



sport & recreation

Department:
Sport and Recreation South Africa
REPUBLIC OF SOUTH AFRICA

THE WHITE PAPER ON SPORT AND RECREATION FOR THE REPUBLIC OF SOUTH AFRICA

**ISSUED BY THE MINISTER OF
SPORT AND RECREATION**

2012

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ACRONYMS AND ABBREVIATIONS

AU	AFRICAN UNION
BSA	BOXING SOUTH AFRICA
BSRP	BUILDING FOR SPORT AND RECREATION
CATHSSETA	CULTURE, ARTS, TOURISM, HOSPITALITY AND SPORT SECTOR EDUCATION AND TRAINING AUTHORITY
DoT	DEPARTMENT OF TOURISM
DBE	DEPARTMENT OF BASIC EDUCATION
DTI	DEPARTMENT OF TRADE AND INDUSTRY
FIFA	FEDERATION INTERNATIONALE DE FOOTBALL ASSOCIATION
GDP	GROSS DOMESTIC PRODUCT
ICASA	INDEPENDENT COMMUNICATIONS AUTHORITY OF SOUTH AFRICA
IOC	INTERNATIONAL OLYMPIC COMMITTEE
LARASA	LEISURE AND RECREATION ASSOCIATION OF SOUTH AFRICA
MDG	MILLENNIUM DEVELOPMENT GOAL
MEC	MEMBER OF THE EXECUTICE COUNCIL
MIG	MUNICIPAL INFRASTRUCTURE GRANT
MOU	MEMORANDUM OF UNDERSTANDING
MPP	MASS PARTICIPATION PROGRAMME
MTT	MINISTERIAL TASK TEAM
NF	NATIONAL FEDERATION
NGO	NON-GOVERNMENTAL ORGANISATIONS
NSC	NATIONAL SPORTS COUNCIL
NSRA	NATIONAL SPORT AND RECREATION AMENDMENT ACT
ROI	RETURN ON INVESTMENT
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
SRSA	SPORT AND RECREATION SOUTH AFRICA
UN	UNITED NATIONS
UNESCO	UNITED NATIONS EDUCATIONAL SCIENTIFIC AND CULTURAL ORGANIZATION
WADA	WORLD ANTI-DOPING AGENCY

GLOSSARY OF TERMS

Anti-social behaviour

Anti-social behavior can generally be characterised 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

A club is an association of two or more people united by a common interest, in this case sport and recreation. In the sports sector a club provides a structured, constituted base for participation in sport and serves as a vehicle for long term participant development as well as mentorship programmes to cater for high performance.

Club development

Club development refers to initiatives aimed at improving the manner in which a club is run in order to provide the best possible environment for members and the wider community. For the purpose of this White Paper the purpose of club development is to establish a clear and seamless pathway for athletes through which they can progress from the entry level of the sports continuum to the highest echelons of competition. This development refers to the sports specific clubs affiliated as part of the structure of recognised national sports federations. There are also multi-coded sports and/or community clubs where the emphasis is on organised sport and recreation activities rather than sports specific development.

Constitution

Constitution means the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996).

Corporate governance

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

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.

Gender

Gender refers to socially constructed roles, behaviours, activities and attributes that a given society considers appropriate for men and women.

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 contribute to the purpose of involving as many people as possible in sport and 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 Sport and Recreation Plan

The National Sport and Recreation 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 Sport and Recreation 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.

Social cohesion

Social cohesion is defined as the degree of social integration and inclusion in communities and society at large, and the extent to which mutual solidarity finds expression itself among individuals and communities. In terms of this definition, a community or society is cohesive to the extent that the inequalities, exclusions and disparities based on ethnicity, gender, class, nationality, age, disability or any other distinctions which engender divisions distrust and conflict are reduced and/or eliminated in a planned and sustained manner. This, with community members and citizens, as active participants, work together for the attainment of shared goals, designed and agreed upon to improve the living conditions for all.

Within a sporting context social cohesion is the process by which efforts are made to ensure equal opportunities that everyone, regardless of their background, can achieve their full potential in life. Such efforts include policies and actions that promote equal access to (public) services as well as enable citizen’s participation in the decision-making processes that affect their lives.

South African Sports Confederation and Olympic Committee (SASCOC)

SASCOC refers to the “Sports Confederation” recognised by the Minister of Sport and Recreation in terms of the National Sport and Recreation Amendment Act, 2007 (Act No. 18 of 2007). It is representative of sport or recreation bodies, including Olympic national federations.

Sport and Recreation South Africa (SRSA)

SRSA is the national department responsible for sport and recreation in South Africa. In line with the Constitution of the Republic of South Africa, 1996 (Act No. 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 be used interchangeably with “SRSA”.

Sport for Development and 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.

Sports science

Sports science is a discipline that studies the application of scientific principles and techniques with the aim of improving sporting performance. In the 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

For the purpose of this White Paper an activity is strategic if it has an identifiable impact on the delivery of the South African Government’s desired outcomes. That means that it must contribute to the delivery of SRSA’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

Formal 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. Informal talent identification can also be conducted by experienced coaches watching athletes perform and identifying those with talent.

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, sports 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. For the purpose of the White Paper

transformation is defined as a process of holistically changing the delivery of sport through the actions of individuals and organisations that comprise the sport sector to ensure:

- Increased access and opportunities for all South Africans, including women, persons with disabilities, youth, children and the elderly to sport and recreation opportunities.
- The socio-economic benefits of sport are harnessed.
- The constitutional right to sport is recognised.

Women

Women include girl children, and women and girl children with disabilities.

FOREWORD BY MR F.A. MBALULA, MINISTER OF SPORT AND RECREATION

The Ministry of Sport and Recreation proudly presents to Parliament and the public of South Africa, the third White Paper on sport and recreation since our democracy in 1994. The first White Paper on sport and recreation, tabled in 1996, was the first official policy on sport and recreation since the establishment of this Ministry on 1 July 1994. Five years later the Department of Sport and Recreation tabled an updated White Paper (2001).



Towards the end of 2003 Cabinet approved the recommendations of a Ministerial Task Team that investigated high performance sport in South Africa. This paved the way for the rationalisation of South African sport with a reduction of seven umbrella bodies to only two - a fully fledged Department of Sport and Recreation and a non-governmental sports confederation.

