> <li>• Inform clients in writing and electronically of outstanding information required to process payment and indicate a deadline as to when the documents need to be received.</li> <li>• If documents are not received on time:               <ul style="list-style-type: none"> <li>* Follow-up telephonically</li> <li>* Send a reminder on a weekly basis</li> <li>* Go to the client to collect the documentation.</li> </ul> </li> <li>• Acknowledge in writing receipt of documentation.</li> </ul>
Consultation	<ul style="list-style-type: none"> <li>• Four consultations per annum with 57 recognised NFs so that SRSA could be regularly updated on developments/ achievements/ problems.</li> <li>• Meet with clients at annual SRSA Funding Conference.</li> <li>• Clients can consult with SRSA officials at 66 Regent Place c/o Vermeulen and Queen Street.</li> </ul>
Access	<ul style="list-style-type: none"> <li>• Current standards maintained but clients can access their designated coordinator via cellphone at any time for immediate guidance and assistance as from 1 April 2008.</li> </ul>
Courtesy	<ul style="list-style-type: none"> <li>• 100% of enquiries responded to by SRSA within 7 working days.</li> <li>• Make staff aware of code of conduct by June 2008.</li> <li>• Monthly electronic reminder to clients on due dates for document submission.</li> </ul>
Open & Transparent	<ul style="list-style-type: none"> <li>• 2008/2009 allocations presented at the annual SRSA Funding Conference and also captured on the SRSA website under Client Support Unit before 31 May 2008.</li> <li>• An article outlining the funding to clients written in the SRSA Your Sport Magazine.</li> <li>• Clients to be provided with contact details of relevant SRSA officials effective from April 2008.</li> <li>• Updated funding policy on SRSA website and in Your Sport Magazine.</li> </ul>
Information	<ul style="list-style-type: none"> <li>• Funding policy and allocations to NFs updated on website annually @ <a href="http://www.srsa.gov.za">www.srsa.gov.za</a></li> <li>• Funding policy reviewed annually at the SRSA Funding Conference in consultation with clients.</li> </ul>
Redress	<ul style="list-style-type: none"> <li>• Questionnaire sent out to relevant clients on a quarterly basis. Suggestions on improved services considered and implemented where possible.</li> <li>• Quarterly meetings with clients used as a platform to address complaints.</li> <li>• Fraud hotline which is 0800 701 701.</li> <li>• 100% of enquiries responded to by SRSA within 7 working days.</li> <li>• Provide reasons to clients when funding requests are not approved.</li> </ul>
Value for Money	<ul style="list-style-type: none"> <li>• Number of projects sustained with SRSA funding.</li> <li>• Improve / change process to satisfy needs of clients.</li> <li>• Evaluate and monitor funded projects.</li> </ul>
Time	<ul style="list-style-type: none"> <li>• Improve the existing turnaround time for the processing and disbursements of allocated funds to clients earlier in the 2008/9 financial year.</li> </ul>
Cost	<ul style="list-style-type: none"> <li>• R 45 954 000 for transfer payment budget paid out to clients in line with funding policy.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• Seven staff members required to provide an optimal service, however job evaluation would be done to determine the exact number and correct level.</li> </ul>

**Key service:** Procurement of goods and services (tenders)

**Beneficiaries:** SRSA end users

<b>DESIRED STANDARD</b>	
Quantity	<ul style="list-style-type: none"> <li>All orders received captured and processed correctly.</li> </ul>
Quality	<ul style="list-style-type: none"> <li>At least 70% of orders received processed in time.</li> </ul>
Consultation	<ul style="list-style-type: none"> <li>A minimum of 5 workshops on SCM in the 2008/09 financial year conducted.</li> </ul>
Access	<ul style="list-style-type: none"> <li>SCM policies and relevant forms forwarded by e-mail to all SRSA staff.</li> <li>Clients can also be consulted at 66 Queen Street, 3<sup>rd</sup> Floor (SM Motshweni, P Makhanya, N Vilakazi).</li> </ul>
Courtesy	<ul style="list-style-type: none"> <li>Putting all SRSA SCM officials through customer care training.</li> <li>Compulsory wearing of name tags by all officials.</li> </ul>
Open & Transparent	<ul style="list-style-type: none"> <li>All procurement open and transparent in terms of legislation.</li> <li>Provide information to all end users and suppliers of the result of any tendering.</li> <li>Continuous meetings with clients (on going as required).</li> </ul>
Information	<ul style="list-style-type: none"> <li>Information dissemination on SCM to be made to all officials within SRSA when required.</li> </ul>
Redress	<ul style="list-style-type: none"> <li>Resolve complaints within two days and response/apology provided to SRSA end users if necessary.</li> <li>Establishment of customer complaint register by May 2008.</li> </ul>
Value for Money	<ul style="list-style-type: none"> <li>Compliance with Treasury regulations and PFMA.</li> <li>100% Client satisfaction with service delivery.</li> </ul>
Time	<ul style="list-style-type: none"> <li>Once all required documents have been received, improve the existing turnaround time for forwarding documents to Finance for payment to 3 days in the 2008/9 financial year.</li> </ul>
Cost	<ul style="list-style-type: none"> <li>None.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>18 Staff members.</li> </ul>

