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</table>
1. **EXECUTIVE SUMMARY**

The South African Sports Confederation and Olympic Committee (SASCOC), is the single non governmental macro structure for sport delivery in the country. The first cycle of 2005 to 2008 has seen SASCOC undergo many changes and tremendous challenges to set up a smooth and efficient administration for the delivery of sport to the country.

In the cycle 2013 - 2017 the leadership under the guidance of Political Head Gideon Sam and Operations Head Tubby Reddy have met the challenge of stabilising the organisation and succeeded in putting in place:

I. An organised and efficient administration
II. A financially viable structure for macro sport delivery in the country
III. Successful programmes which include among others, athlete development, successful team delivery, coaching development, governance structures and communication systems that have led to a positive turn around on brand growth in SASCOC.

The four main areas of functioning, for the successful implementation of the SASCOC strategy, are listed below:

1. Executive Office
2. High Performance Department
3. Operations and NF Liaisons Department
4. Finance Department

Our drive to utilize the skills and opportunities present in tertiary institutions and defence force sports facilities will further ensure successful delivery of Team SA’s performance at multi sports events.

To this end we have the following administrative structure as shown by the organogram attached.
As can be seen and that has been highlighted very often in the four year period 2009 – 2013, the existing personnel is very inadequate to deliver on the SASCOC mandate and the further fact that the administrative structure needs to be adjusted urgently to deliver the 2013 – 2017 mandate.
The administrative set up above will go a long way in helping to ensure that we deliver on our mandate.
2. **VISION**
SASCOC will be the organization that creates a system that enables the identification and development of the full high performance sporting potential of all South Africans and ensures fundamental transformation in sport and nation building.

3. **MISSION**
SASCOC will have established a system that will have transformed South African sport to be inclusive and triumphant, by 2017.

4. **CORE VALUES**
The core values that SASCOC espouses are:
*Trust, Integrity, Excellence, Professionalism, Accessibility / Inclusivity, Transparency*

5. **BUSINESS OBJECTIVES AND KEY COMPETENCIES**

<table>
<thead>
<tr>
<th>BUSINESS OBJECTIVE</th>
<th>KEY ACTION ITEMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Transformation of Sport</td>
<td>• Transformation charter is in place.</td>
</tr>
<tr>
<td></td>
<td>• Score card is in place.</td>
</tr>
<tr>
<td></td>
<td>• Set targets and monitor implementation.</td>
</tr>
<tr>
<td>b. Manage on sound Business Principles</td>
<td>• Effective Management System partially achieved but needs more personnel.</td>
</tr>
<tr>
<td></td>
<td>• Still focused on Corporate Governance issues.</td>
</tr>
<tr>
<td></td>
<td>• Financial Controls in place, working on Sustainability.</td>
</tr>
<tr>
<td>c. To create a positive image of the Organization</td>
<td>• Further improvement of Brand positioning.</td>
</tr>
<tr>
<td></td>
<td>• To announce the communications strategy.</td>
</tr>
<tr>
<td></td>
<td>• Implementation of an enhanced Marketing Plan.</td>
</tr>
<tr>
<td>d. To foster good relationships with Key Stakeholders</td>
<td>• To announce the preparation systems and processes that are in place.</td>
</tr>
<tr>
<td></td>
<td>• To continue to seek and deliver World class Performances and medals.</td>
</tr>
<tr>
<td>e. Preparation, Presentation and Performance of Team SA</td>
<td>• To announce the Effective and efficient delivery of Team South Africa.</td>
</tr>
<tr>
<td></td>
<td>• To have in place an effective Academy system that produces talented athletes who perform at international events.</td>
</tr>
<tr>
<td></td>
<td>• To consolidate the selection policy to address the need for excellent performances.</td>
</tr>
<tr>
<td></td>
<td>• The coordination and implementation of the South African Coaching Framework.</td>
</tr>
<tr>
<td>f. Operations and NF Support</td>
<td>• Need for enhanced service delivery in:</td>
</tr>
<tr>
<td></td>
<td>a. Administration and logistics</td>
</tr>
<tr>
<td></td>
<td>b. Staff Development and Policies</td>
</tr>
<tr>
<td></td>
<td>c. NF Liaison</td>
</tr>
<tr>
<td></td>
<td>d. Event Management</td>
</tr>
<tr>
<td></td>
<td>e. Marketing and PR</td>
</tr>
</tbody>
</table>
6. STAKEHOLDERS

