

**WHITE PAPER ON
SPORT AND
RECREATION**

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ACRONYMS AND ABBREVIATIONS

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

GLOSSARY OF TERMS

Anti-social behaviour

Anti-social behavior can generally be characterized as an overall lack of adherence to social standards that allow members of a society to coexist peacefully.

Applied sports research

Applied sports research refers to research undertaken by individuals or institutions that is practical and pertinent to sport and recreation.

Club development

Club development is aimed at establishing a clear and seamless pathway for athletes through which they can progress from the entry level of the sport continuum to the highest echelons of competition. This development refers to the sport specific clubs as part of the structure of national sports federations. There are also multi-coded sports and/or community clubs where the emphasis is more on organised sport and recreation activities rather than sport specific development.

Corporate governance

Corporate governance refers to the practices, principles and values applied when managing and administering an organization.

Disadvantaged communities

Communities are regarded as disadvantaged if they have been subjected to the historical application of practices, policies or programmes that only meet the needs of certain groups in specific areas. These communities have very little access to resources and services resulting in a perpetuation of the gap between the privileged and underprivileged.

Elite sport

Elite sport is highly organised and competitive. It represents the top level of the sports development continuum. For the purposes of this White Paper it is used interchangeably with “high performance sport” and “a winning nation”.

Equity

Equity refers to fairness and impartiality towards all concerned, based on the principles of evenhanded dealing. It implies giving as much advantage, consideration, or latitude to one party as it is given to another. At the core of equity is the issue of justice and rules and regulations to ensure freedom from bias or discrimination.

Marginalised groups

Being marginalised refers to being treated separately from the rest of the society, forced to occupy the fringes and edges. Along with material deprivation, marginalised individuals are often also excluded from services, programmes, and policies. An example of individual marginalisation is the exclusion of **individuals with disabilities** from the labour force. Another example is **women** who are sidelined from executive positions and continue to earn less than men in upper management positions. Other groups often regarded as marginalised are **people living in rural areas** and the **youth**.

Mass Participation

Mass participation represents the lower section of the sports development continuum and includes efforts to improve participation opportunities in sport and recreation. Initiatives are focused on introducing as many people as possible to a wide range of sport and recreation activities. There are a wide range of activities that will contribute to the purpose of involving as many people as possible in sport healthy physical activities such as:

- **Modified sport**

The main aim of modified sport is to introduce new participants to sport in a simplified manner. To achieve this, the dimensions of the playing field, equipment, rules and conditions of play are modified to expose especially young people to a sport. The focus of modified sport is on fun and enjoyment rather than rules and competition.

- **Grassroots sport**

Grassroots sport is very similar to mass participation (see definition of mass participation). The distinction is that grassroots sport focuses on the “poorest of the poor” in predominately disadvantaged and rural areas.

- **Recreation**

According to LARASA recreation is an essential service promoted through the public service for all citizens. It includes services and programmes which an individual would voluntarily engage in during ones free time to achieve a satisfying experience. For the purpose of this White Paper a distinction is made between active and passive recreation. (See “Clarifying sport and recreation”)

National Sports Plan

The National Sports Plan refers to the plan that will reflect the practical implementation of the policies and outputs as captured in the White Paper. In other words the White Paper will reflect the “what” whilst the National Sports Plan will indicate the “how”.

Nation building

Nation building in the context of this White Paper refers to fostering a South African identity, national unity and promoting a common sense of belonging.

Rural

Rural areas are large and isolated areas of an open country with a low population density - living in the countryside as opposed to the city.

Social cohesion

Social cohesion is a term used in social policy, sociology and political science to describe the bonds or “glue” that bring people together in society, particularly in the context of cultural diversity. It is what holds the society together.

South African Sports Confederation and Olympic Committee

SASCOC refers to the “Sports Confederation” recognised by the Minister of Sport and Recreation in terms of the National Sport and Recreation Amendment Act. It is representative of sport or recreation bodies, including Olympic national federations.

Sport and Recreation South Africa

SRSA is the national department responsible for sport and recreation in South Africa. In line with the Constitution of the Republic of South Africa, Act 108 of 1996, SRSA has been assigned the powers and functions to develop and implement national policies and programmes regarding sport and recreation in the country. In this document the term “department’ will some times be used as an alternative for SRSA.

Sport for Development & Peace

The Sport for Development and Peace concept evolved from a growing recognition that well designed sport-based initiatives that incorporate the best values of sport can be powerful, practical, and cost-effective tools to achieve development and peace objectives. Sport is viewed both as valuable in itself and as a means to achieving broader aims for development and peace.

Sport science

Sport science is a discipline that studies the application of scientific principles and techniques with the aim of improving sporting performance. In this context of this White Paper it is referred to in a holistic way to include different disciplines such as biokinetics, sports psychology, sports nutrition, sports optometry, sports dentistry, sports physiotherapy, technical development aids, life skills and any other matters connected to the above-mentioned support services.

Strategic

An activity is strategic if it has an identifiable impact on the delivery of the Government’s desired outcomes. That means that it must contribute to the delivery of the Department’s strategic priorities, as set by Ministers, and will generally mean:

- it makes a contribution to the delivery of the Department’s strategic priorities; or
- it makes a contribution to the delivery of wider Government priorities.

Talent Identification and development

Talent identification involves the screening of children and adolescents using selected tests of physical, physiological and skill attributes in order to identify those with potential for success in a designated sport.

Talent development follows the talent identification and/or talent selection process and involves the provision of an adequate infrastructure, which enables the athlete to develop to his/her full potential. This includes the provision of appropriate coaching, training and competition programmes as well as access to facilities, equipment, sport science/medicine and life skill support.

Transformation

Transformation implies a basic change of character with little or no resemblance to the past configuration or structure. Within the sporting context transformation implies that our national teams are representative of South African demographics. However, it is not only about figures. It is about the “soul of the nation” – the transformation of our minds so that we see ourselves as South Africans, not as blacks and whites, men and women, with and without disability. Transformation cuts across age, gender, disability and geographical spread.

FOREWORD BY THE MINISTER

FOREWORD BY THE DEPUTY MINISTER

CLARIFYING “SPORT” AND “RECREATION”

Definitions of the term ‘sport’ vary. In a development context the definition of sport usually includes a broad and inclusive spectrum of activities in which people of all ages and abilities can participate, with an emphasis on the positive values of sport. In 2008, the UN Inter-Agency Task Force on Sport for Development and Peace defined sport, for the purposes of development, as *‘all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play, recreation, organised or competitive sport, and indigenous sports and games’*.

According to the Charter of the Council of European Sports: *“Sport means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competitions at all levels.”* (Council of Europe, European Sports Charter, London: Sports Council, 1983)

Passive recreation encompasses diverse experiences with the following characteristics:

- In leisure time
- Not rule-bound
- Non-competitive
- Overlap with other areas e.g.: arts and culture; education
- Purely for fun and enjoyment
- Examples: Knitting; sewing; bird watching; listening to music; watching movies; playing computer games.

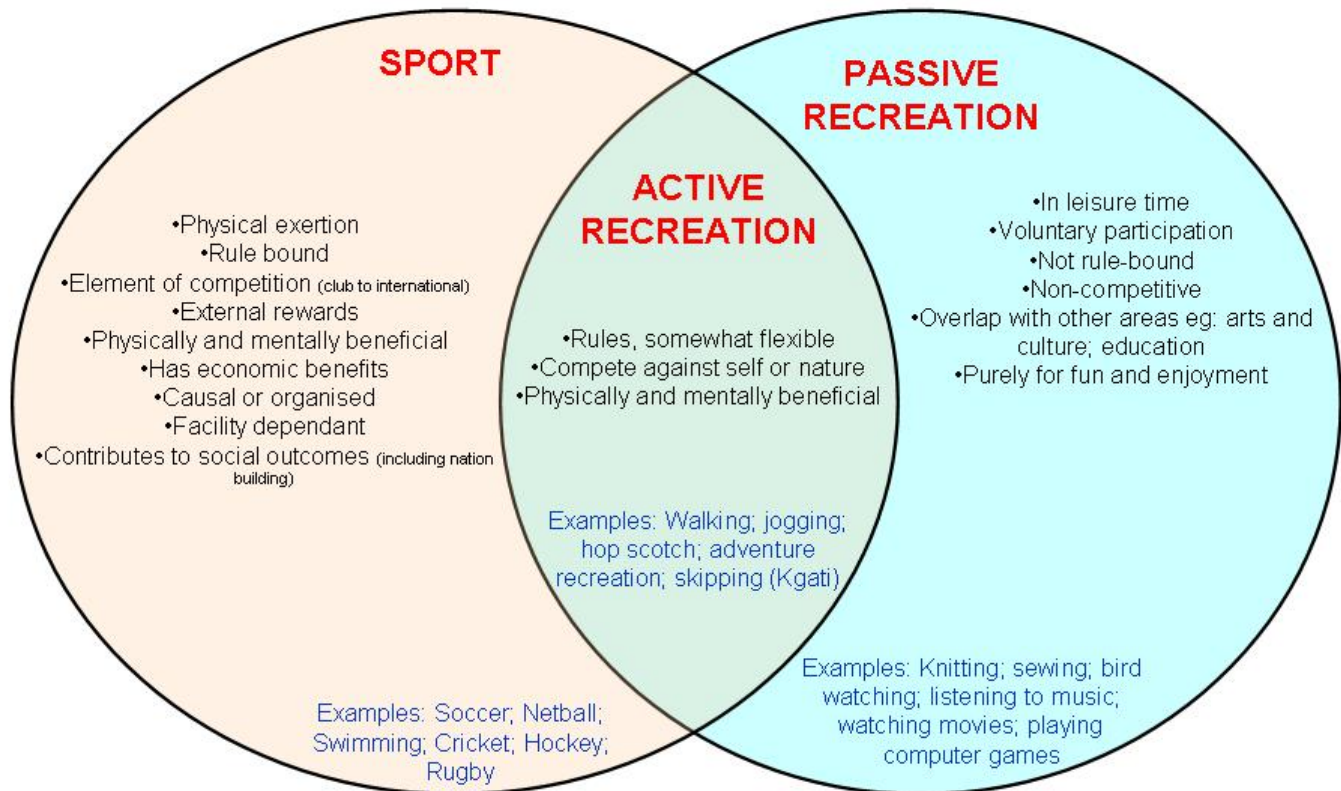
Active recreation is a physical activity with the following characteristics:

- Rules, somewhat flexible
- Compete against self or nature
- Undertaken for the purpose of fitness and fun
- Physically and mentally beneficial
- Can be a stepping stone to formalised sport
- Examples: Walking; jogging; hop scotch; adventure recreation; skipping (Kgati)

Sport is a structured physical activity with the following characteristics:

- Physical exertion
- Rule bound
- Element of competition (club to international)
- External rewards
- Physically and mentally beneficial
- Contributes to social outcomes (including nation building)
- Has economic benefits
- Causal or organised

- Facility dependant
- Examples: Soccer; netball; swimming; cricket; hockey; rugby.