**Key service:** Facilitate sport and recreation participation opportunities in local communities

**Beneficiaries:** Local communities in all nine provinces

<b>DESIRED STANDARD</b>	
Quantity	<ul style="list-style-type: none"> <li>Promote life long active participation in sport and recreation activities.</li> <li>Target for 2008/9 financial year: 300 hubs in the communities and 3 000 schools.</li> <li>Provincial Departments and district coordinators empowered to manage MPP activities through bi-monthly capacity building workshops.</li> <li>Provide sufficient equipment to sustain selected SRSA projects.</li> </ul>
Quality	<ul style="list-style-type: none"> <li>Provincial coordinators to maintain visits to all hubs.</li> <li>Ensure quality of training of 9 provincial coordinators through education and training accredited programmes.</li> <li>Maintain standard requirements for equipment.</li> </ul>
Consultation	<ul style="list-style-type: none"> <li>Twelve monthly consultative meetings with provincial coordinators to monitor project progress and to ensure coordination and project standards.</li> <li>Bi-annual provincial forums hosted in hubs by coordinators where participating communities have a voice.</li> </ul>
Access	<ul style="list-style-type: none"> <li>Facilitate communication with clients via e-mail, telephone, cell phones letters, and meetings and in loco hub / project monitoring and event attendance.</li> <li>Bi weekly hub visits by National. Interaction with the hub and activity coordinators.</li> </ul>
Courtesy	<ul style="list-style-type: none"> <li>Impact study budgeted for in 2008/09 financial year.</li> <li>Follow-up and implement identified needs and recommendations following research and reports.</li> <li>Database of all the hub participants published on a regular basis.</li> <li>Participation trends published on a regular basis.</li> </ul>
Open & Transparent	<ul style="list-style-type: none"> <li>Hubs and schools well resourced and effectively managed.</li> <li>Monthly hub and schools activities.</li> <li>Documentation on website updated annually.</li> <li>MPP Blue Print (policy and procedures and decision-making related to services) updated annually.</li> </ul>
Information	<ul style="list-style-type: none"> <li>Monthly electronic reminder to Provinces on due dates for document submission.</li> <li>Project and business plan data input made available in user-friendly format.</li> <li>Quarterly reports submitted to all the MPP stakeholders.</li> <li>Information available in brochure.</li> </ul>
Redress	<ul style="list-style-type: none"> <li>Computerised template to be used by all hub coordinators.</li> </ul>
Value for Money	<ul style="list-style-type: none"> <li>Detail analysis and reporting on number and demographics of participants attracted by hubs.</li> <li>Comply with PFMA.</li> </ul>
Time	<ul style="list-style-type: none"> <li>Turnaround of general correspondence within 10 days and documents/reports for analysis received by the 15<sup>th</sup> of every month.</li> <li>All scheduled payments made according to the payment schedule in the Grant Framework.</li> </ul>
Cost	<ul style="list-style-type: none"> <li>Quarterly transfer payment (R290 million) to provinces speed up and more qualitative and timeously reporting on project expenditure.</li> <li>Funding of SRSA own projects, events, equipment, consultants and conferences for disadvantaged groupings in communities.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Personnel appointments and placements finalised.</li> <li>Need to find acceptable ratio between administrative and in loco monitoring.</li> </ul>