a.) International
- International Olympic Committee
- International Paralympic Committee
- Commonwealth Games Federation
- International World Games Association
- General Assembly of International Sports Federation (GAISF)
- Supreme Council for Sport in Africa (SCSA)
- Association of National Olympic Committees of Africa (ANOCA)
- Confederation of Southern African National Olympic Committees (COSANOC)
- International Schools Sport Federation (ISF)

Multi-coded Sports Events and Congresses

<table>
<thead>
<tr>
<th>YEAR</th>
<th>GAMES/ASSEMBLY</th>
<th>CITY</th>
<th>DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>World Games</td>
<td>Cali, Columbia</td>
<td>25 July-4 August 2013</td>
</tr>
<tr>
<td>2013</td>
<td>CGF GA</td>
<td>Glasgow, Scotland</td>
<td>July/August 2013</td>
</tr>
<tr>
<td>2013</td>
<td>125th IOC Session</td>
<td>Buenos Aires, Argentina</td>
<td>September 2013</td>
</tr>
<tr>
<td>2013</td>
<td>IPC GA</td>
<td>TBC</td>
<td>October 2013</td>
</tr>
<tr>
<td>2014</td>
<td>Commonwealth Games</td>
<td>Glasgow, Scotland</td>
<td>23rd July-3rd August 2014</td>
</tr>
<tr>
<td>2014</td>
<td>CGF GA</td>
<td>Glasgow, Scotland</td>
<td>July 2014 (During the games)</td>
</tr>
<tr>
<td>2014</td>
<td>Youth Olympic Games</td>
<td>Nanjing, China</td>
<td>16-28th August 2014</td>
</tr>
<tr>
<td>2014</td>
<td>ANOCA Youth Games</td>
<td>Gaborone, Botswana</td>
<td>July 2014</td>
</tr>
<tr>
<td>2014</td>
<td>SCSA zone VI U 20</td>
<td>Harare, Zimbabwe</td>
<td>December 2014</td>
</tr>
<tr>
<td>2015</td>
<td>CGF Youth Games</td>
<td>Samoa</td>
<td>05-12 September 2015</td>
</tr>
<tr>
<td>2015</td>
<td>All Africa Games</td>
<td>Congo, Brazzaville</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>Olympic Games</td>
<td>Rio de Janeiro</td>
<td>05-21 August 2016</td>
</tr>
<tr>
<td>2016</td>
<td>Paralympic Games</td>
<td>Rio de Janeiro</td>
<td>07-18 September 2016</td>
</tr>
<tr>
<td>2017</td>
<td>127th IOC Session</td>
<td>Kuala Lumpur, Malaysia</td>
<td>TBC</td>
</tr>
<tr>
<td>2017</td>
<td>CGF Youth Games</td>
<td>St Lucia, Australia</td>
<td>TBC</td>
</tr>
<tr>
<td>2018</td>
<td>Commonwealth Games</td>
<td>Gold Coast, Australia</td>
<td>4-15 April 2018</td>
</tr>
</tbody>
</table>

b.) Government (National)
- Presidency
- Ministry
- International Relations and Co-Operation
- Home Affairs
- Policing
- Local Government
- Education (Basic or Higher Education)
- Trade and Industry
- Tourism
- State Security
- National Lotteries Board (Sport Distribution Agency)
Government (Provincial)
- Premiers Office
- Provincial Sport and Recreation
- Municipal Authorities