The new sports environment at a macro level, as well as the findings of the *Case for Sport* compiled by the department, necessitated the updating of the 2001 White Paper on sport and recreation. This process was finalised in 2011 and coupled with the development of a Road Map outlining priority areas for sport and recreation. These documents formed the basis for the development of the South African Government's first ever National Sport and Recreation Plan, nurturing a vibrant sports system that encourages growth and development and supports South Africans to be world beaters.

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 for sport and recreation and details the impact it would like to achieve by investing in particular outcomes and strategic objectives. It provides clear policy directives for promoting and providing sport and recreation.

In reviewing our strategic direction and policy framework as captured in the updated White Paper we took cognisance of the constitutional imperatives and the changes that our work imposes on the lives of many South Africans. We need to carry out our mandate in a manner that ensures that basic human rights are safeguarded and adhered to at all times. However, transformation remains a non-negotiable.

Failing to address the transformation of sport in a holistic manner may very well defeat even the most ambitious plans we may have in discharging our responsibilities. It may also vastly diminish any hopes of rebuilding the South

African society that was desecrated by the ruthless policy of segregation that saw it divided along racial lines. To this end, we have seen on many an occasion how sport unifies our people. We will capitalise on using sport as a tool to build social capital.

We find ourselves in a vibrant era presenting the leadership and management of sport and recreation in South Africa with a complex set of challenges and opportunities. We are under no illusion as to the daunting challenges that lie ahead and commit to confront these challenges with the vigour, tenacity and agility of a developing athlete. We do so with the understanding that we can count on the collective strength and wisdom of all role-players in the sport and recreation sector to realise the policy directives of this White Paper.

FOREWORD BY MR G.C. OOSTHUIZEN, DEPUTY MINISTER OF SPORT AND RECREATION

In the type of work Sport and Recreation South Africa does, there is an unending imperative to do a continuous review of how it needs to be done, how it is done and for who it is done. The imperative calls for a persistent self-searching to ensure that we keep abreast of developments and any issues impacting on our mandate.

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.



Worldwide sport strategies are focused on increasing levels of participation in sport and recreation, as well as achieving success in high-profile sports. The benefits of this are reflected in a document entitled a *Case for Sport*, published by our department in December 2009. This White Paper provides clear policy directives on these two internationally recognised pillars for a successful sport system as well as the enablers required for realising the strategic objectives.

Our intention is to increase capacity in terms of infrastructure, coupled with human resource development both with regards to administration and competitiveness. This remains as relevant now as it has been before. The objective of creating a better life for all heavily depends on a vigorous development programme that is measurable. This should be implemented in parallel with delivering quality athletes able to perform at any level required.

We shall proceed to relentlessly pursue cooperation with all relevant role-players to ensure that we fully discharge our mandate. We are confident that the policies put forward here will provide the required framework in which the sports sector can work together in building South African sport as a world force to be reckoned with. Nothing must derail us.

Without a coordinated, integrated and aligned sports system within which all component parts are focused towards a common set of goals and objectives, the potential value of sport to the South African society cannot be fully realised. All sectors must buy-in and commit to the strategic direction and policy guidelines as captured in this White Paper.

The overarching strategic imperative of this White Paper was to craft and chart a common vision, mission, strategic priorities and policy directives. This was

successfully accomplished. Now on it's all hands on the deck to implement the policy directives according to the activities as outlined in the National Sport and Recreation Plan.

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 United Nations (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:

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

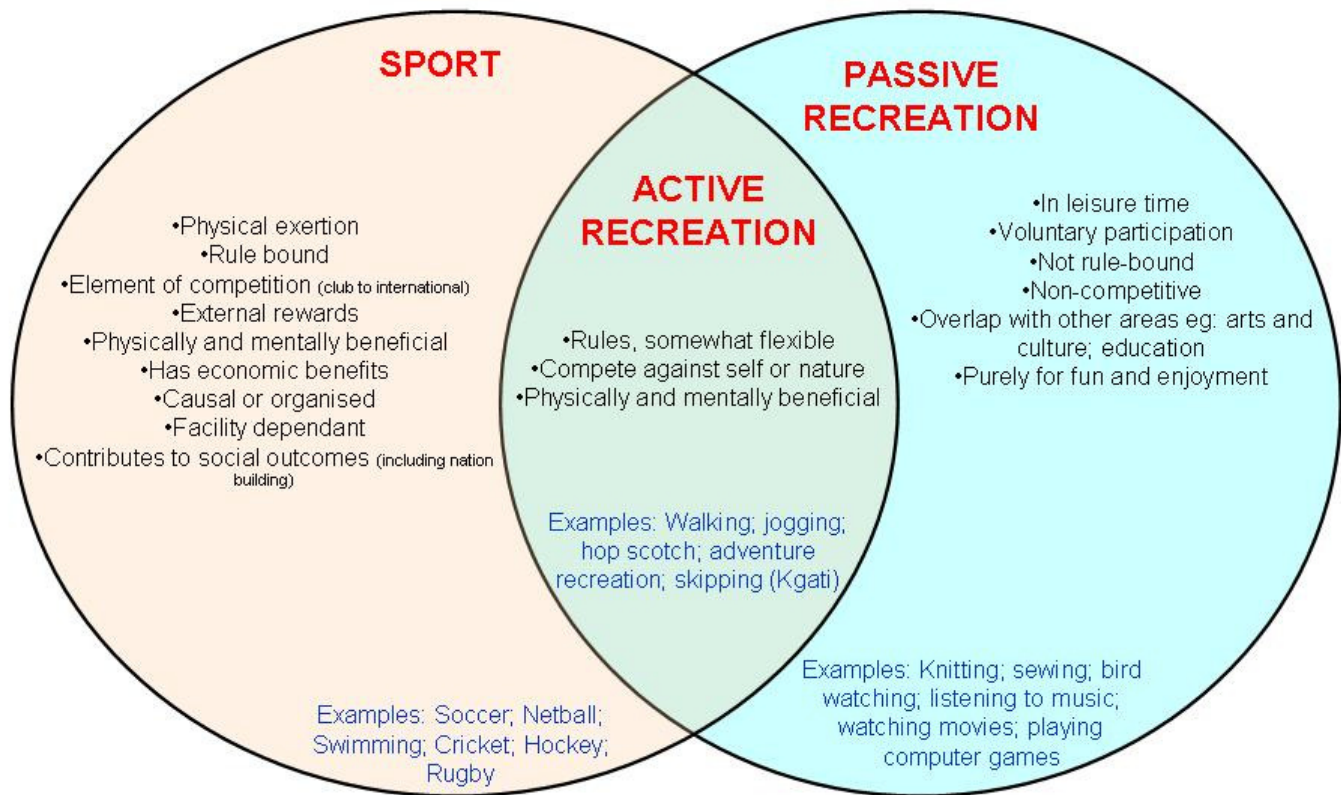
Active recreation is a physical activity with the following characteristics:

- 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; hopscotch; 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 dependent

- 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 in support of “sport for peace”; a “green” environment; fighting poverty and crime as well as substance abuse; awareness around issues of HIV and Aids; women, children and people with disabilities 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 utilise 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 exists. 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 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 (NSC) were 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 is supported by a National Sport and Recreation Plan that expands on the implementation of pertinent policy directives emanating from the White Paper.