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

Governments world wide are increasingly using sport for development purposes. This includes programmes such as “sport for peace”; fighting poverty and crime; increasing awareness around issues of HIV and Aids; substance abuse and social cohesion.

Sport works primarily by bridging relationships across social, economic and cultural divides within society, and by building a sense of shared identity and fellowship among groups that might otherwise be inclined to threaten each other with distrust, hostility or violence. By sharing sports experiences, sports participants from conflicting groups increasingly grow to feel that they are alike, rather than different.

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 Commonwealth Heads of Government Working Group in Harare (1995) made the following observation with regard to the influence of sport on society: “It is time that the integral role which sport plays in the process of nation-building is fully recognized. Sport is an investment. It is firstly an investment in the health, vitality and productivity of one’s people. It is secondly an investment in their future. The social benefits include an overall improvement in the quality of life and physical, mental and moral well-being of a population. Furthermore, successful athletes serve as role models for the youth of the country, as achievers, as unofficial ambassadors, and as individuals committed to equality and fairness in competition. Because of its visibility, sport can play an enormous part in redressing gender and race inequalities as well as discrimination against people with disabilities and marginalised groups.”

In the case of South Africa, sport is one of the most important cohesive factors in uniting the entire nation. This potential should be further harnessed for the good of the South African community. We should fully utilize the opportunity that sport offers to demonstrate the best qualities of South African society to the world.

However, after nearly two decades of democracy in South Africa, two countries in one in many ways still exist. Although significant progress has been made, transformation and reconciliation are still priorities – also within our sporting community. In this regard Sport and Recreation South Africa (SRSA) has a major role to play and this role will be outlined within this White Paper.

In developing this White Paper, the global direction and policies of international and continental associations, including the Supreme Council for Sport in Africa (SCSA) and the International Olympic Committee (IOC) as well as the former National Sports Council were also considered.

The White Paper, however, will remain a paper exercise if it is not implemented by means of a conscious effort and firm commitment from government, non-governmental organisations (NGO), the private sector and South African society in general. To assist with the implementation process this White Paper will encompass a national sports plan which will expand on pertinent policy directives emanating from the White Paper.

BACKGROUND TO THE WHITE PAPER ON SPORT AND RECREATION

PURPOSE OF WHITE PAPER

The purpose of this White Paper is to pronounce clearly Government's policy regarding sport and recreation in the Republic of South Africa. This White Paper sets out Government's vision, strategic objectives, policy directives, outcomes and outputs for promoting and providing sport and recreation.

As an official publication of national Government, a White Paper outlines Government policy. It is tabled¹ in Parliament to ensure that Parliament is informed of Government policies and:

- to give effect to the constitutional requirement that members of the Cabinet must provide Parliament with full and regular reports concerning matters under their control [Section 92(3)(b) of the Constitution of the Republic of South Africa, 1996]; and
- to enable the National Assembly, according to its constitutional powers of section 55(2), to maintain oversight of the exercise of national executive authority, including the implementation of legislation, and any organ of state.

From the above it is clear that tabling a White Paper in Parliament is to account to Parliament and as such it is accordingly an important link in the process of ensuring accountability and openness of Government.

BACKGROUND ON DEVELOPMENT OF PREVIOUS WHITE PAPERS

The first White Paper on sport and recreation was released by late Minister S.V. Tshwete in 1996. The White Paper was the first official policy on sport and recreation since the establishment of this Ministry on 1 July 1994. Five years later this White Paper was updated under guidance of the then Minister of Sport and Recreation, Mr B.M.N. Balfour. This is the third White Paper on sport and recreation and was developed under the leadership of the Minister of Sport and Recreation, Reverend Dr M.A. Stofile.

Reasons for updating White Paper

Following a meeting of major stakeholders on 27 November 2000, the former Minister of Sport and Recreation, Mr Ngconde Balfour, appointed a Ministerial Task Team (MTT) to investigate high performance sport in South Africa. The MTT was charged with identifying and looking into factors which impact negatively on South Africa's sporting performance and making recommendations

¹ Tabling means the presentation of a paper to Parliament as a means of reporting to Parliament for the paper to be officially before Parliament for its consideration.



as to how such factors could be addressed. This initiative was motivated partly by the perception that South Africa had performed poorly at the Sydney 2000 Olympic Games. In line with the Minister's instructions, the MTT concentrated its energies on the issues relating to high performance or "elite" sport, although it is generally recognised that sport cannot be compartmentalized and the report provided direction for improving the overall South African sporting system.

The implementation of the MTT recommendations led to the repeal of the South African Sports Commission Act in 2004 and the establishment of Sport and Recreation South Africa (SRSA) and the South African Sports Confederation and Olympic Committee (SASCOC). This effectively resulted in the current White Paper being outdated, especially as far as the macro role-players are concerned. The said White Paper is no longer a true reflection of the new dispensation and there is currently no synergy between the current White Paper and key strategic documentation of the new sport structures.

PILLARS OF THE WHITE PAPER

In formulating this White Paper cognisance was taken of the strategic environment in which sport and recreation is delivered. The effective implementation of Government's policy on sport and recreation will also require an appropriate legislative framework.

STRATEGIC ENVIRONMENT

UN stance on sport and recreation

Sport a fundamental right

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*; the *Convention on the Elimination of all forms of Discrimination against Women* and the *Convention on the Rights of Persons with Disabilities*. It is recognised as a right, which all Governments should make available to their people. All role-players in South African sport should fulfill their responsibilities in this regard.

Millennium Development Goals (MDGs)

South Africa was a signatory to the MDGs 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. Sport and physical activity have globally gained recognition as simple, low-cost, and effective means of achieving development goals. SRSA will continue to use sport and recreation as a mechanism to impact on the achievement of the MDGs.

Sport for Development and Peace

Sport, at the elite and community level, is increasingly being used in a wide variety of ways to promote social inclusion, prevent conflict, and to enhance peace within and between 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 contributes to 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 in close collaboration with the relevant Departments locally.

Government's Strategic Direction (outcomes approach)

In alignment with the shift of government to an outcomes orientated monitoring and evaluation approach the focus of this White Paper will be centered on achieving outcomes, implementing performance measurement, learning from experiences and adapting and reporting on performance. Planning will involve the articulation of strategic choices in light of past performance and include information on how government intends to deliver on its priorities and achieve results. SRSA will identify areas of contribution in the field of sport and recreation to the Government's five year Medium Term Strategic Framework of Government and shall fulfill its responsibilities regarding the Government Implementation Action through its active participation in the core clusters as annually identified, as well as to contribute to other clusters where it can play a role. The activities will be in support of the overall priorities of the South African Government as annually outlined by the President in the State of the Nation address.

In all its programmes and projects, SRSA will put special emphasis on the inclusion, empowerment and promotion of the government's priority groups, namely the youth, the aged, women, rural communities and people with disabilities.

LEGISLATIVE FRAMEWORK

International legislation

In its policy development SRSA will take due cognisance of international instruments such as the UN Conventions, Resolutions, Charters and Codes.

National legislation

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, SRSA will develop and implement national policies and programmes, using sport and recreation, to address these issues.

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

The White Paper is developed in line with current legislation, however it is acknowledged that to give effect to the White Paper it may be necessary to amend and/or promulgate further legislation.

The Public Finance Management Act (Act 1 of 1999 as amended by Act 29 of 1999) will guide all financial activities.

Following the tabling of this White Paper in Parliament it may be necessary to amend the National Sport and Recreation Amendment Act (NSRA) 2007, (Act No.18 of 2007)

Inter-governmental relations

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.

Provincial legislation

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, the 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.

Local legislation

According to Chapter 7, Section 151 of the Constitution of the Republic of South Africa, Act 108 of 1996, the executive and legislative authority of a municipality is vested in its Municipal Council. A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution. The national or a provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions.

The objectives of local government are to:

- Provide democratic and accountable government for local communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment; and
- Encourage the involvement of communities and community organisations in the matters of local government.

Good governance (King III report)

The revised King Code and Report on Governance for South Africa (King III) was released on 1 September 2009 and became effective on 1 March 2010 and builds on the King I and II Reports. The King III Report applies to all entities and it is therefore important that also sport and recreation role-players embrace the King III principles. Sport and recreation can only prosper in an environment of good corporate governance. Although SRSA acknowledges that not all sport and recreation role players have the necessary human and financial capacity, it is still imperative that sound basic governance practices are adhered to in their day to day activities.

The King III Report places great emphasis on:

- Leadership;
- Sustainability; and
- Corporate Citizenship.

The importance of the concepts of integrated sustainability and social transformation is also highlighted. The concept of sustainability is linked with the evaluation of ethics and the improvement of ethical standards in business and in the community.

The emerging governance trends incorporated in the King III Report include:

- Alternative dispute resolution
- Risk based internal audit
- IT governance
- Shareholders and remuneration
- Evaluation.

VISION

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 of SRSA relating to sport and recreation namely to be ***“An Active and Winning Nation”***.

Through its endeavours to create an active and winning nation, SRSA expresses firm commitment to do whatever it takes to have a significant and positive impact on the entire South African nation, including efforts to enhance inclusive

citizenship and nation building. Despite the delivery of sport and recreation in all spheres of Government, all of the actions and initiatives will be optimally integrated and coordinated for maximum impact. Delivery will be in partnership with civil society.

VISION 2020

1. An effective and adequately resourced sports system meeting the needs of sportspeople at all levels of participation.
2. South Africa acknowledged as a leader in world sport and recreation.
3. At least 50% of all South Africans participating in sport or active recreation.
4. South African sport and recreation researchers admired internationally.
5. 80% of priority sports federations attaining and/or maintaining top 3 positions in world rankings.
6. Transformation agenda achieved.
7. 2010 Nation-building spirit maintain in all major events.
8. South Africa a choice destination for major events and sports tourism.
9. Physical education practiced in all schools resulting in school children broadening the talent pool.
10. Sufficient and accessible sports facilities that are well maintained by Municipalities and fully utilized by communities.
11. Sport and recreation being recognised as a significant contributor to the country's GDP.
12. An ethical and drug-free sporting society.
13. Good corporate governance in South African sport.