## Source documents

- Constitution of the Republic of South Africa, Act 108 of 1996
- Government Gazette, Strategic Planning, No 29644, Pretoria, 20 February 2007
- National Sport and Recreation Amendment Act, 2007 (Act No 18 of 2007)
- Nelson Mandela, Laureus World Sports Awards Ceremony: 2000
- Public Finance Management **Act (PFMA)**, 1999 (**Act No. 1 of 1999**) (as amended by **Act No. 29 of 1999**)
- Public Service Regulations, Chapter 1, Part IIIB, 2001
- Quarterly Status Review Meetings, Executive Summaries 2008/09 financial year
- SRSA Annual Report 2007/2008
- UNESCO, International Charter of Physical Education and Sport, adopted by the General Conference on 21 November 1978
- United Nations, Convention on the Elimination of all Forms of Discrimination against Women, 18 December 1979
- United Nations, Convention on the Rights of a Child, 20 November 1989
- United Nations, Convention on the Rights of Persons with Disabilities, 18 March 2008
- United Nations, Harnessing the Power of Sport for Development and Peace – Recommendations to Governments, 2008
- United Nations, Sport for Development and Peace: Towards Achieving the Millennium Development Goals
- United Nations, Universal Declaration of Human Rights, 10 December 1948
- South African Boxing Act, 2001 (Act No 11 of 2001)
- South African Institute for Drug-Free Sport Act, 1997 (Act No 14 of 1997)
- Treasury Regulations, paragraphs 5.1 and 5.2
- Zuma, President Jacob, State of the Nation address 3 June 2009

# ANNEXURE A

## Millennium development goals and targets, with reference to SRSA contribution

The MDGs comprise eight benchmarks and the contribution of sport to each one of them has been identified by the UN Sport for Development and Peace International Working Group as follows:

MDG	TARGETS	CONTRIBUTION OF SPORT	SRSA CONTRIBUTION
1. Eradicate extreme poverty and hunger	Halve, between 1990 and 2015, the proportion of people whose income is less than US\$1 a day.  Halve, between 1990 and 2015, the proportion of people who suffer from hunger.	<ul style="list-style-type: none"> <li>Participants, volunteers and coaches acquire transferable life skills which increase their employability.</li> <li>Vulnerable individuals are connected to community services and supports through sport-based outreach programmes.</li> <li>Sports programmes and sport equipment production provide jobs and skills development.</li> <li>Sport can help prevent diseases that impede people from working and impose health care costs on individuals and communities.</li> <li>Sport can help reduce stigma and increase self-esteem, self-confidence and social skills, leading to increased employability.</li> </ul>	
2. Achieve universal primary education	Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.	<ul style="list-style-type: none"> <li>School sports programmes motivate children to enroll in and attend school and can help improve academic achievement.</li> <li>School-based community education programmes provide alternative education opportunities for children who cannot attend school.</li> <li>Sport can help erode stigma preventing children with disabilities from attending school.</li> </ul>	
2. Promote gender equality and empower women	Eliminate gender disparity in primary and secondary education preferably by 2005 and in all levels of education no later than 2015.	<ul style="list-style-type: none"> <li>Sport helps improve female physical and mental health and offers opportunities for social interaction and friendship.</li> <li>Sports participation leads to increased self-esteem, self-confidence, and enhanced sense of control over one's body.</li> <li>Girls and women access leadership opportunities and experience.</li> <li>Sport can cause positive shifts in gender norms that afford girls and women greater safety and control over their lives.</li> <li>Women and girls with disabilities are empowered by sport-based opportunities to acquire health information, skills, social networks, and leadership experience.</li> </ul>	<ul style="list-style-type: none"> <li>MP: Community S&amp;R</li> <li>CSLEF: Client Support Services: S&amp;R Service providers</li> <li>CSLEF: Client Support Services: Education &amp; Training</li> </ul>
4. Reduce child mortality	Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate.	<ul style="list-style-type: none"> <li>Sport can be used to educate and deliver health information to young mothers, resulting in healthier children.</li> <li>Increased physical fitness improves children's resistance to some diseases.</li> <li>Sport can help reduce the rate of higher-risk adolescent pregnancies.</li> <li>Sport-based vaccination and prevention campaigns help reduce child deaths and disability from measles, malaria and polio.</li> <li>Inclusive sports programmes help lower the likelihood of infanticide by promoting greater acceptance of children with disabilities.</li> </ul>	
5. Improve maternal health	Reduce by three-quarters, between 1990 and 2015, the maternal mortality rate.	<ul style="list-style-type: none"> <li>Sport for health programmes offer girls and women greater access to reproductive health information and services.</li> <li>Increased fitness levels help speed post-natal recovery.</li> </ul>	
6. Combat HIV and AIDS, malaria, and other diseases	Have halted by 2015, and begin to reverse the spread of HIV and AIDS.  Have halted by 2015, and begin to reverse the incidence of malaria and other major diseases.	<ul style="list-style-type: none"> <li>Sports programmes can be used to reduce stigma and increase social and economic integration of people living with HIV and AIDS.</li> <li>Sports programmes are associated with lower rates of health risk behavior that contributes to HIV infection.</li> <li>Programmes providing HIV prevention education and empowerment can further reduce HIV infection rates.</li> <li>Sport can be used to increase measles, polio and other vaccination rates.</li> <li>Involvement of celebrity athletes and use of mass sports events can increase reach and impact of malaria, tuberculosis and other education and prevention campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>MP: Community S&amp;R</li> <li>MP: School Sport.</li> <li>CSLEF: Client Support Services: S&amp;R Service providers &amp; Education &amp; Training</li> </ul>