BACKGROUND TO THE WHITE PAPER ON SPORT AND RECREATION

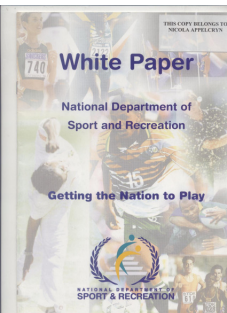
PURPOSE OF WHITE PAPER

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 for sport and recreation and details the impact it would like to achieve by investing in particular outcomes and strategic objectives. It provides clear policy directives for promoting and providing sport and recreation.

As an official publication of national government, a White Paper outlines government policy. It is tabled 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.

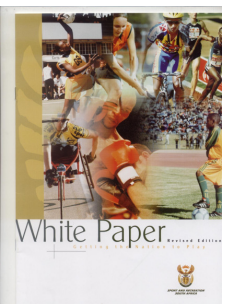


BACKGROUND ON DEVELOPMENT OF PREVIOUS WHITE PAPERS

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 the Ministry on 1 July 1994. Five years later the 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 with the guidance of the former Minister of Sport and Recreation, Reverend Dr M.A. Stofile and finalised under the leadership of Mr F.A. Mbalula who was appointed as Minister of Sport and Recreation on 1 November 2010.

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 factors which impact negatively on South Africa's sporting performance and making recommendations as to how these factors could be addressed. This initiative was motivated partly by the perception that South Africa had performed poorly at the 2000 Sydney Olympic Games. In line with the Minister's instructions, the MTT focused on the issues relating to high performance, although it is recognised that sport cannot be compartmentalised 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 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 directions of the new sports structures.

STRATEGIC ENVIRONMENT

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.

UN stance on sport and recreation

Sport a fundamental right

The right to play and to participate in sport has been embodied in 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 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 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.

Government's Outcomes Approach

In alignment with the shift of government to an outcome orientated approach to planning, the focus of this White Paper will be centered on achieving outcomes. 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. SRSA will also fulfill its responsibilities regarding the government's Programme of 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 policy development, SRSA will take due cognisance of international instruments such as the UN Conventions, Resolutions, Charters and Codes.

National legislation

The Constitution 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.

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

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

Inter-governmental relations

SRSA acknowledges that sport is a provincial and local competence in accordance with Schedule 5 of the Constitution, but that the Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005) 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, 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. National or provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions.

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. It builds on the King I and II Reports. The King III Report applies to all entities and it is therefore important that sport and recreation role-players embrace the King III principles. Sport and recreation will 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.

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.

CASE FOR SPORT

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

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

For every rand invested in sport there are multiple social benefits such as long-term health benefits, stronger and more secure communities, social cohesion,

crime reduction, psychological well-being, improved productivity and employment opportunities where participants benefit from developing and improving a variety of skills. Sports programmes can also empower and promote the inclusion of marginalised groups.

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

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

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

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

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 sporting 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 need to be optimally integrated and coordinated for maximum impact. Delivery will be in partnership with civil society.

VISION 2030

If successful in realising the vision of SRSA, the following could be a reality by 2030:

- A sport and recreation sector working together, in line with agreed upon roles and responsibilities, and committed to successfully implementing the NSRP.
- An effective and adequately resourced sports system that meets the needs of sports people at all levels of participation and that allows for the equitable delivery of school sport, recreation and competitive sport.
- Physical education compulsory in school curriculums and implemented in all schools.
- Sustainable talent identification, nurturing and development programmes contributing to transforming the demographic of the sports sector.
- Overall transformation of the delivery of sport achieved with equal access and increased participation of women, youth and people with disabilities in sport and recreation.
- Sufficient and accessible sports facilities that are well maintained and fully utilised by communities.
- Inclusion of sport and recreation in Local Economic Development Plans and Municipal Integrated Development Plans (IDPs).
- An increased number of suitably skilled and qualified sports practitioners to meet the human resource and capacity needs of the sector.
- South Africa acknowledged as a leader in world sport and recreation, including its contribution to sports research.
- At least 50% of all South Africans participating in sport or active recreation.
- 80% of the priority National Federations (NFs) attaining and/or maintaining the top 3 positions in world rankings.

- Increased levels of national unity (as experienced during the 2010 FIFA World Cup™) and socially cohesive communities.
- South Africa a choice destination for major events and sports tourism with adequate spectator support and equitable access to sporting events.
- The sport and recreation sector being recognised as a legitimate and purposeful career opportunity for athletes as well as sports support staff, with clear career paths and accredited academic and vocational training opportunities.
- Sport and recreation being recognised as a significant contributor to the country's Gross Domestic Product (GDP).
- An ethical and drug-free sporting society.
- Good corporate governance in South African sport, including among others:
 - Improved management and delivery of sport and recreation.
 - Properly constituted sports organisations and structures that are functioning at optimal levels of efficiency and effectiveness.
 - Alignment of the work of and a common understanding and approach of government, sports federations, private sector partners and other role-players involved in the delivery of sport.

MISSION STATEMENT

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

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

. . . equitable access . . .

- Every South African should have an equal opportunity to participate in sport and recreation with the emphasis on the disadvantaged and marginalised 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 . . .

- From grass roots participation to elite levels of participation.

...socio-economic contributions...

- Sport and recreation has enormous social and economic values to a society. It has the ability to contribute to social inclusion and combat anti-social behaviour. Sport can also make a substantial contribution to a country's GDP.

. . . better 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

Through the policy guidelines of this White Paper SRSA will endeavour to have a meaningful impact on nation building. *“Through properly organized sport we can learn to play together with respect and with laughter, we can learn to all be on the same team and in the process we can contribute to building a new South Africa that is a just nation for all.”* (Archbishop Desmond Tutu, 2003)

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 performances at international events.