c.) Non Governmental Organisation
- National Federations
- Provincial Sports Confederations
- National Business Associations
- Trade Unions
- International Marketing Council
- United Nations and relevant structures e.g. UNESCO and UNICEF
- International Sports Writers and Electronic Media Association
- Proudly South African

d.) Business
- Sponsors
- Marketing and Advertising Agencies
- Fundraising Agencies

e.) Media
- Electronic and Print Media

f.) Diplomatic Corp
- All International Government Embassies in South Africa

g.) Academies
- International Academies
- National Academies
- Provincial Academies
- District Academies
- Independent/Private Academies
7. ANALYSIS - ENVIRONMENT

The Political Environment
- Priorities in SA are, the need to improve education and housing for most South Africans and to create jobs.
- Basic resources such as water and electricity are issues of significantly greater importance than the Olympics or sport.
- The total sport budget approved by the government is minimal.
- Sport is seen by the current political players as the ‘glue’ that binds the ‘Rainbow’ nation together. It is in this light that the government wants to see sport playing a major role.
- Huge disparities exist because of apartheid thus politicians have played a leading role in forcing sport federations to embark on accelerated sport development programs to close the gap
- The real political issue in this context is ‘putting athletes first’.

The Economic Environment
- Sponsorship environment is under tremendous pressure as sponsors seek higher ROI.
- Other weekly regular sports offer a better ROI than the Team SA / SASCOC.
- Rand - Dollar exchange placed pressure on sponsors.
- Large scale corruption that hampers the development of sport.
- The continuing increasing costs of broadcast rights sometimes makes sponsorship prohibitive.
- SASCOC needs more funds in order to boost the transformation programme and the overall drive towards excellence.
- Lack of funds will result in the minority of the population continuing their domination.
- Medal success will not improve and the Team S A brand will continue to devalue.

The Social Environment
- A nation emerging from apartheid and the associated disparities.
- Sport is not seen as the top priority with government as well as with most of the population.
- Large proportions of South Africans are living below the breadline.
- Poor nutrition, the impact of diseases like TB & HIV/AIDS has a negative effect.
- The increasing levels of unemployment.
- A life of crime & gangsterism robs us of good athletes.
- 20% of the nation comprises the majority of Team South Africa.
- South Africans want to see a truly representative team - on merit.

The Technical Environment
- Sydney demonstrated that the level of preparation of athletes of other countries had improved substantially - Australia spent R3.2bn in preparing its team
- Medal count is proportional to investment in a technically effective athlete development programme
- Participation Statistics for Multi Coded events.
## OLYMPIC SUMMER GAMES

<table>
<thead>
<tr>
<th>Venue</th>
<th>Year</th>
<th>Gold</th>
<th>Silver</th>
<th>Bronze</th>
<th>Total</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barcelona</td>
<td>1992</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>2</td>
<td>41</td>
</tr>
<tr>
<td>Atlanta</td>
<td>1996</td>
<td>3</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Sydney</td>
<td>2000</td>
<td>-</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>55</td>
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<tr>
<td>Athens</td>
<td>2004</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>6</td>
<td>43</td>
</tr>
<tr>
<td>Beijing</td>
<td>2008</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>71</td>
</tr>
<tr>
<td>London</td>
<td>2012</td>
<td>3</td>
<td>2</td>
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## PARALYMPIC SUMMER GAMES