7. Ensure environ-mental sustainability	<p>Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources.</p> <p>Halve, by 2015, the proportion of people without sustainable access to safe drinking water.</p> <p>Have achieved, by 2020, a significant improvement in the lives of at least 100 million slum dwellers.</p>	<ul style="list-style-type: none"> <li>• Sport-based public education campaigns can raise awareness of importance of environmental protection and sustainability.</li> <li>• Sport-based social mobilization initiatives can enhance participation in community action to improve local environment.</li> </ul>	<ul style="list-style-type: none"> <li>• CSLEF: Client Support Services: S&amp;R Service providers (water sport)</li> <li>• Mass Participation</li> </ul>
8. Develop a global partnership for development.	<p>Develop further an open, rule-based, predictable, non-discriminatory trading and financial system (includes commitment to good governance, development and poverty reduction – both nationally and internationally).</p> <p>Address the special needs of the least developed countries.</p> <p>Address the special needs landlocked countries and small island developing states.</p> <p>Deal comprehensively with debt problems of developing countries through national and international measures in order to make debt sustainable in the long run.</p> <p>In cooperation with developing countries, develop and implement strategies for decent and productive work for youth.</p> <p>In cooperation with pharmaceutical companies, provide access to affordable drugs in developing countries.</p> <p>In cooperation with the private sector, make available the benefits of new technologies, especially information and communications</p>	<p>Sport for development and peace efforts catalyzed global partnership catalyze global partnerships and increase networking among Governments, donors, NGOs and sports organizations worldwide.</p>	<ul style="list-style-type: none"> <li>• CSLEF: Client Support Service providers</li> <li>• MP: School Sport.</li> <li>• MP: Community S&amp;R: Special projects</li> <li>• CSLEF: Internal Relations</li> <li>• Corporate Services:</li> <li>• Communication &amp; Information Services</li> </ul>

The target date for achieving the MDGs is 2015. However, it has become evident that most countries will not be able to attain the eight goals by the target date. Common reasons for shortfalls in the attainment of the MDGs include poor governance, poverty traps with local and national economies unable to make investments, unequal distribution of economic development within countries, areas with multiple complex challenges that defy solutions, and the simultaneous occurrence of all or some of these factors. Success now rests on the international community's willingness to make significant economic investments and, in many cases, policy and institutional improvements to allow the implementation of practical measures that have already been shown to work.

## ANNEXURE B

### The role of sport and recreation emanating from the State of the Nation address of the President of South Africa, Mr J.G. Zuma on 3 June 2009

Specific reference was made by President Zuma to the powerful tool that sport can be in nation building. *“Working together we must support all our national teams from Bafana Bafana to the Proteas and the Springboks; from Banyana Banyana to Paralympians. Our teams can only do well with our support.”*

President Zuma also emphasised the importance of investing in sports development on a large scale. *“We will speed up the revival of school sport and ensure that it forms part of the school curriculum. In addition we will ensure that the provision of sport facilities in poorer communities receives priority.”*

As far as the 10 priority areas are concerned, which form part of the Government's Medium Term Strategic Framework for 2009 to 2014 and that were referred to by President Zuma, SRSA can contribute to:

- The development of rural areas
- Strengthen skills and human resources
- Improve the health profile of all South Africans
- Build cohesive, caring and sustainable communities
- Enhance international cooperation (sports tourism, sport for peace)
- Build an improved public service.