In addition to the primary impact sport and recreation also has a secondary impact on amongst other the following: tourism, health; education; job creation; poverty alleviation; contribution to GDP; peace and development, the environment 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. Furthermore, the outcomes are supported by **transversal issues** which permeate every aspect of sports development as well as utilising **sport as a tool** to achieve national and global priorities. The White Paper will elaborate on these issues further on.

STRATEGIC GOALS

The policy directives as captured in this White Paper have been developed in support of the following five strategic outcome orientated goals:

Strategic goal 1: Citizens access sport and recreation activities (Active Nation).

Strategic goal 2: Athletes achieve international success (Winning Nation).

Strategic goal 3: Enabling mechanisms to support sport and recreation.

Strategic goal 4: Sport and recreation sector adequately transformed.

Strategic goal 5: Sport used as a tool to support relevant government and global priorities.

These strategic goals will be achieved by pursuing the strategic objectives identified in the rest of the White Paper.

ACTIVE NATION

No country can expect to achieve and sustain success at the elite level without a strong participation base in the community, because that is where every champion has their beginning. 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 programmes are powerful tools for fostering healthy child and individual development, teaching positive values and life skills, reducing conflict and criminal behaviour, strengthening education and preventing disease (particularly HIV and AIDS). These programmes can help empower and promote the inclusion of 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:



RECREATION

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

Statement	Policy directives
SRSA recognises that much more can be done in the field of recreation to the benefit of the country and its people. Recreation is not just about fun and games, it plays a pivotal role in amongst other, improving the health and well being of an individual, creating livable communities and promoting social cohesion. In terms of the Universal Declaration of Human Rights (Article 24), all people have a basic human right to recreation activities.	It is important to ensure that a strategic framework and a governing structure are in place for the promotion of recreation in SA.
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.	The basis of the sports development continuum must be broadened through well formulated programmes with a special focus on the youth.

<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>All three spheres of government must ensure that sports development networks are effectively and efficiently operational at a community level.</p>
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SCHOOL SPORT

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

Statement	Policy directives
Considering the ineffective implementation of school sport since the democracy of SA, the benefits inherent to participating in school sport have not been fully capitalised upon after our democracy.	Clear policy guidelines and a demarcation of the line function responsibilities of the stakeholders involved in school sport are required.
If SA wants to create a better future for its children, physical education and sports participation in schools must be a matter of priority. It can also play an important role in creating motivation for, and commitment to life-long participation. Evidence exists that sport and physical activity can benefit education.	The required support structures for school sport must be functional in a cooperative manner at all levels.
Sport presents the child at school with life skills in a way unsurpassed by any other activity.	Teachers must be empowered to deliver physical education and school sport.
Sport schools have the potential to maximise the sports potential of learners and to become the hub for sports development.	The implementation of school sport must provide for TID and take place within a well coordinated and seamless system from school to an international level. For the system to be successful facilities and equipment have to be available to promote school sport and to support talented children.
Various initiatives with the private sector could assist in the implementation of school sport projects.	Considering the financial and practical implementation implications, sporting codes played in schools will be prioritised in line with national priorities. The implementation and development of sport in schools must take place in close collaboration with the relevant NFs.
School sport has a valuable contribution to make to the development and transformation of sport.	The establishment of sport focus schools in all provinces needs to be explored.

PARTICIPATION PROMOTION CAMPAIGNS

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

Statement	Policy directives
<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>The very successful concept of “Football Friday” during the 2010 FIFA World Cup should be extended to other major sporting events to promote nation building and the importance of active life styles.</p>
	<p>The public and private sectors have to play an important role in contributing to an effective and healthy workforce in SA.</p>
	<p>Sport and recreation should be used as an important medium to deliver social messages such as HIV and AIDS awareness programmes.</p>
	<p>NFs need to modify their sport with the aim to make it more attractive for young people.</p>
	<p>The sports sector should foster initiatives through partnerships with identified mega events.</p>

WINNING NATION

SRSA shall endeavour to increase international sport successes by supporting excellence 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:



TALENT IDENTIFICATION AND DEVELOPMENT (TID)

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

Statement	Policy directives
A pro-active approach to identify, select and develop talent is an absolute pre-requisite if South African sport is to progress.	To turn potential into excellence it is imperative for SA to have an integrated system for the identification and

<p>A targeted talent identification process will enable the identification of athletes from disadvantaged backgrounds who might otherwise not be found and as such assist with the transformation of South African sport.</p> <p>A serious concern for SA is the many talented athletes that fade away once they are leaving school.</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>	development of talented athletes. NFs must be the core of such a TID system.
	The TID system must be managed with due consideration for equity with programmes that should target the schools and previously disadvantaged areas.
	Tertiary institutions should support talented athletes to obtain a tertiary education while furthering their sporting career through scholarships. The military and police services as well as the Department of Correctional Services can also play an important role in developing talented athletes while also training them for a valuable career.
	The TID system needs to be supported by an integrated national tracking system to ensure sustainable sports development as well as a talent exit strategy for developed talented athletes.

ATHLETE AND COACH SUPPORT PROGRAMME

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

Statement	Policy directives
<p>Elite athletes and coaches have a range of specialised needs that have to be met if they are to perform optimally in the world arena. It is pertinent to address these to support performance and to encourage retention within SA. Sports development and excellence in high performance sport require an evidence-based, holistic and coordinated sports science and medical support system. These services include among others sports science, sports medicine, sports psychology, nutrition, sports technology and game analysis.</p>	<p>SA needs to maintain and consider world best practices regarding sport science applicable at the different levels of the development continuum within a well managed, coordinated and standardised system. This system must provide for norms and standards for the accreditation of scientific and medical support personnel in collaboration with their relevant professional bodies.</p>
	<p>Tertiary institutions have a major role to play by providing sports scientific services and qualified sports professionals to develop and support athletes at all levels of participation.</p>
	<p>Through applied sports science research SA needs to gain a leading edge in the highly competitive environment of international sport. Relevant research results and applicable technical material have to be disseminated to practitioners around the country allowing for an interchange of ideas.</p>

DOMESTIC COMPETITIONS

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

Statement	Policy directives
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.	NFs must host annual national championships with the focus of junior championships on talent identification and that of the senior championships on preparing athletes for international competitions.
	Domestic competitions have to take place according to an approved and updated competition calendar of events.

INTERNATIONAL COMPETITIONS

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

Statement	Policy directives
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.	Talented athletes who have reached the elite level of the development continuum must be exposed to international competitions.
	The participation of South African athletes in approved sector related international games such as school, student and military games will be recognised. The specific sector will be responsible for all arrangements related to South Africa's participation in such games in cooperation with SASCOC.
	International competitions have to take place according to an approved and updated international sports calendar.