MISSION STATEMENT

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

The 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 utilising 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 and 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.

IMPACT

IMPACT	INDICATOR
Nation building	Nation building index

Through the policy guidelines of this White Paper SRSA will endeavour to have a meaningful impact on nation building. Key interventions with the potential to contribute to nation building will include increasing the number of participants in programmes for youth, children, women, people with disabilities, rural communities and the elderly; successfully hosting major events and improving performance at international events.

In addition to the primary impact sport and recreation also has a secondary impact on amongst other the following: health; education; job creation; poverty alleviation; contribution to GDP; peace and development and rural development.

OUTCOMES

To have an effective and sustainable impact on identified Government priorities, SRSA will focus on two outcomes, namely:

- Increased participation in sport and recreation; and
- Improved national and international performances of South African athletes.

These outcomes will only be achieved if identified enablers are in place. The rest of the White Paper will elaborate on these issues.

OUTCOME ONE:

INCREASED PARTICIPATION IN SPORT AND RECREATION (ACTIVE NATION).

Indicator:

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

OUTCOME TWO:

IMPROVED NATIONAL AND INTERNATIONAL PERFORMANCES OF SOUTH AFRICAN ATHLETES (WINNING NATION).

Indicators:

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

STRATEGIC OBJECTIVES

To:

- Contribute to a healthy nation by increasing the number of participants.
- Provide and facilitate access and opportunities in the delivery of sport and recreation programmes.
- Facilitate education and training opportunities for athletes and sports administrators, coaches and technical officials.
- Develop and sustain infrastructure for the delivery of sport and recreation.
- Enhance sport development and transformation at all levels of participation.
- Ensure that talent identification and development programmes are in place and well coordinated.
- Ensure that South African athletes at all levels of the integrated development continuum receive support services that will maximise performance.
- Support the participation of South African athletes and teams at national and international levels.
- Contribute to the economic growth of the country.
- Ensure effective programme implementation through monitoring and evaluation.

ACTIVE NATION

INTRODUCTION

No country can expect to achieve and sustain success at the elite level without a strong participation base in the community, because that is where every champion has their beginning. Furthermore, the social benefits derived from participation in sport and recreation are numerous and well documented.

SRSA 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.

The value of sport and recreation as a social connector is one of its most powerful development attributes. Community sport and recreation networks are an important source of social networking, helping to combat exclusion and fostering communities' capacity to work collectively to realise opportunities and address challenges. If the population involved is broadly inclusive, the connecting dimension of sport can help to unify people from diverse backgrounds and perspectives, establishing a shared bond that contributes positively to social cohesion.

Emerging evidence highlights the impact of sport in relation to creating stronger communities and addressing issues of community safety, including reductions in anti-social behaviour, reductions in the propensity to commit crime, and reductions in the 'fear' of crime amongst the wider community.

There is 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 programs 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 marginalized 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.

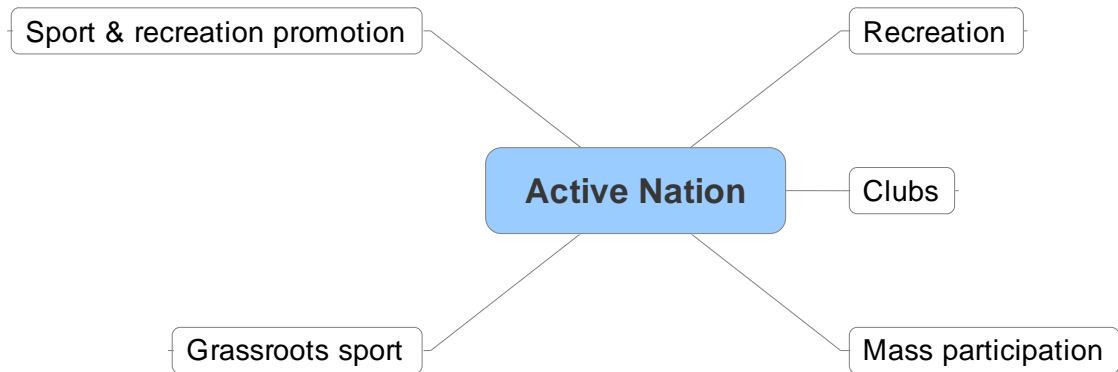
SRSA will continue to use sport and recreation as a medium to enhance social cohesion, better understanding and cooperation between the different cultural groups of South Africa.

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

SRSA will, therefore, continue to promote participation in sport and recreation as there is ample evidence that physical activities result in a general improvement in both physical and mental health. This in turn reduces public and private health care costs. Many countries have proved that there are substantial savings to the economy from the health gains associated with increased levels of physical activity in the population. SRSA will also fast track its sport and recreation activities aimed at countering the spread and impact of HIV and AIDS.

However, the recognised potential of the sports movement to foster health-enhancing physical activity remains under-utilised and needs to be developed. In this regard SRSA will foster a strategic alliance with the Department of Health in the interest of a healthier South Africa.

By embracing the above initiatives South Africa has the potential to become a winning nation. SRSA will specifically focus on the following strategic focus areas to assist with broadening the base of sport and recreation in South Africa:



STRATEGIC ENABLER: SCHOOL SPORT

Statement	Policy directives	Outputs
The benefits inherent to participating in school sport have not been fully capitalised upon after our democracy.	Develop a comprehensive school based policy to ensure a clear demarcation of the line function responsibilities between the stakeholders involved in sport in schools.	Sport in schools policy.
	Renew the collaborative agreement between SRSA and DBE.	Signed Memorandum of Understanding between SRSA and DBE.
The promotion of sport and physical education at schools plays an important role in creating motivation for, and commitment to life-long participation. Evidence exists that sport and physical activity can benefit education.	Engage the Ministry of Higher Education and Training and empower teachers to deliver physical education and school sport.	Skilled and qualified educators. Accredited training material.
	Establish and support structures for the delivery of school sport in a cooperative manner at all levels.	National school sport governing structure. School sport code committees.
	Establish and upgrade facilities and infrastructure to support talented children.	Specialised sport schools in all provinces. Performance

<p>Sport presents the child at school with life skills in a way unsurpassed by any other activity.</p> <p>Sport schools have the potential to maximise the sports potential of learners and to become the hub for sports development.</p> <p>Various initiatives with the private sector could assist in the implementation of school sport projects.</p> <p>School sport has a valuable contribution to make to the development and transformation of sport.</p>		enhancing support structures.
	Advocate and lobby for the re-introduction of structured physical education in all schools and elevate sport in schools as a matter of priority and urgency.	Physical education in all schools. Incentive scheme to encourage children to participate in physical education.
	Support inter- and intra-sports activities (school to district level).	Joint school sport programmes.
	Assume responsibility for organizing national school sport competitions including a "school sport Olympics".	National school sport competition roster.
	Facilitate and oversee the preparation and delivery of athletes participating in international sport in school competitions.	International school sport competition roster.
	Collaborate with SASCOC directives regarding school sport.	Collaborative agreement between SRSA and SASCOC.
	Establish sport and recreation holiday camps in the districts (located at specialised sports schools).	National holiday camps.
	Support the national sports plan through support to priority codes in schools.	Priority codes for schools
	Action international exchange programmes to enrich physical education and sport in school activities in South Africa.	MOUs and PoA providing for school sport programmes.

STRATEGIC FOCUS AREA: MASS PARTICIPATION

Statement	Policy directives	Outputs
<p>Mass participation is the fundamental base for progressive sport development and a vital catalyst for change.</p> <p>However, there are still various barriers to mass participation such as facilities, resources, transport, etc.</p> <p>Mass participation and grassroots sport is essentially a local</p>	Review the Mass Participation Programme to improve its role in sports development and addressing transformation.	More effective development continuum.
	Encourage the participation in sport activities through dedicated and customised mass-based programmes and projects with a view of increasing the number of participants in sport with the emphasis on the disadvantaged and marginalised groups.	Mass participation programmes.
	Increased participation and the development of sport will not be possible if there is not a strong	Community sport structures. (Coordinate with sport

competency. However, national and provincial governments have a key role to play regarding policy development and resources.	foundation of grassroots sport structures in place.	councils.)
	Support the development of a network of NGOs that contribute to sport for development.	Sport for development network.
	Work in close co-operation with NFs in ensuring a vibrant modified sport system.	Modified sports implementation plan.
	Focus grassroots sports programmes predominately in the rural areas.	Modified sports implementation plan.

STRATEGIC FOCUS AREA: YOUTH CAMPS

Statement	Policy directives	Outputs
In South Africa we experience to a large extent a lack of adequate opportunities for positive social interaction, short-lived childhoods, unequal distribution of resources, a high rate of unemployment, a high rate of crime and other social ills.	Youth sport and recreation networks are an important source and means for social networking, helping to combat exclusion and for fostering youth capacity to work collectively towards the realization of opportunities and addressing the challenges faced by young people.	Youth Camps concept document.
Sport and recreation is valued as a social connector and a powerful development tool. Therefore, well designed physical activity programmes at youth camps are potent mechanisms for fostering healthy child and individual development, teaching positive values and life skills and for reducing conflict.	Youth gatherings, networks and programmes can help to empower and promote the inclusion of disadvantaged youth especially, disabled youth, out of school youth, youth at risk, girl children, unemployed youth and rural youth.	Annual National Youth Camps.
	The delivery of youth camps and the proposed “school sport Olympics” can replace the SA Games as multi-coded events for young people.	Hosting of SA Games reviewed.