Other areas of Government emphases as outlined by President Zuma where SRSA can make a contribution are:

- Continuing the **fight against poverty**. (SRSA made inputs to the President's Office indicating the areas where sport and recreation can contribute to this campaign.)
- Make the **2010 FIFA World Cup™** the best ever.
- Leave a proud **legacy** *“from which our children and our communities will benefit for many years to come.”*
- Putting all systems in place to make the 2009 FIFA **Confederations Cup™** a huge success.
- Building cohesive, sustainable and caring communities with closer access to....sport and recreation **facilities**.
- Building **social infrastructure**.
- Addressing matters of **gender equality, youth development** and the rights of **people with disability**.
- Building a common **national identity** and patriotism with a common attachment to our national symbols.

# ANNEXURE C

## ACRONYMS & ABBREVIATIONS

ASGISA	ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA
AU	AFRICAN UNION
BSA	BOXING SOUTH AFRICA
BSRP	BUILDING FOR SPORT AND RECREATION
COSSASA	CONFEDERATION OF SCHOOL SPORT ASSOCIATIONS OF SOUTHERN AFRICA
DEAT	DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM
DOBE	DEPARTMENT OF BASIC EDUCATION
DōRA	DIVISION OF REVENUE ACT
DPSA	DEPT OF PUBLIC SERVICE ADMINISTRATION
DPW	DEPARTMENT OF PUBLIC WORKS
EPE	ESTIMATES OF PUBLIC EXPENDITURE
FCC	FIFA CONFEDERATIONS CUP
FWC	FIFA WORLD CUP
FIFA	FEDERATION INTERNATIONALE DE FOOTBALL ASSOCIATION
GDP	GROSS DOMESTIC PRODUCT
HR	HUMAN RESOURCES
HSRC	HUMAN SCIENCE RESEARCH COUNCIL
IMC	INTER-MINISTERIAL COMMITTEE
IOC	INTERNATIONAL OLYMPIC COMMITTEE
LOC	LOCAL ORGANISING COMMITTEE
MANCO	MANAGEMENT COMMITTEE
MDG	MILLENNIUM DEVELOPMENT GOAL
MIG	MUNICIPAL INFRASTRUCTURE GRANT
MOU	MEMORANDUM OF UNDERSTANDING
MPP	MASS PARTICIPATION PROGRAMME
NACCOC	NATIONAL CO-ORDINATING COMMITTEE
NAP	NATIONAL ACADEMY PROGRAMME
NF	NATIONAL FEDERATION
NGO	NON-GOVERNMENTAL ORGANISATIONS
NIA	NATIONAL INTELLIGENCE AGENCY
NSP	NATIONAL SPORTS PLAN
NSRA	NATIONAL SPORT AND RECREATION AMENDMENT ACT
QSRM	QUARTERLY STATUS REVIEW MEETING
RWC	RUGBY WORLD CUP
SADC	SOUTH AFRICAN DEVELOPMENT COMMUNITY
SAIDS	SOUTH AFRICAN INSTITUTE FOR DRUG FREE SPORT
SAQA	SOUTH AFRICAN QUALIFICATIONS AUTHORITY
SASCOC	SOUTH AFRICAN SPORTS CONFEDERATION AND OLYMPIC COMMITTEE
SASSU	SOUTH AFRICAN STUDENT SPORTS UNION
SCORE	SPORTS COACHES OUTREACH
SCSA	SUPREME COUNCIL FOR SPORT IN AFRICA
SDIP	SERVICE DELIVERY IMPROVEMENT PLAN
SDPIWG	SPORT FOR DEVELOPMENT AND PEACE INTERNATIONAL WORKING GROUP
SETA	SECTOR EDUCATION AND TRAINING AUTHORITY
SGB	STANDARDS GENERATING BODY
SITA	STATE INFORMATION TECHNOLOGY AGENCY
SRSA	SPORT AND RECREATION SOUTH AFRICA
SSMPP	SCHOOL SPORT MASS PARTICIPATION PROGRAMME
TSA	TOURISM SOUTH AFRICA
UK	UNITED KINGDOM
UN	UNITED NATIONS
UNESCO	UNITED NATIONS EDUCATIONAL SCIENTIFIC AND CULTURAL ORGANIZATION
USSA	UNIVERSITY SPORT SOUTH AFRICA
WADA	WORLD ANTI-DOPING AGENCY
WADC	WORLD ANTI-DOPING CODE