RECOGNITION SYSTEM

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

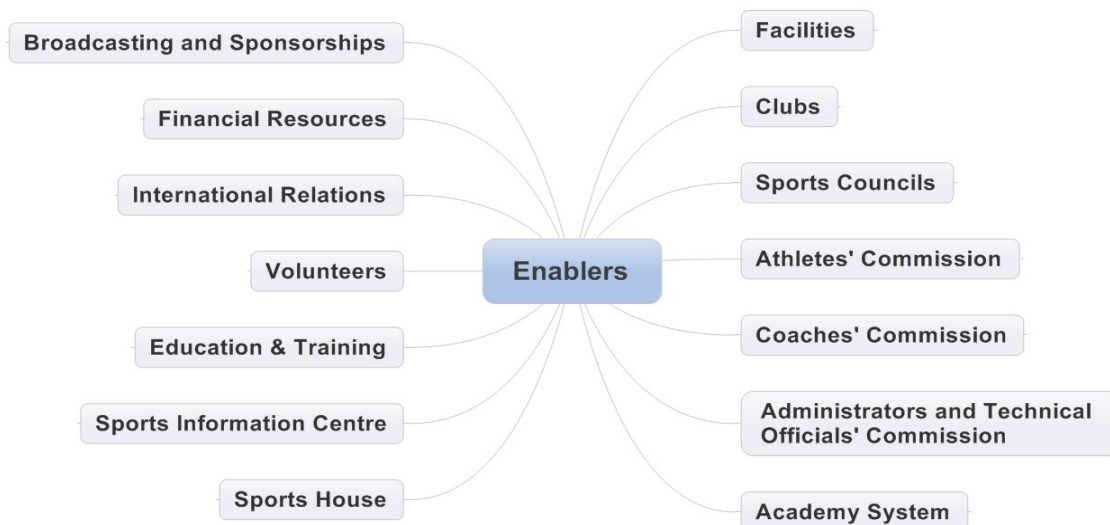
Statement	Policy directives
As a country it is important that we give recognition to the exceptional performances of our	The standardisation and branding of South Africa's national sporting emblem and colours as well as the awarding of national colours must take place within a regulatory framework.

<p>athletes, coaches, administrators and technical officials. It is also important that our national teams participate with a standardised emblem and colours as these impacts on efforts to build social cohesion and nation building.</p>	<p>The King Protea is 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. Only South African citizens are allowed to represent the country as athletes and to wear the national emblem and official colours in international competitions.</p>
	<p>The principle of giving recognition to South African athletes who have excelled in the international sporting arena is highly valued by government.</p>

ENABLERS

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:



FACILITIES

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

Statement	Policy directives
The absence of sport and recreation facilities in the disadvantaged communities must rank as one of the cruelest legacies of apartheid. SRSA is of the opinion that if the building of sports facilities is neglected, it will have serious consequences for the building of a better SA 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	SA needs a comprehensive, updated and reliable audit of sports facilities to ensure proper planning and the maximal use of existing facilities. This audit should be followed by the finalisation of a National Facilities Plan as well as norms and standards.
	The concept of sharing facilities owned by government, private organisations, tertiary institutions and schools must be

<p>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>	<p>explored to ensure the optimal utilisation of existing facilities.</p> <p>The building and upgrading of sport and recreation facilities must simultaneously address the important areas of facility management, training and maintenance.</p> <p>Municipalities are key role-players in the provision of sport and recreation facilities. Municipalities should, among others, include the building of sports facilities in their planning; ensure maximum and equitable access to facilities by reviewing municipal by-laws and tariffs and developing effective partnerships with lease holders; carefully consider the advantages of multi-purpose sports facilities; and develop a way forward for the effective coordination, monitoring and management of the 2010 stadia.</p>
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CLUBS

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

Statement	Policy directives
<p>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 sports system. Sports provision, development and excellence will not be possible if there is not a strong foundation of club structures in place.</p>	<p>An integrated and sustainable club structure is recognised as a prerequisite for the foundation of the South African sports system. NFs must take responsibility to ensure that the growth of their sport is supported by a well developed club system.</p> <p>The formation or revitalisation of clubs and leagues must be supported at a local level by introducing programmes and procuring sports equipment and attire.</p>

SPORTS COUNCILS

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

Statement	Policy directives
To increase participation and the development of sport and recreation, strong and coordinated local sports structures are a prerequisite. These structures support a structured pathway for sport and recreation development from a grassroots level.	The provincial departments responsible for sport and recreation should build the capacity of the Sports Councils to be operational and functional in line with national approved policy guidelines.
	The Sports Councils should serve as the mother body for the provincial federations as well as the hub for sports development in the province. Programmes must be well coordinated and integrated to avoid any duplication of resources.

ATHLETES' COMMISSION

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

Statement	Policy directives
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 athlete's development. Athletes who are broadly developed in the non-sports areas will perform better in sport. In SA there is a 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.	As athletes are the main component of the sports system it is essential to have a structure in place that will address their needs holistically. Through this structure athletes should be equipped to deal with all aspects of life in such a way that they can become sports heroes on and off the field as well as assisting them to deal with life after sport.
	SA needs to address the alarming tendency of promising athletes leaving and re-locating to foreign countries.

COACHES' COMMISSION

Strategic objective: To support and empower South African coaches.

Statement	Policy directives
Coaching and the development of sporting skills are key elements in any successful sports	South African coaches must be empowered with best practices to

system.	enable them to maximise the potential of our athletes. This empowerment should take place in a structural manner where the coaches can also share best practises.
In the highly competitive and demanding world of international sport, South Africa needs to explore all possible means to ensure that our coaches are keeping abreast with latest technology, research, techniques and developments and providing our athletes with the competitive edge where possible.	It is imperative to implement a grading system and database for South African coaches.

ADMINISTRATORS AND TECHNICAL OFFICIALS' COMMISSION

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

Statement	Policy directives
South Africa needs to ensure that administrators and technical officials are kept abreast with latest technology, research, techniques and developments and providing our athletes with a competitive edge. It is crucial that this resource base is well equipped and continuously developed.	As a further support system for South African athletes the establishment of a forum for sports administrators and technical officials must be explored. Such a forum should encourage retired athletes to get involved in the administration of sport as well as assisting with the upgrading of the international grading of South Africa's technical officials.