<table>
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<tr>
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<th>Year</th>
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<th>Silver</th>
<th>Bronze</th>
<th>Total</th>
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<td>Barcelona</td>
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<td>4</td>
<td>1</td>
<td>3</td>
<td>8</td>
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<tr>
<td>Atlanta</td>
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<td>10</td>
<td>8</td>
<td>10</td>
<td>28</td>
<td>15</td>
</tr>
<tr>
<td>Sydney</td>
<td>2000</td>
<td>13</td>
<td>12</td>
<td>13</td>
<td>38</td>
<td>13</td>
</tr>
<tr>
<td>Athens</td>
<td>2004</td>
<td>15</td>
<td>13</td>
<td>7</td>
<td>35</td>
<td>13</td>
</tr>
<tr>
<td>Beijing</td>
<td>2008</td>
<td>21</td>
<td>3</td>
<td>6</td>
<td>30</td>
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<tr>
<td>London</td>
<td>2012</td>
<td>8</td>
<td>12</td>
<td>9</td>
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## COMMONWEALTH GAMES

<table>
<thead>
<tr>
<th>Venue</th>
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<th>Gold</th>
<th>Silver</th>
<th>Bronze</th>
<th>Total</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victoria</td>
<td>1994</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>Kuala Lumpur</td>
<td>1998</td>
<td>9</td>
<td>11</td>
<td>14</td>
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<td>Manchester</td>
<td>2002</td>
<td>9</td>
<td>20</td>
<td>17</td>
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<td>Melbourne</td>
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<td>13</td>
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<tr>
<td>Delhi</td>
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<td>10</td>
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</table>

## ALL AFRICA GAMES

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<thead>
<tr>
<th>Venue</th>
<th>Year</th>
<th>Gold</th>
<th>Silver</th>
<th>Bronze</th>
<th>Total</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harare</td>
<td>1995</td>
<td>64</td>
<td>51</td>
<td>39</td>
<td>154</td>
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</tr>
<tr>
<td>Johannesburg</td>
<td>1999</td>
<td>71</td>
<td>64</td>
<td>49</td>
<td>184</td>
<td>1</td>
</tr>
<tr>
<td>Abuja</td>
<td>2003</td>
<td>63</td>
<td>59</td>
<td>49</td>
<td>171</td>
<td>3</td>
</tr>
<tr>
<td>Algeria</td>
<td>2007</td>
<td>61</td>
<td>66</td>
<td>54</td>
<td>181</td>
<td>3</td>
</tr>
<tr>
<td>Mozambique</td>
<td>2011</td>
<td>61</td>
<td>55</td>
<td>40</td>
<td>156</td>
<td>1</td>
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</table>

## WORLD GAMES

<table>
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<tr>
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<th>Year</th>
<th>Gold</th>
<th>Silver</th>
<th>Bronze</th>
<th>Total</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Akita</td>
<td>2001</td>
<td>3</td>
<td>7</td>
<td>4</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>Duisburg</td>
<td>2005</td>
<td>-</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>47</td>
</tr>
<tr>
<td>Kaohsiung</td>
<td>2009</td>
<td>-</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>44</td>
</tr>
</tbody>
</table>
SASCOC BUSINESS PLAN 2013 - 2017

• The public and media measurement is based on gold medals achieved.
• The perception that medal count has been far lower than the market expectations significantly impacts negatively on brand equity and brand loyalty.
• SASCOC is a service organisation and the federations are the delivery systems. The athlete is the product of this environment.
• The quality of the products i.e. the number of athletes that win medals is defined by the quality of the preparation and delivery systems which are proportional to how effective money spent will result in medal success.
• In the 2009 - 2013 quadrennial, SASCOC successfully delivered Team SA to the various multi-coded Games. Successes were recorded for the Delhi 2010 Commonwealth Games where SA retained the fifth position, obtained 11 medals at the inaugural 2010 Youth Olympic Games, achieved position one at the 2011 All Africa Games after having last held the position at the 1999 All Africa Games. SA also continues to dominate the Zone VI which is proof that there is talent which needs to be properly nurtured and managed.
• The success of the London 2012 Olympic and Paralympic teams has changed the perception of many South Africans as compared to when the team returned from Beijing. This has now placed even more pressure on SASCOC to better prepare and deliver Team SA to the various Games from 2013. The success at these Games is largely attributed to the support the athletes received through the Operation Excellence programme and the fact that the programme commenced earlier than the previous cycle.
## SWOT Analysis