STRATEGIC FOCUS AREA: RECREATION

Statement	Policy directives	Outputs
Recreation is not just about fun and games, it plays a pivotal role in amongst other, improving the health and well being of an individual, creating livable communities and promoting social cohesion. In terms of the Universal Declaration of Human Rights	Provide strategic direction with regards to recreation in SA.	Strategic framework for recreation.
	In order to have constructive and	A coordinated recreation

<p>(Article 24), all people have a basic human right to recreation activities.</p> <p>Recreational opportunities can provide personal benefits such as self fulfillment and developing personal relationships, as well as social benefits such as improving social integration, developing community and cultural identity.</p> <p>Regular and structured recreational activities can assist in addressing the social challenges of delinquency, crime, alcohol and substance abuse, domestic violence and HIV and AIDS as well as the challenges of the high incidences of lifestyle diseases such as cardiac diseases, diabetes and obesity.</p> <p>Government has a responsibility to ensure that opportunities are provided for more people to participate in recreation.</p>	<p>benefit based recreation there is a need to rationalise and have one governance model of recreation in South Africa.</p>	<p>delivery infrastructure.</p>
	<p>NFs and provincial sports councils must take responsibility to elevate the current status of recreation and for the promotion of recreation programmes.</p>	<p>An integrated programme of recreation events.</p>

STRATEGIC FOCUS AREA: SPORT & RECREATION PROMOTION

Statement	Policy directives	Outputs
<p>The diversity of our population necessitates the development of creative sports delivery programmes tailored to meet the needs of the community targeted.</p> <p>A more dedicated effort is required from the corporate sector to understand and appreciate the economic benefits of an active and healthier workforce. Sport and recreation ought to be harnessed to add value to the workplace as a large portion time is spent at work. Sport and recreation can contribute to lowering tension, fatigue and general anxiety in the workplace as well as increasing productivity.</p>	<p>Assess the impact of participation initiatives adopted by the corporate sector (incl. NGOs) and establish partnerships where feasible.</p>	<p>Impact survey.</p> <p>Partnerships established.</p> <p>Corporate leagues.</p> <p>Extend "Football Friday" after the 2010 FIFA World Cup to "Active Friday".</p>
	<p>Implement sport and recreation promotion initiatives to targeted groups.</p>	<p>Media campaign.</p>
	<p>Set the example of an active workforce.</p>	<p>Government sports leagues in selected sport codes.</p>
	<p>Use sport and recreation as a medium to deliver important social messages.</p>	<p>Themed projects such as HIV and AIDS awareness programmes, e.g.: Heroes Walk.</p>
	<p>Foster and support various private sector sport and recreation initiatives.</p>	<p>Private sector sport and recreation initiatives, e.g.: Let's Play; partnership with mega participation events such as the Comrades and Argus.</p>

JOB CREATION

Statement	Policy directives	Outputs
<p>The sport and recreation sector are required to put the appropriate programmes in place and establish the right environment for the creation of decent and sustainable jobs in every way possible. The sector needs to unite behind the bold vision of Government on job creation and draw on the collective energies of all South Africans to achieve that vision.</p>	<p>Convert volunteer positions within national federations, school sport assistants (cluster coordinators within schools) and hub coordinators into more sustainable employment opportunities.</p> <p>Equip members of the sport sector with skills that could assist them with securing jobs.</p>	<p>Sport and recreation employment opportunities.</p>
	<p>Placement of identified athletes with appropriate employers as part of an athlete's vocational programme.</p>	<p>Athletes career programme.</p>

WINNING NATION

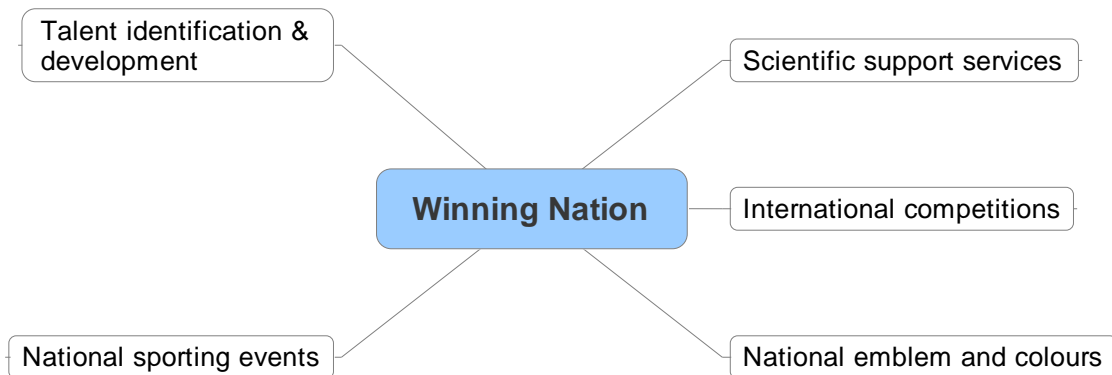
INTRODUCTION

SRSA shall endeavour to increase international sport successes by supporting participation at all levels of participation.

Sports achievers have become known the world over, giving the country they represent an international visibility and reputation not attained in other areas of their social, political or economic life. Personal pride in the achievements of a national sporting team is a powerful incentive towards uniting the people of a country. The use of the flag and national anthem at international matches instils pride and loyalty.

SRSA shall use sport and recreation as a medium to contribute to national unity, fostering a South African identity and promoting a common sense of belonging. Government acknowledges that sport is an important factor in building bridges across boundaries created by race, gender, language, religion, colour, creed, ability and disability. By facilitating improved group relations and mutual understanding, sport promotes national reconciliation.

The following strategic focus areas will assist to achieve outcome 2:



STRATEGIC FOCUS AREA: TALENT IDENTIFICATION AND DEVELOPMENT

Statement	Policy directives	Outputs
A pro-active approach to identify, select and develop talent is an absolute pre-requisite if South African sport is to progress.	Ensure that talent identification and development (TID) is nationally coordinated and that NFs have a well developed system in place to address TID.	National TID coordinator
A targeted talent identification process will enable the	Establish an integrated system for the identification and	Sport specific TID implementation and

<p>identification of athletes from disadvantaged backgrounds who might otherwise not be found and as such assist with the transformation of South African sport.</p> <p>Talent development follows the talent identification/ selection process and requires the provision of adequate coaching, facilities, competition and other relevant support to enable identified athletes the opportunity to progress optimally.</p> <p>A talent exit strategy will assist developed talented athletes with a smooth integration into competitive sport and/or entering a professional career.</p>	<p>development of talented athletes in preparation for high performance.</p> <p>Manage TID with consideration for equity and focus TID programmes in previously disadvantaged areas.</p>	<p>development plan.</p> <p>TID at clubs and school sport leagues.</p> <p>Talent scouting programme.</p>
	<p>Make competition opportunities available to talented athletes.</p>	<p>TID at provincial and national junior games.</p>
	<p>Capture the development and monitoring of athletes to ensure sustainable sports development.</p>	<p>An integrated national tracking system.</p>
	<p>Support NFs in the development and implementation of a talent exit strategy for developed talented athletes.</p>	<p>An exit strategy.</p>

STRATEGIC ENABLER: ACADEMY SYSTEM

Statement	Policy directives	Outputs
<p>An academy system is a critical component of the South African sports development continuum.</p>	<p>Conduct review of current situation and advice on best-practice.</p> <p>Develop a blue print for an academy sport system in the country with clear roles defined (including private academies).</p>	<p>Position statement on academies in South Africa.</p>
	<p>Constitute a national coordinating structure to oversee the development of policy guidelines, coordination between all the role-players and the standardisation of protocols and services (including TID and life skills) to ensure the success of the academy system.</p>	
<p>An academy system refers to a range of institutions in SA that will be part of a national unified approach with the main target of developing sporting talent at different levels.</p>	<p>Establish norms and standards to set basic levels of service that will guide the outputs of the academy system, while empowering the provinces to develop their own management and operational systems.</p>	<p>Norms and standards, and protocols.</p>
<p>The overall objective of the academy system is to develop talented athletes through the provision of sport science and</p>	<p>Develop accreditation criteria for the institutions part of the academy system. The criteria as well as the accreditation of institutions will be reviewed annually.</p>	<p>Accreditation of institutions part of the academy system.</p>
	<p>Establish regional academies or mobile satellite academies that can render basic support services to athletes at a local level to ensure that there is a constant flow of talented athletes</p>	<p>Regional academies.</p>

<p>medical services and provide training opportunities to athletes, coaches, administrators and technical staff in line with a coordinated national plan.</p> <p>This will assist in addressing the demographics of our national teams by accelerating the development of talented athletes from the disadvantaged groups.</p>	<p>released to the provincial academies. Schools in the area and local clubs should be the main source of introducing talented athletes to the academy system.</p>	
	<p>Strengthen provincial academies to fast track sports development and excellence. The provincial academies must ensure that talented athletes from less influential areas are supported to such an extent that they could reach a national level of participation.</p>	<p>Provincial academies.</p>
	<p>Consider the establishment of a national academy that could also serve as a finishing venue for South African teams.</p>	<p>National sports academy.</p>
	<p>Assist with the establishment of Centres of Specialisation for identified NFs.</p>	<p>Centres of Specialisation.</p>
	<p>Prioritise talented athletes from disadvantaged groups to benefit from the support services offered by the academy system. The issue of young athletes contracted at academies should be carefully monitored.</p>	<p>A sub-elite squad of talented athletes. A national tracking system.</p>

STRATEGIC FOCUS AREA: SCIENTIFIC SUPPORT SERVICES

Statement	Policy directives	Outputs
<p>Excellence in high performance sport requires an evidence-based, holistic sports science and athlete support system. Services include among others sport science, sport medicine, sport psychology, nutrition, sport technology and game analysis.</p>	<p>South Africa needs a national coordinating body to oversee the management, coordination and standardisation of scientific support services. (Could be the same as that for the academy system.)</p>	<p>A coordinating body for sport science.</p>
	<p>Support NFs in the securing of sport science services to assist in the development of talented athletes.</p>	<p>A national set of sports science guidelines. Accredited sports science training programmes.</p>
	<p>Establish norms and standards for the accreditation of scientific and medical support personnel in collaboration with their relevant professional bodies.</p>	<p>Accredited scientific and medical support personnel.</p>
	<p>Provide capacity building and professional development programmes for coaches.</p> <p>Maintain and consider world best practices regarding sport science guidelines applicable at the different levels of the development continuum.</p>	<p>Technical material disseminated to practitioners around the country allowing for an interchange of ideas.</p>
	<p>Support applied sport science research.</p>	<p>National applied sports research plan.</p>

	Ensure that SA keeps abreast with international best practices regarding sport science.	National sport science coordinators responsible for appropriate research.
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STRATEGIC FOCUS AREA: NATIONAL SPORTING EVENTS

Statement	Policy directives	Outputs
Strong domestic competition is important for developing talented young athletes aspiring to be selected for national teams, as well as for providing competition opportunities for international athletes outside their international calendars.	Host annual national championships. The focus of the junior championships must also be on talent identification and that of the senior championships to prepare athletes for international competitions.	Annual national championships calendar of events.
	Comply with the Zone VI participation requirements.	National and regional junior championships.