ACADEMY SYSTEM

Strategic objective: To support the development of South African sport through a coordinated Academy System.

Statement	Policy directives
An academy system is a critical component of the South African sports development continuum.	Based on situational analyses, a concept document for an academy sports system in the country needs to be developed with roles clearly defined (including sport specific and private academies).
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.	Norms, standards and protocols have to be in place to set basic levels of service that will guide the outputs of the academy system. This should be accompanied by accreditation criteria for the institutions and practitioners part of the academy system.
The overall objective of the academy system is to develop talented athletes through the provision of sport science and medical services and provide training opportunities to athletes, coaches, administrators and technical	Regional academies must be equipped to render basic support services to especially athletes from disadvantaged groups at a local level to ensure that there is a constant flow of talented athletes released to the provincial academies. Schools in

<p>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>	the area and local clubs should be the main source of introducing talented athletes to the academy system.
	Provincial academies must be strengthened to fast track sports development and excellence with a view to ensure that talented athletes are supported to such an extent that they could reach a national level of participation.
	Centres of Specialisation for identified NFs have an important role to play in the preparation of athletes for international competitions.
	The issue of young athletes contracted at academies should be carefully monitored.

SPORTS HOUSE

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

Statement	Policy directives
Scarce resources in South African sport can be better utilised when basic services are shared by various role-players. Centralising the administration of identified NFs can also contribute to improved governance.	The optimal utilisation of scarce resources and improved governance can be addressed through establishing a centralised administration system for NFs in the form of a Sports House.

SPORTS INFORMATION CENTRE

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

Statement	Policy directives
<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>A well managed sports information centre is necessary as a critical tool for supporting SA sport and decision-making. Such a centre has to identify strategic information needs, communicate those needs to researchers, and deliver and distribute such reports to decision makers. Furthermore, there must be 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>

EDUCATION AND TRAINING

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

Statement	Policy directives
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. It is important that education and training in the fields of sport and recreation keeps abreast with global developments and standards.	The general competency of South African leaders in sport and recreation needs to be elevated. In this regard generic and sports specific training manuals must be in place with a view to capacitate administrators, managers, coaches and technical officials.
	Partnerships with entities such as the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) must be forged in developing training manuals and accrediting service providers.
	The development of non-accredited training programmes for volunteers such as parent coaches should be considered.

VOLUNTEERS

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

Statement	Policy directives
Sport depends heavily on the commitment of thousands of volunteers. In SA 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.	The recruiting and training of volunteers as well as an updated database have to be in place in support of the South African sports system.

INTERNATIONAL RELATIONS

Strategic objective: To ensure that South African sport and recreation benefit from strategic international relations.

Statement	Policy directives
The world has become a global village hence the function of international relations is becoming more and more important.	South Africa needs to fulfill its role as a leading role-player in the activities of African and other relevant international sports organisations.
	International sports agreements signed by SA must be in line with an international relations policy, address

<p>Multi-lateralism becomes critical because no country can prosper on its own.</p> <p>SA has an important and leading role to play in the sports structures on the African continent and internationally.</p>	needs identified from NFs as well as resulting in practical and sustainable Programmes of Action.
	The representation of SA on sport or recreation specific international organisations, which remain the responsibility of the elected members of the South African sport and recreation community, must be clearly outlined. No sport or recreation administrator should commit the South African Government in any international forum without the prior consent of SRSA.

FINANCIAL RESOURCES

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

Statement	Policy directives
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 spheres), lotto, SASCOC, the private sector and international donors are all making funds available for sport and recreation but nowhere is it centrally coordinated.	Available funding for South African sport and recreation has to be targeted to meet the policy directives as outlined in the White Paper and to realise the implementation thereof as captured in the National Sport and Recreation Plan.
The reality that government funding will always be limited means that considerable effort must be employed to raise the maximum level of funding from non-government sources.	The distribution of lotto funding must be reviewed to ensure that lotto funds are distributed in the best way possible to support the development of sport and recreation in SA.
Sponsorship, however, is always difficult to obtain, even for the more popular sports.	The sports sector must continue to explore new initiatives and incentives for securing additional funds for sport and recreation.
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.	Provincial and local/district sport and recreation federations and clubs will be funded according to provincial funding policies that are complementing the national policy.
Further, many smaller sports do not have the management and marketing skills, or the money to invest or to attract sponsorships.	When considering requests for financial support from sport and recreation entities, SRSA will evaluate the return on investment (ROI) from previous allocations. The sports sector also needs to develop a standardised national statistical method for measuring the economic and social impact of sport (SEIM), and ensure it is consistently implemented for selected major events each year.
To maximise on the economic opportunity of sport, we have to continually build the case for sport.	

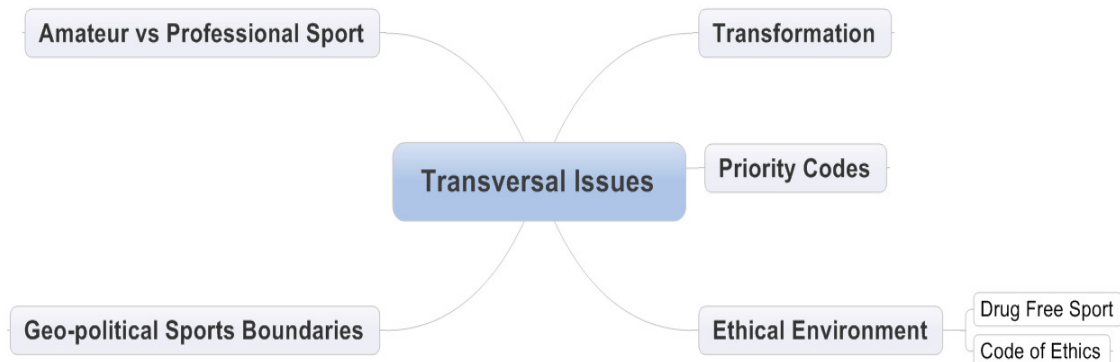
SPORTS BROADCASTING & SPONSORSHIPS

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

Statement	Policy directives
<p>There is a direct correlation between broadcast coverage and the commercial funding of sport.</p> <p>According to research, 75% of the total TV hours allocated to sports content in SA go to five codes, namely; soccer, rugby cricket, 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>Greater access to and exposure on TV for sports must be pursued as it will contribute to the growth and development of sport in South Africa. It is therefore important that NFs are assisted to position their codes to business.</p> <p>The ICASA Sports Broadcast Services Regulations of 2010 need to be revisited.</p>