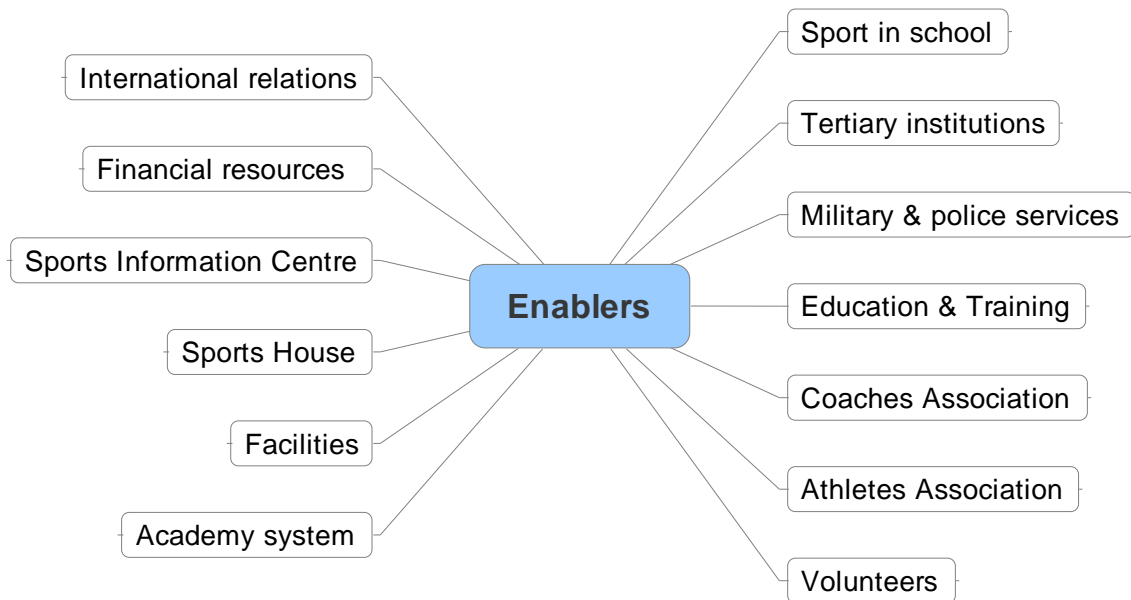
STRATEGIC FOCUS AREA: INTERNATIONAL COMPETITIONS

Statement	Policy directives	Outputs
Regular international competition is, along with coaching, probably the most important ingredient contributing to international sporting success. SRSA is aware that some NFs neglect the development of their sport and focus only on international competitions. NFs should plan their national programme in synchrony with their international competition programme. As a country it is important that we give recognition to the performances of our athletes.	Assist the participation of South African athletes in SASCOC approved international competitions.	Approved international sports calendar. Funding policy for international competitions. Sports-specific long term athlete development plan.
	Recognise the participation of South African athletes in approved sector related international games such as school, student and military games. The specific sector will be responsible for all arrangements related to South Africa's participation in such games in cooperation with the SASCOC.	Approved international sports calendar.
	Give recognition and reward to our athletes who have excelled in the international sporting arena.	Sports awards policy and event.

ENABLERS

INTRODUCTION

SRSA has achieved commendable successes with its mass participation programme supported by statistics indicating that there is a substantial increase in sport and recreation participants – especially amongst the youth. Within the policy framework of this White Paper SRSA want to move simultaneously beyond the mobilisation phase with more emphasis on developing and nurturing new talent within a holistic development continuum. In this regard it is important to link the mass participation and high performance programmes in an effort to eventually reflect a transformed society.



To enable SRSA to achieve its identified outcomes, the strategic focus areas must be underpinned by a range of enablers of which the following are the most important:

STRATEGIC FOCUS AREA: CLUBS

Statement	Policy directives	Outputs
A network of club structures integrated into provincial and national sport structures spanning urban and rural areas across the country forms the basis of sports provision in any sport system. Sports provision, development and excellence will not be possible if there is not a strong foundation of club structures in place.	Promote and support club development.	An integrated and sustainable club structure.
	Support the formation or revitalisation of clubs and leagues at a local level in conjunction with NFs and their recognised structures by introducing programmes and procuring sports equipment and attire.	SLA between SRSA and NFs. Database of clubs.

STRATEGIC ENABLER: TERTIARY INSTITUTIONS

Statement	Policy directives	Outputs
Tertiary institutions have a major role to play in the longer term by providing sport science services, research, qualified sport professionals and supporting athletes at all levels of participation.	Support talented athletes to obtain a tertiary education while furthering their sporting career.	Scholarships for talented athletes (e.g. student-athletes) and students in sports-related career fields.
	Support sport administrators, coaches, officials and sport-related professionals.	Criteria for selection and recruitment of athletes at university level.
	Improve the transition of children talented in sport to tertiary institutions.	Talented athletes suitably placed at tertiary institutions.
	Provision of sport science services for LTAD.	Sport professionals for the sport industries.
	Use students in training to assist schools and sports federations with sports development programmes.	Students deployed in sports development programmes.
	Lobby tertiary institutions to offer qualifications in sport and related fields, which are relevant.	Tertiary institutions offering relevant qualifications in sport and recreation.
	Centralise research expertise at tertiary institutions.	Collaborative and specialised research.
	Provide facilities and expertise in sport science, research and coach education.	Sports development infrastructure.

STRATEGIC ENABLER: MILITARY, POLICE AND CORRECTIONAL SERVICES

Statement	Policy directives	Outputs
The military and police services as well as the	Maximise available resources and	Cooperation agreements with the relevant departments. (Such

Department of Correctional Services can play an important role in developing talented athletes while also training them for a valuable career.	revitalise and strengthen the traditional role that the military and police services have played in South African sport.	agreements could make provision for competition opportunities through participation while in service as well as the employment of athletes, giving them a career while offering opportunities for them to train at an appropriate level.)
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STRATEGIC ENABLER: EDUCATION AND TRAINING

Statement	Policy directives	Outputs
SRSA can make an important contribution to the Government's priority of human empowerment through the education and training of people in the sport and recreation community.	Develop sport specific South African Qualifications Authority (SAQA) and International Federation Specific unit standards and coordinate the development and updating of generic education and training material with a view to capacitate administrators, managers, coaches and technical officials in the field of sport and recreation.	Accredited education and training programmes.
	Train Sector Education and Training Authority (SETA) and International Federation specific accredited facilitators and monitor the development of the human resource base necessary for sustaining sport and recreation.	Accredited facilitators.
It is important for South Africa's education and training keeps abreast with global developments and standards.	Ensure that the distribution of research results is accessible to sport and recreation human resources.	Research publication distribution plan.
	Consider the development of non-accredited programmes for volunteers such as parent coaches.	Training programmes for volunteer coaches.

STRATEGIC ENABLER: COACHES ASSOCIATION

Statement	Policy directives	Outputs
Coaching and the development of sporting skills are key elements in any successful sport system. In the highly competitive and demanding world of international sport, South Africa needs to explore all possible means to ensure that our coaches are keeping abreast with latest technology, research,	Develop a coaching framework for South African sport.	Coaching framework.
	Constitute national and provincial structures to support South African coaches.	Coaches Associations at national and provincial levels.
	Develop and implement a grading system for South African coaches.	Database of accredited coaches.

techniques and developments and providing our athletes with the competitive edge where possible.	Ensure that South African coaches are empowered with latest best practices.	World beating coaches.
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STRATEGIC ENABLER: ATHLETES ASSOCIATION

Statement	Policy directives	Outputs
<p>Given the enormous commitment required of any athlete to reach the top and their relatively short athletic careers, it is important to develop athletes holistically. Life skills is one of the important areas of an athletes development. Athletes who are broadly developed in the non-sports areas will perform better in sport.</p> <p>In South Africa there is a major need for a job opportunity programme, similar to those programmes that were successfully launched in Australia and the United States. Such a programme will aim to place athletes with major businesses, with a commitment by the company to train them professionally and provide them with time off for training. Companies may find that having a household name or an elite athlete on their personnel could be of great value to their staff in terms of creating a role-model of self-discipline and excellence.</p>	Constitute a national representative body to support South African athletes.	Functional Athletes Association.
	Lobby for a National Athletes Medical Aid Scheme.	National Athletes Medical Aid Scheme.
	Equip athletes to deal with all aspects of life in such a way that they can become sport heroes on and off the field. Also equip them to deal with life after sport.	Life skills programme.
	Facilitate the placement of identified elite athletes with corporate and the public service.	Athlete's vocational programme.
	Discourage our promising athletes from leaving and re-locating to foreign countries.	Initiatives to retain our athletes in South Africa.

STRATEGIC ENABLER: VOLUNTEERS

Statement	Policy directives	Outputs
<p>Sport depends heavily on the commitment of thousands of volunteers. In South Africa the hosting of mega events has created a form of local "cultural capital" through the recruitment and training of a significant number of volunteers. Volunteering can offer individuals the opportunity to become involved in an exciting sporting event, which may act as a starting point for ongoing community involvement. This in turn may have economic and social benefits.</p>	Continuously improve the training and support offered to volunteers. Ensure that the quality of the training programme is sustainable.	An accredited national sports volunteers programme.
	Establish and maintain a register of trained volunteers.	Database on volunteers.

STRATEGIC ENABLER: FACILITIES

Statement	Policy directives	Outputs
<p>The absence of sport and recreation facilities in the disadvantaged communities must rank as one of the cruelest legacies of apartheid. SRSA still is of the opinion that if the building of sports facilities is neglected, it will have serious consequences for the building of a better South Africa and especially for the development of our young people. If the backlogs are not addressed it will be very difficult for SRSA to achieve its objective of involving more South Africans in healthy physical activities with the subsequent loss of all the benefits that the country attached to this.</p> <p>In terms of a Cabinet decision taken on 5 March 2003, all infrastructure funds allocated by national departments were incorporated into the Municipal Infrastructure Grant (MIG) as from April 2005. This resulted in the termination of the Building for Sport and Recreation Programme (BSRP) of SRSA. Within the new arrangement the main responsibilities of SRSA were defined to be policy formulation, advocacy and monitoring the performances of municipalities in the provision of relevant sector infrastructure.</p> <p>The Cabinet decision resulted in SRSA losing the momentum in addressing the backlog in sport and recreation facilities with municipalities prioritising MIG funding for the delivery of basic services rather than building sports facilities.</p> <p>One of the major challenges related to sports facilities is the disparity in the placement and number of sports facilities. Furthermore, many facilities are under-utilised and in poor condition due to vandalism and lack of maintenance, lack of security and ineffective management.</p>	Audit available facilities (private and public sectors) to ensure proper planning and the maximal use of existing facilities.	An updated audit on sport and recreation facilities.
	Develop a National Facilities Plan based on the audit. Plan should also address the important issues of venues and types of facilities, including indoor facilities.	National Facilities Plan.
	Set norms and standards for the provision of sport and recreation facilities.	Norms and standards manual.
	Pursue and advocate for improved funding allocation of sport and recreation facilities through appropriate policy interventions.	Funding plan for facilities.
	Incentives to encourage corporates to fund sports development, including facility building especially in the rural areas.	Legislative framework reviewed.
	Lobby and advocate for the inclusion of sport and recreation facilities in spatial town planning that will result in more sustainable human settlements.	Sport and recreation facility guidelines incorporated into town planning frameworks.
	Lobby for school sports facilities while ensuring integrated planning to avoid the duplication of facilities in the same area.	Sports facilities incorporated into schools infrastructure plans.
Facilitate effective facility management and maintenance.	Facility management training.	
Ensure that the newly built and upgraded 2010 FIFA World Cup stadia contribute effectively to the development of sport and recreation.	2010 FIFA World Cup stadia fully utilised.	

STRATEGIC ENABLER: SPORTS HOUSE

Statement	Policy directives	Outputs
Scarce resources in South African sport can be better utilised when basic services are shared by various role-players.	Support the optimal utilisation of scarce resources through establishing a centralized administration system for NFs.	Sports house.

STRATEGIC ENABLER: SPORTS INFORMATION CENTRE

Statement	Policy directives	Outputs
<p>One of the characteristics of the present sports landscape is the exponential growth in the need for dissemination, use and management of information and knowledge in all fields of human endeavour. Sports related data, information and knowledge are utilised in acquiring and improving skills at all levels to:</p> <ul style="list-style-type: none"> ➤ Improve performance levels. ➤ Facilitate sports development. ➤ Gather and interpret information about events. ➤ Acquire information for decision-making and planning purposes. 	<p>Identify research and other information required to support strategic decision making.</p>	<p>A well managed sports information resource base.</p>
	<p>Establish structures to identify strategic information needs, communicate those needs to researchers, and deliver and distribute such reports to decision makers.</p>	<p>Electronic and print media for the dissemination of information to all stakeholders.</p>
	<p>Research and identify the sports information requirements of the SA sports community, and institute suitable communication mediums.</p>	<p>Applied sports research programmes to support strategic decision making.</p>
		<p>A coordinated national database network within which agreed upon sports related data and information are captured, analysed and distributed for planning and decision making purposes.</p>

STRATEGIC ENABLER: INTERNATIONAL RELATIONS

Statement	Policy directives	Outputs
<p>The world has become a global village hence the function of international relations is becoming more and more important.</p> <p>Multilateralism becomes critical because no</p>	<p>Strengthen international sporting relations with a view of securing more resources for South African sport. Evaluate very carefully what is required from other countries and what can be offered. The key principle will be support to NFs and therefore NFs will be consulted in the process of determining and finalizing international agreements.</p>	<p>Government-to-Government agreements with identified countries.</p>
	<p>Conduct an audit and update all international agreements to ensure that all agreements are of value to South African sport. Such audits will concentrate on maximising the benefits that are derived from relations with identified countries.</p>	<p>Audit of Government-to-Government agreements.</p>
	<p>Support multilateral relationships with organisations through participation in the activities of African and other relevant international sports organisations.</p>	<p>International relations policy supporting</p>

country can prosper on its own.	Ensure that the key principles of approved policies are incorporated into strategic plans.	continental sport and recreation development.
South Africa has an important and leading role to play role in the sports structures on the African continent and internationally.	Develop policy guidelines that guide exchange programmes as well as the responsibilities and roles of stakeholders as far as international relations are concerned. This includes the representation of South Africa on sport or recreation specific international organisations which remain the responsibility of the elected members of the South African sport and recreation community.	Exchange programme guidelines. International relations guidelines.
	No sport or recreation administrator should commit the South African Government in any international forum without the prior consent of SRSA.	Programmes of Action with identified countries.

STRATEGIC ENABLER: FINANCIAL RESOURCES

Statement	Policy directives	Outputs
<p>When it comes to the funding of South African sport and recreation, one of the major challenges is the proper coordination of financial resources. The Government (at all three tiers), lotto, SASCOC, the private sector and international donors are all making funds available for sport and recreation but nowhere is it centrally coordinated.</p> <p>The reality that Government funding will always be limited means that considerable effort must be employed to raise the maximum level of funding from non-</p>	Distribute (SRSA, as well as lotto) funding in an equitable and fair manner to meet the needs of the White Paper and to realise the implementation thereof.	National sports funding policy.
	Establish a national sports funding forum to coordinate the allocation of financial resources within the sporting sector.	National sports funding forum.
	Fund identified and prioritised sport and recreation organisations for jointly agreed items in support of national policy directives.	SRSA funding policy.
	Fund SASCOC for the delivery of high performance sport.	Business plans of SRSA funded organisations.
	Administer the transfers made to public entities falling under the auspices of sport and recreation as well as identified NGOs.	Value for money report.
	Fund special sport and recreation or related projects complementing general Government priorities.	
Evaluate return on investment (ROI) when evaluating requests for financial support from sport and recreation entities.		
Initiate research and collate information required to help support NFs to become more financially self sufficient. By making the NF's more proficient in this area, some of the funding gap issues may begin to be eased.	Proposals and actions steps to assist with the greater independency of	

<p>government sources.</p> <p>Sponsorship, however, is always difficult to obtain, even for the more popular sports.</p> <p>A major problem for many small sports is that the sponsorship market has been largely tied up by the big professional sports, which means there is little residue to go round.</p> <p>Further, many smaller sports do not have the management and marketing skills, or the money to invest or to attract sponsorships.</p> <p>To maximise on the economic opportunity of sport, we have to continually build the case for sport.</p>		NFs from state funding.
	Lobby DTI to amend Section 25 of the Lotteries Act and to review the composition of the distribution agency.	Amended Lotteries Act.
	Lobby Public Works to assist with the maintenance of sport and recreation facilities.	Sport maintenance programme.
	Earmarked funds on the annual budget of local and provincial governments for the maintenance of sport and recreation facilities.	
	Fund provincial and local/district sport and recreation federations and clubs.	Provincial funding policies complementing the national policy.
	Establish a development fund and investigate introducing a system where one rand of every sports ticket purchased is donated to a sports development fund.	A national sports development fund.
	Create incentives for the private sector to be more involved in the funding of sport and recreation. Consider the re-introduction of tax concessions to attract corporate to increase their sport sponsorship.	Feasibility study on incentive initiatives for the funding of sport and recreation.
	Explore ways to secure international donor funding to resource worthy identified sport and recreation projects in South Africa.	International agreements.
Develop a standardised national statistical method for measuring the economic and social impact of sport (SEIM), and ensure it is consistent implementation for a minimum number of selected major events each year.	Impact research on selected events annually.	

STRATEGIC ENABLER: SPORTS BROADCASTING AND SPONSORSHIP

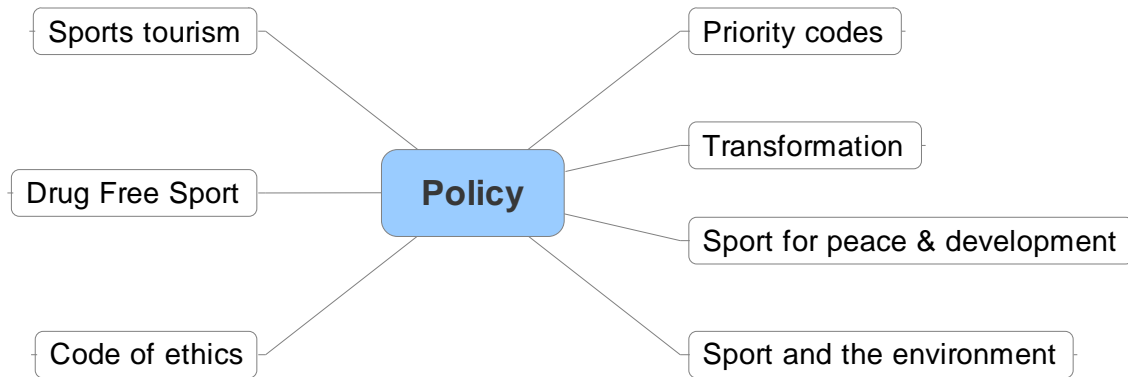
Statement	Policy directives	Outputs
There is a direct correlation between broadcast coverage and the commercial funding of sport.	To contribute to the growth and development of sport in South Africa greater access to and exposure on TV for sports heroes and sports codes (including the priority codes) is essential.	Completed analysis of current sports broadcast landscape inclusive of impact of media and players in the Industry.
According to research, 75% of the total TV hours allocated to sports content in South Africa go to five codes, namely; Soccer, Rugby Cricket,	There is a need for the empowerment of NF's in terms of: <ul style="list-style-type: none"> • Long term marketing plans. • Commercialisation strategies (sponsorship rights packaging / TV rights and event 	Increased TV exposure for priority codes other than Soccer, Rugby, Cricket, Golf and Motorsport.

<p>Golf and Motorsport.</p> <p>It's not surprising therefore that these same five codes also receive 72% of the total sponsorship rights fees invested annually by the corporate sector.</p> <p>Isolating the National Broadcaster, 73% of the total sports coverage went to just two codes in 2010, with soccer receiving almost 50% alone.</p> <p>Unfortunately, without TV hours sports codes have little or no chance to become financially self-sufficient.</p>	<p>management).</p> <ul style="list-style-type: none"> • Contractual / legal guidance. • Research to help NFs to make a case for and the position of their codes. <p>The vast majority of NF's would benefit from a centralised "consulting type" service whereby they could receive guidance on and strategic advice and /or research based evidence to help position their codes to business.</p>	<p>A centralised research and consulting service to enable NFs to acquire commercial funding. (Can be linked to the Sports House concept and/or Sports Information Centre.)</p>
	<p>Revisit the ICASA Sports Broadcast Services Regulations of 2010.</p> <p>Lobby for an agreed to list of local sport for inclusion as local content on TV and Radio. This would greatly address the shortfall in both broadcast coverage and the funding of sport.</p>	<p>Amended Sports Broadcasting Services Regulations.</p> <p>Position paper on treatment of local sport as local content.</p>

POLICIES

INTRODUCTION

Over and above the policy directives already provided in the strategic focus areas and enablers, there are also other critical areas on which this White Paper will provide the a policy framework. Schematically these areas are the following:



TRANSFORMATION

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

The concepts of transformation and empowerment and the motivations for and against the need thereof are often emotional, oversimplified, not clear and therefore misunderstood. In addition the strategic imperative and moral motivation for the importance and necessity for the structured transformation of all components of the South African sport sector in the interest of the country's long term future is often neglected and not sufficiently emphasised. This invariably results in exceedingly emotional and to some extent confused interaction among South Africans in general and sport stakeholders in particular. Furthermore, this could lead to confrontational situations between different stakeholder groupings which spill over into the public domain with damaging consequences for sport's image and reputation. This is clearly not in the interest of sport considering the position it occupies in the South African society, now and in the future.