TRANSVERSAL ISSUES

Over and above the policy directives already provided in the strategic focus areas, there are also five transversal issues that SRSA regards as imperative building blocks for the South African sports system. Schematically these areas are the following:



TRANSFORMATION

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

Statement	Policy directives
<p>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.</p> <p>Since democracy in 1994 we still have a sporting</p>	<p>SA needs to have a transformation charter that will clearly define the process and measurable targets in transforming SA sport. Some of the key principles to be addressed in such a charter include:</p> <ul style="list-style-type: none"> • Transformation in sport must result in the starting line be the same for all the children of South Africa. • Transformation should cut across age, gender, disability and geographical spread. (Especially the under-representation of women in the leadership and decision making of sport and recreation organisations must be addressed.) • Transformation must be accelerated with sport accessible to all South Africans and systems in place that will assist talented athletes to reach their full potential. • NFs must take full responsibility for the transformation of their sport. Sharing best-practices should be encouraged. • The notion of a winning culture in sport should be fully supported with SA that rallies 100 percent behind our national teams when competing in the international sporting arena.

<p>environment where there is a skewed picture of sporting facilities and opportunities. The sports sector has to correct this and ensure that our national teams are representative of the total South African population. To have a real and lasting impact on our nation we cannot compete with the exclusion of certain parts of our population. The following groups should receive priority when programmes are designed and funded to promote inclusivity: women, persons with a disability, youth, aged and rural communities. With true transformation, as a country, South Africa could become an even greater force in world sport as more people have the opportunity to compete and excel.</p>	<ul style="list-style-type: none"> • The racial composition of national teams should not be advocated, nor should NFs be prescribed 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. • 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 must ensure that all athletes have equitable opportunities to excel. • Stronger and more competitive national teams for the country should be the logical outcome of investing more resources at a grassroots level. 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. • All support systems for South African sport must also be transformed, including administration, coaching and technical officiating. • The required financial resources must be made available to ensure meaningful transformation. • Progress on transformation issues must be monitored and evaluated through a performance information system.
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PRIORITY CODES

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

Statement	Policy directives
<p>Considering the available resources SA needs to have a focused approach in the development of sport in the country. The focus areas must be in support of the overall strategic goals of South African sport, namely broadening the base of participation and improving international performances. Through a focused approach South African sport can have a more direct impact on cross cutting issues of national importance such as social cohesion, health, peace and development, the environment, sports tourism, etc. It will also provide guidance for sports infrastructure development according</p>	<p>To assist SA in its endeavours to broaden the participation base of sport with limited resources, NFs will have to be prioritised to those that have the potential to offer participation opportunities to large segments of the population. Priority will also be given to those NFs with the best chance of international</p>

<p>to national priorities (at all levels). Furthermore, it will ensure a more focused approach in the monitoring and evaluation of the activities of NFs.</p> <p>The prioritisation of South African sport must be done according to fixed criteria that will be reviewed within specific timeframes. Linked to this time frame will also be a review of the performance and position of prioritised NFs. Support to NFs will be consistent with their prioritisation.</p> <p>The success of the prioritisation will only be realised if there is alignment, not only between SRSA and SASCOC, but also with the provinces, academies, tertiary institutions and schools.</p>	<p>success for every Rand expended.</p> <p>The objectives of prioritisation, categories and criteria will be reviewed every four years in line with the preparation of athletes participating in major international competitions, such as the Olympic Games. As part of the process of reviewing the criteria, the progress of NFs in achieving the criteria will be considered. This implies that the priority NFs can change after four years.</p>
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ETHICAL ENVIRONMENT

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

DRUG FREE SPORT

Statement	Policy directives
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.	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.
SA ratified the International Convention against Doping in Sport in October 2006. In conjunction with other governments of the world SA is committed to remove doping from sport and to promote the values of fair play and honesty in sport.	With new substances that are constantly being developed SAIDS needs to develop more sophisticated methods for testing for drug use and combating the trafficking of prohibited performance-enhancing substances.
There can be no glory or sense of achievement in winning through drugs.	Every NF should have a drug-free plan in place applicable for their specific sport.
SRSA works 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.	Awareness programmes are required 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.
An area of concern is the new substances that are constantly being developed and the	Special programmes are needed at schools to address the serious concern of school children taking illegal sports performance enhancement drugs. Schools

<p>subsequent need of SAIDS to become more sophisticated in its ways of testing, the trafficking of prohibited performance enhancing substances.</p> <p>Another area of concern is the problem of SA increasingly becoming a destination of choice for drug-use and the negative impact that substance abuse plays in the development of our youth.</p>	<p>should make use of SAIDS to access WADA's education programmes on the danger of drugs.</p>
	<p>All relevant authorities must address the problem of South Africa increasingly becoming a destiny of choice and the critical impact that substance abuse could play in the development of our young people.</p>

CODE OF CONDUCT

Statement	Policy directives
<p>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.</p> <p>A Code of Conduct comprises a set of principles and norms to which sporting people can be held accountable when representing SA at any sporting event. It provides 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.</p> <p>The Code of Conduct can also be used as a point of reference when dealing with disciplinary procedures against members. Where applicable, misconduct will also be dealt with in accordance with the National Sport and Recreation Amendment Act.</p>	<p>A Code of Conduct for SA sport and recreation must be in place to indicate the standard of behaviour expected of all role-players. It must serve as a formal statement of the values and ethical standards that will guide South African sport and recreation.</p> <p>As part of the Code of Conduct the South African sport sector should also deal with the issue of sexual harassment and abuse in sport. In this regard we need to develop guidelines and programmes to prevent and deal with sexual harassment, promote and exemplify equitable, respectful and ethical leadership; foster strong partnerships with parents/care givers in the prevention of sexual harassment and abuse; and promote and support scientific research on these issues.</p>

GEO-POLITICAL SPORTS BOUNDARIES

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

Statement	Policy directives
<p>One way of achieving greater harmony in SA sport is through the alignment of provincial sports boundaries with the geo-political boundaries of SA.</p>	<p>Proper research should be done on the alignment of the boundaries of provincial sports federations with geo-political boundaries to determine best practice for the development of SA sport.</p>

AMATEUR VERSUS PROFESSIONAL SPORT

Strategic objective:

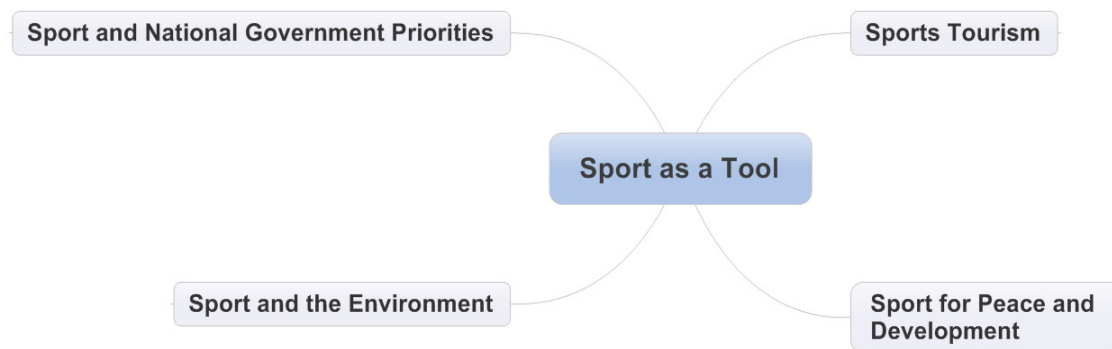
To protect the rights and interests of talented athletes under the age of 18 years by providing clear guidelines regarding amateur and professional sport.

Statement	Policy directives
The holistic development of young athletes may be impacted upon negatively if they are uprooted from their normal home environments and placed in an academy system at a young age. It is acknowledged that some sporting codes do require that future elite athletes are identified at a young age; however it is important that the rights of the athletes are protected.	The impact of the holistic development of children who are removed from their homes for sports purposes need to be properly researched. The rights of children need to be protected and not sacrificed for the purposes of early specialisation.

SPORT AS A TOOL

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

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



SPORTS TOURISM

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

Statement	Policy directives
<p>Sports tourism refers to the collaboration between the sports industry and the tourism industry to maximise mutual benefits.</p> <p>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 contributes to a country's GDP.</p> <p>Sports tourism is one of the fastest growing sectors in the South African economy with proven economic benefits and a positive impact on the country in general. The hosting of major events in the past provided SA with vast opportunities to market our rainbow nation whilst the events also resulted in economic and social development. However, without national guidelines for bidding and hosting, the risk exists that sporting codes will compete against each other; provincial and local</p>	<p>Maximising the potential benefits of sports tourism in SA requires the development, implementation and management of a national strategic framework. The investment made by the South African Government towards the 2010 FIFA World Cup needs to be sustained.</p>
	<p>The national sports tourism strategy must encompass guidelines for the bidding and hosting of major sports events in SA. These guidelines have to include criteria for bidding and hosting as well as an events roster detailing approved as well as proposed events.</p>
	<p>International events inevitably require government involvement and the bigger the event, the greater the government involvement is likely to be. It is therefore imperative that no NF should bid to host international events in SA without the consent of SRSA.</p>

governments will bid independently and the national government will be asked to bail out organisers when things go wrong and financial shortfalls occur.	From a government perspective, SRSA will provide support to NFs 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.
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.	Initiatives to maximise the benefits of sports tourism must be pursued through, among others, bi-lateral and multi-lateral international sports agreements that could have an impact on sports tourism; the exchange of expertise and information; organising of workshops/ seminars/ conferences on sports tourism; marketing of South Africa as a sports tourism destination of choice; sports tourism research; and the identification of world best practices in the field of sports tourism.

SPORT FOR PEACE AND DEVELOPMENT

Strategic objective: To use sport as a mechanism for achieving peace and development.

Statement	Policy directives
Worldwide there is increasing acknowledgement that sport and recreation has the potential to promote social inclusion, prevent conflict, and to enhance peace within and among nations. The notion of “sport for good” is widely accepted, and both governments and NGO’s are investing increasingly in programmes using sport for reconstruction or development, following natural disasters and conflict, and to address issues like youth alienation, inner city decline, and inequality.	SA 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 and sports programmes.
In SA 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 SA as never before during the 2010 FIFA World Cup.	To utilise sport and recreation as a tool to reduce crime and violence, SRSA must pursue strategic alliances with relevant government departments such as Police, Defense and Military Veterans and Correctional Services.
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.	

SPORT AND THE ENVIRONMENT

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

Statement	Policy directives
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”.	Participation in sport must go hand in hand with the provision of appropriate, safe and clean places to play, whether specific facilities or parks and open spaces.
The inherent link between a clean environment and participation in sport contributes to the impact of sport as a powerful tool for communicating environmental messages and encouraging actions to clean up the environment.	All role-players have to ensure that major sports events and sports goods are “green”.
Although sport is generally not a major cause of pollution, its cumulative impact can be significant and can include erosion, waste generation and habitat loss. It is therefore important for sport to be pursued in an environmentally sustainable manner, given that the deterioration of environmental conditions reduces the health, well-being and living standards of individuals and communities as well as their levels of physical activity.	The “power” and profile of sport should be utilised to communicate environmental messages.
Environmentally friendly initiatives will not only secure additional resources for sport and recreation but also contribute to the health benefits of a clean environment.	

SPORT AND NATIONAL GOVERNMENT PRIORITIES

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

The sport and recreation sector can play an important role and contributing towards the achievement of all five priority areas identified by the ruling party in its 2009 Election Manifesto.

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

In 2010 the Presidency acknowledged that despite all the achievements made, government is still not achieving the outcomes necessary to ensure adequate progress in creating “a better life for all”. To address this shortcoming the “Outcomes Approach” was designed to ensure that government focuses on achieving a real improvement in the life of all South Africans. At the Cabinet Lekgotla held in January 2010 twelve outcomes were adopted. In terms of this approach the sport and recreation sector is acknowledged as a delivery partner for Outcome 12, namely *“An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship”* with a particular role in contributing towards an inclusive citizenship.

DEMARCATATION OF ROLES AND RESPONSIBILITIES

This White Paper and the subsequent National Sport and Recreation Plan were 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. 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 sports 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:

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 SASCOC 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 and provides feedback with a view to further 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 to be able to oversee and monitor the implementation of policies by the federations 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:

- Promulgating 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 SASCOC and the provinces must be defined in formal agreements.
- Facilitating and supporting 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 SASCOC

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 outlining the services to be delivered by the respective parties and the targeted outputs must be signed annually between SRSA and SASCOC.

SASCOC will be held responsible for all activities and responsibilities assigned to the organisation as outlined the NSRA. The key area of responsibility of SASCOC 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.

SASCOC 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.
- 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, and indeed, a necessary investment in the future of our country and its people.