It has to be understood that transformation involves change and change is multi-faceted. Sport's transformation approach, therefore, has to include an

orchestrated redesign of the total sport organisation. Transformation is thus a process of establishing a sport system based on the principles of:

- human capital development;
- equitable resource distribution;
- elimination of all inequalities;
- increased access to participation opportunities;
- skill and capability development at all levels and in all areas of activity;
- greater community involvement through new sport infrastructure development;
- empowerment of the individual;
- respect for each other;
- fair and just behaviour;
- innovation to stay ahead of competition; and
- good governance.

Key issues

- Transformation is about the soul of the nation. It means we have to transform our minds first and see ourselves as South Africans, not as blacks and whites, men and women, with and without disability.
- Transformation should cut across age, gender, disability and geographical spread.
- Transformation means that the starting line must be the same for all the children of this country. This is the challenge we must succeed in.
- SRSA will treat sport as a voluntary self regulatory environment with teams that are selected by independent sports federations that are voluntarily constituted and self governing.
- SRSA will fully support the notion of a winning culture in sport and will rally 100 percent behind all our national teams when competing in the international sporting arena.
- It is not the policy of Government to advocate the racial composition of national teams, nor to prescribe to NFs on how they should select their teams. National teams should be selected on merit but transformation should be implemented at school/youth levels to prepare a broad basis of athletes for participation at higher levels in future.
- NFs should be empowered to implement effective transformation. Sharing best-practice should be encouraged.
- In conjunction with the sports community SRSA will pursue its responsibility to accelerate transformation in sport, making sport accessible to all South Africans, making more funds available to sports development and to ensure that systems are in place that will assist talented athletes to reach their full potential.
- Meaningful transformation will only be possible if the required financial resources are made available.
- The logical outcome of investing more resources at a grassroots level will yield stronger and more competitive national teams for the country. Through

proper development programmes by the NFs and Provincial Federations and good supporting systems, the wealth of sporting talent must be capitalised upon with representative winning athletes and teams a natural outcome.

- Transformation of teams should be from the bottom up. There should be a “catch-up strategy” in under-developed areas funded by Government so that more young people from disadvantaged areas are afforded the opportunity to unlock their potential. Government will ensure that all athletes have equitable opportunities to excel.
- Transformation is also necessary in all support systems for South African sport, including administration, coaching and technical officiating.
- SRSA will develop a transformation charter and scorecard in conjunction with SASCOG that will provide clear guidelines regarding all issues related to transformation.
- Progress on transformation issues must be monitored and evaluated through a performance information system.

PRIORITY CODES

To assist SRSA in its endeavour to broaden the sport and recreation participation base with limited resources, SRSA will prioritise sporting codes that have the potential to offer participation opportunities to large segments of the population. SRSA will also give priority to those sports with the best chance of success for every Rand expended. Some sports will be better developed than others. In determining the priority codes SRSA will work in close conjunction with SASCOG and other role-players.

The success of the prioritization will only be realised if there is alignment, not only between SRSA and SASCOG, but also with the provinces, academies, tertiary institutions and schools.

Key issues

To:

- Have a more focused approach in the development of sport in the country.
- Ensure more direct impact on cross cutting issues of national importance such as social cohesion, health, peace and development, the environment, sports tourism, etc.
- Provide guidance for sport and recreation infrastructure development according to national priorities (at all levels).
- Enlarge the formal sports participation base.
- Improve sports performances at the different levels of the development continuum.
- Contribute to nation building through winning performances in the global sports arena.
- Ensure better coordination between identified NFs within the sport sector.
- Provide incentives for the growth of sport.

- Assist in making NFs more viable to secure sponsorships and the broadcasting of events.
- Contribute to improved governance and better utilization of available resources.
- Ensure a more focused approach in the monitoring and evaluation of the activities of NFs.

Category 1: Participation

The criteria could include, amongst others, the accessibility of the sport (in terms of cost of facilities, equipment, fees, etc); number of clubs and registered members; transformation at all levels; human empowerment through training programmes, the extent to which the federation contributes to Government priorities, ethical issues and good administration and governance.

Category 2: Performance

Some sports have multiple disciplines, which mean there are more medals available. In team sports it is necessary to support all the members of the team for the chance of one medal, whereas in others multiple medals can be achieved for the same financial outlay. Other criteria could include: capability of winning medals; performances last four years; profile and support of the NF in the country; athletes' development programme; transformation; ethical issues and good administration and governance.

The criteria will be reviewed every four years. SRSA will prioritise and fund those national federations which best meet the criteria set. Information provided by the NFs on the set criteria needs to be verified.

Marketing opportunities

- World-wide media coverage
- Sponsorship income
- Television rights and income
- Promoting of South Africa as a sports tourism and tourism destination with consequential word of mouth marketing.

NATIONAL EMBLEM AND COLOURS

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

Key issues:

- Confirm the King Protea as the only national emblem for sports people representing South Africa at international events. It must be displayed on the left hand side of the chest of the “battle gear” of all NFs.
- Ensure that only South African citizens are allowed to represent the country as athletes and to wear the national emblem and official colours in international competitions.
- Standardise the colours of green and gold used by NFs for all sports attire used in international competitions.
- Promote the branding of the national emblem, colours and teams.

SPORTS TOURISM

Sports tourism refers to collaboration between the sports industry and the tourism industry to maximise mutual benefits.

Sport has always been an important part of society, but with the global emergence of sports tourism it has also become an increasingly important part of the economy and the contribution to a country’s GDP. Sports tourism is a multibillion-dollar business and one of the fastest growing areas of the global travel and tourism industry. However, maximising the potential social, economic, environmental and political benefits requires the creative and innovative design, implementation and management of a national strategic framework.

After South Africa’s re-entry into international sport, sports tourism performed exceptionally well in terms of percentage growth. SRSA acknowledges that sports tourism is one of the fastest growing sectors in the South African economy with proven economic benefits as well as the positive impact on the country in general.

Although the focus of sports tourism is more on mega sporting events (World Cups or Olympic and Paralympic Games) the significance of the economic and social successes of smaller-scale sports events cannot be overlooked. Although these may be at a lower level, they can be of considerable economic and social significance. In addition they offer a powerful incentive to market destinations. Given that they require little or no additional infrastructure investment they might be considered as offering great benefit to local communities.

The national sports tourism strategy will also encompass guidelines for the bidding and hosting of major sports events in South Africa. To avoid potential risks and to maximise benefits for the country, SRSA will take the lead in updating such guidelines. These guidelines will include the criteria for bidding and hosting as well as an events roster detailing approved as well as proposed events.

The hosting of major events in the past provided South Africa with vast opportunities to market our rainbow nation whilst the events also resulted in

economic and social development. In future there will be many other international hosting opportunities for our country. Even though South Africa has successfully hosted numerous major sports events, it is imperative to have a pro-active plan aimed at hosting major international sports events post 2010. The investment made by the South African government for the 2010 FIFA World Cup needs to be sustained.

Key issues

- As the leading Department, SRSA will seek to encourage and further develop amicable relations with the Department of Tourism.
- SRSA will increase its efforts to explore the benefits attached to sports tourism. In this regard SRSA will focus on the following areas:
 - Sports tourism research.
 - Strategy and policy development to provide national guidance with regards to sports tourism.
 - Bi-lateral and multi-lateral international sports agreements that could have an impact on sports tourism.
 - Cooperation with SASCOC and NFs.
 - Use sport to position SA as sport tourism destination.
 - The exchange of expertise and information.
 - Initiatives to maximise the benefits of sports tourism.
 - Organising of workshops/seminars/conferences on sports tourism.
 - The marketing of South Africa as a sports tourism destination of choice.
 - The identification of world best practices in the field of sports tourism.
- International events inevitably require Government involvement and the bigger the event, the greater the Government involvement is likely to be.
- There is a need for a coordinating mechanism to ensure that there is no duplication or conflict in bidding for events. This should include the tourism industry. Without national guidelines, the risk exists that sporting codes will compete against each other; provincial and local Governments will bid independently and the national Government will be asked to bail out organisers when things go wrong and financial shortfalls occur.
- SRSA will provide support to NFs from a Government perspective in the bidding for and hosting of approved major events in the country. This will include the coordination of inter and intra-government support required for hosting such events.
- There may also be merit in considering the development of a mechanism to assist the smaller sports to bid for and host events. In this way broad expertise can be developed, smaller sports can be assisted to promote themselves domestically and top competition can be obtained without the costs of sending teams overseas.

SPORT FOR PEACE AND DEVELOPMENT

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

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 conflict.

Key issues

- South Africa should strengthen its presence and play a leading role in international fora and global initiatives on sport for peace and development.
- To fully harness the potential of sport for development and peace initiatives, it should be integrated into national policies.
- Investments and institutional capacity must be put in place to permit programmes to be scaled up nationally.
- To utilise sport and recreation as a tool to reduce crime and violence, SRSA will pursue strategic alliances with the Departments of Police, Defense and Military Veterans and Correctional Services.
- SRSA will consider awareness campaigns to inform public of the role sport can play in peace and development initiatives.

SPORT AND THE ENVIRONMENT

The relationship between sport and the environment includes both the impact of sport on the environment and the impact of the environment on sport. All sports activities, events and facilities have an impact on the environment, creating an “ecological footprint”. Although sport is generally not a major cause of pollution, its cumulative impact can be significant and can include erosion, waste generation and habitat loss. As a result, the negative impact of sport on the environment should always be minimized.

It is also important for sport to be pursued in an environmentally sustainable manner, given that the deterioration of environmental conditions reduces the health, well-being and living standards of individuals and communities as well as their levels of physical activity. Factors such as waterborne, airborne and soil-borne pollutants and ultraviolet radiation impact negatively on people’s ability and willingness to participate in sport.

Key issues

- Ensure that major sports events and sports goods are “green”.
- A cleaner environment can contribute to encourage people to be more connected to the natural environment and to be more physically active.
- Participation in sport also requires the provision of appropriate, safe and clean places to play, whether specific facilities or parks and open spaces. Maximising participation in sport therefore requires the creation of a clean, suitable and sustainable environment.
- Environmentally friendly initiatives such as garbage collection at major sports events can not only secure additional resources for sport but also contribute to the health benefits of a clean environment.
- The inherent link between a clean environment and participation in sport is part of what makes sport a powerful tool for communicating environmental messages and encouraging actions to clean up the environment.

CODE OF ETHICS

SRSA is aware of the negative practices in sport and recreation such as the use of prohibited substances, exploitation, corruption, alcohol misuse, harassment, violence, misbehaviour of players and spectators, etc. SRSA will provide an ethical framework with a view of creating an environment for fair play and where the rights of all people participating in sport and recreation are respected.

Key issues

- The Code of Conduct must indicate the standard of behavior expected of a member of an association. It is a formal statement of the values and ethical standards that guide individuals in sport.
- The Code of Conduct needs to encompass a set of principles and norms to which the sport and recreation community can be held accountable.
- The Code of Ethics can also be used as a point of reference when dealing with disciplinary procedures against members who brought our sport and recreation in disrepute.
- Where applicable, misconduct will also be dealt with in accordance with the National Sport and Recreation Amendment Act.

DRUG FREE SPORT

The on-going battle to eradicate the use of illegal substances by sports people remains a challenge for SRSA and the relevant role-players. SRSA fully subscribe to the global fight against doping in sport - a fight aimed at promoting the values of fair play, honesty and good health in sport. There can be no glory or sense of achievement in winning through drugs.

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”*.

SRSA will work closely with the South African Institute for Drug-free Sport (SAIDS) to ensure that all South African sports organisations and federations comply with the directives of SAIDS following South Africa’s endorsement of the World Anti-Doping Code and the UNESCO convention on anti-doping.

Key issues

- South Africa needs to collaborate with other national anti-doping agencies throughout the world to achieve international harmonisation and improvement of standards and practices in anti-doping.
- An area of concern that needs to be addressed is new substances that are constantly being developed and the subsequent need of SAIDS to become more sophisticated in its ways of testing, the trafficking of prohibited performance enhancing substances.
- Another area of concern is the problem of South Africa that becomes increasingly a destiny of choice and the critical impact that substance abuse could play in the development of our young people.
- Special programmes are needed at schools to address the serious concern of school children taking illegal sports performance enhancement drugs.
- Schools should make use of SAIDS to access WADA’s education programmes on the danger of drugs.
- Every NF must have a drug-free plan in place applicable for their specific sport.
- Skills development is necessary for the early identification of signs of drug abuse as well as guidance for referrals and interventions such as rehabilitation, risk reduction, life skills and psychological programmes.
- The seriousness of drug abuse should be emphasised – it could kill you.

DEMARCATION OF ROLES AND RESPONSIBILITIES

This White Paper and the subsequent National Sport and Recreation Plan shall be developed in wide consultation with all relevant role-players. However, to have a national impact, it is important that all sporting entities in the country align their strategic planning with the national framework. When developing its strategic direction, SRSA shall identify the key areas where sport and recreation can contribute to national priorities. Similarly the recognised sporting structures at all levels must identify the areas where they can contribute to achieve national strategic objectives.

After consultation SRSA will also identify a specific theme for each year that should be vigorously pursued by all role-players. Only if all role-players in South Africa work towards the same strategic objectives will we as a country be able to have a positive impact on the South African sport system.

The success of sports development in South Africa is dependent on the smooth operation of a system with clear definition of authority, responsibility and accountability combined with seamless progression. There must be one driver and one direction and this must be consistent with Government policy.

The following paragraphs outline the broad areas of responsibility allocated to specific role-players. The detailed demarcation of roles and responsibilities will be captured in the National Sport and Recreation Plan.

GOVERNMENT STRUCTURES

The Constitution requires that the legislative and executive authority of different spheres of Government operate within a framework of cooperative governance. SRSA will take overall responsibility for sport and recreation in South Africa and establish the appropriate enabling environment to ensure that activities undertaken by other stakeholders are coordinated, uniform and effective.

National Government

Role of the national Minister responsible for sport and recreation

The Minister of Sport and Recreation is the custodian of sport and recreation in South Africa. The Minister has the legislative powers to oversee the development and management of sport and recreation in the country. The Minister is therefore the principal authority of Government with regards to all sport and recreation matters.

Role of SRSA

For South Africa to be successful in sport and recreation, it is essential that there be one authority charged with the responsibility to develop, coordinate and

monitor a comprehensive system established in accordance with a broadly agreed national strategy. SRSA is assigned this responsibility and must ensure that the required sports development system is in place and fully operational.

All activities of SRSA will be guided by the National Sport and Recreation Amendment Act. SRSA is fundamentally a facilitator and regulator. The main responsibility of SRSA is to develop legislation, regulations, national policies and guidelines for sport and recreation in the country. SRSA will ensure that effective partnerships are in place with other implementers of sport and recreation such as Provinces and Municipalities as well as SASCOG and National Federations.

Furthermore, SRSA will support those responsible for delivery with available resources and other support. SRSA 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.

SRSA will work closely with the Minister in its role in facilitating inter-departmental and international relationships.

SRSA will enter into service level agreements with National Federations (NFs) to be able to oversee and monitor the implementation of policies by the NFs in the country.

Provincial Government

The organisation, management and control of provincial sport and recreation is a provincial competence. At the provincial level the Member of the Executive Council (MEC) and the provincial departments of sport and recreation are charged with the responsibility of:

- Promulgate legislation that provides norms and standards at local municipal level.
- Developing policies within the context of the national sport and recreation policy, with the principal agents being the provincial federations.
- Implementing and monitoring sport and recreation policies within the provincial framework.
- Developing sport and recreation in the province holistically.
- Building relations with identified stakeholders with a view of developing sport and recreation in the province.
- Assisting and guiding provincial and regional academies in line with national directives with a view of providing support for provincial level athletes and for those national athletes living and training locally. The respective roles between SASCOG and the provinces must be defined in formal agreements.
- Facilitate and support the provincial confederation to deliver on its mandate.
- Funding of recognised sport and recreation entities in the province supporting the coordinated approach taken by SRSA.
- Facilitating the building, upgrading, maintenance and management of sport and recreation facilities in conjunction with local authorities.

- Hosting provincial sport and recreation events and supporting national and international events.

Local Government

The local authorities have the following roles:

- Policy development at local level.
- Implementation and monitoring of sport and recreation policies.
- Funding of its principal agencies viz, clubs and individuals.
- Building, upgrading, maintenance and management of infrastructure for sport and recreation in municipalities, metros and districts.

NON GOVERNMENT ORGANISATIONS

National

Role of SASCOG

SRSA supports one national governance model to serve as a multi-sports organisation to avoid duplication and waste of resources. SRSA recognises the South African Sports Confederation and Olympic Committee as the only multi sports organisation in the country.

To maximise service delivery and to avoid any duplication, a service level agreement must be signed annually between SRSA and SASCOG outlining the services to be delivered, as well as targeted outputs, by the respective parties.

SASCOG will be held responsible for all activities and responsibilities assigned to the organisation as outlined the NSRA. The key area of responsibility of SASCOG is the development, implementation and monitoring of a high performance programme for our national athletes. Furthermore it will be responsible for the selection and preparation of all South African teams taking part in multi-sports events.

The concept of Team South Africa has been advanced, with the objective of achieving a unified approach to the organization and management of South African teams in multi-sports events.

SASCOG will also be responsible for:

- Ensuring compliance with the laws of the country, rules and regulations.
- Ensuring that government priorities and the policies as outlined in the White Paper are met and implemented by itself and its members.
- Managing and controlling affiliation of organised sport at international level.
- Determining affiliation criteria and managing the membership of its members.
- Developing a business plan and ensuring that business plans are in place for all its members.

- Ensuring good governance of itself and its members.
- Managing conflict resolution amongst members.
- Facilitating the mobilisation of resources for itself and members.
- Ensuring that resources are accounted for according to accounting principles.
- Managing the awarding of national colours.
- Establishing and managing Provincial Sports Councils in all nine Provinces.

Role of National Federations (NFs)

SRSA acknowledges the autonomy of NFs with regards to the administration of sport and recreation in South Africa. However, this autonomy should be executed within the framework of the national White Paper on sport and recreation and on the understanding that much of the NFs funding is derived from Government.

SRSA recognises that NFs are at the centre of the sport system and are the main custodians for the development of their sport. They must know their particular sport and the requirements of their athletes. The primary focus of the NFs must be the welfare and performance of their athletes. NFs must accept ultimate responsibility for the success or failure of their sports.

Each NF must develop a strategic plan outlining its goals and the activities it will pursue to achieve those goals. The performance indicators for the individual NFs should be related to the identification and nurturing of talented participants in their sport, club development, transformation and the continuous improvement in international rankings. In this regard each NF should appoint a head coach. This person should have the responsibility for establishing a national training programme for the sport and for identified individual athletes.

Funding of NFs from SRSA will be based on the achievement of identified results and the signing of a service level agreement in respect of mutually agreed programmes.

Provincial and local

Role of provincial and local sport controlling bodies

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

Guidelines need to be developed to ensure uniformity for a sport system that provides for the development of sport and recreation at a local, regional and provincial level. Within these guidelines sport councils must be properly constituted and operational at a local, regional and provincial level.

To ensure the implementation of a vibrant and seamless sport council system for SA sport the required resources must be secured.

Role of Provincial Federations

The development of sport at the provincial level is very important because this level is closest to the community and because this is where the champions of the future will be found.

At a provincial level, the focus will be on the development of sport at the sub-elite level. At this level responsibility must also be taken for community sport and recreation. This gives provinces the responsibility of fostering sport at the sub-elite level, concentrating on the development and training of provincial teams in the interests of providing the highest possible level of competition domestically.

CONCLUSION

It is important to emphasise that an increased and focused commitment at all levels of sport would be advantageous since this could reap great health, economic, social and international benefits. This being the case, the South African Government must surely consider expenditure on sport and recreation as a worthwhile, indeed, necessary investment in the future of our country and its people.