### Strengths
- Engagement of athletes on the OPEX programme.
- Improved athlete support.
- Success of SA Coaching Framework and implementation process.
- ICCE and global framework - lead partner.
- Positive media.
- Have World Champion Athletes.
- Athletes most likely to do well in London 2012 and Rio 2016 have been identified.
- Corporate Image:
  - Potentially Strong brand (Saleable Product).
- Wealth of Collective Experience.
- Strategic Direction:
  - Clear Mandate.
  - High Performance Plan.
- IOC Executive Board Member.
- Stakeholders are on Board:
  - NF’s.
  - Provincial Sports Confederations.
  - Tertiary Institutions.
  - UK Sport.
- CATHSSETA.
- Gride Investments.

### Opportunities
- Create National Academy System to increase the support athletes and broaden the base for selection.
- Brand positioning - SASCOC.
- To focus on marketing and merchandising opportunities.
- Expansion of the SA Coaching Framework - national and international exposure.
- Education though community media and community newspapers.
- Expansion of documentation into a second official language.
- Engagement of media.
- Investment opportunities.
- Government Legislation.
- Active Government buy-in.
- Stakeholders:
  - NF’s Professionalism.
  - Strategic Business Partners.
  - Sponsorships.
  - Inter Governmental relationships - healthy lifestyle units.
- Leveraging of Events.
- International macro structures - cooperation.
- Website.
- Multi Coded Sports Events (SASCOC).
- Sports Tourism.
- Bidding and hosting strategy.
- SASCOC merchandising.
WEAKNESSES

• Lack of engagement of athletes who are not on the OPEX programme.
• Weak consumer support in the wider sports market, especially insofar merchandising and attendance.
• Accessing of cash flow.
• Lack of Capacity Building - skills training - staff.
• Skills Gap.
• Poor Dissemination of Information.
• Lack of suitably qualified coaches.
• Structural capacity.
• Office space planning.
• Inbound and outbound ADSL line.
• School sport system.
• Lack of Community Sport and Support.

THREATS

• Funding challenge
• Erosion of macro body authority
• SRSA and provincial departments of sport – lack of communication and cooperation.
• Government:
  » Prohibitive legislation
    a. Tax incentives and customs clearance.
    b. Broadcast.
    c. LOTTO distribution.
    d. Possible prohibition of alcohol sponsorship.
  » Economy
    » Exchange Rates/interest rates
• Stakeholders:
  » Sport governance.
  » Sponsorship spread.
• Lifestyle:
  » HIV / Aids.
  » Family support - youth.
  » Women in sport.
  » Technology expansion.
• Athletes:
  » Commitment and discipline of athletes.
  » Doping issues.
  » Standard and Lack of local competition.
• Transformation plan:
  » Implementation and monitoring.
  » Resources.
• Growth path (staff).

KEY CHALLENGES

• Integration of all Federations under SASCOC
• Creating Value for Sponsors over a four year period
• Capacity building
• Distilling what SASCOC stands for
9. EXECUTIVE OFFICE

INTRODUCTION
The role of the Chief Executive Officer is to provide executive leadership of the South African Sports Confederation and Olympic Committee through strategic initiatives, business acumen, sport empathy and the overall development and management of an effective and efficient organisation that exceeds stakeholder expectations.

RESPONSIBILITY
a. Identify key issues and relationships relevant in achieving strategic goals.
b. Lead SASCOC as an organizational structure that will deliver strategic goals and the business plan.
c. Ensure best practice processes are in place to support structures and strategies to promote, manage and control resources and activities of SASCOC.
d. Ensure that all legal, statutory and contractual requirements for the organisation are met.
e. Increase understanding of the SASCOC’s objectives as well as the enhancement of its image.
f. Achieve better results from staff by managing performance within agreed objectives and standards.
g. Ensure that the projects and work of SASCOC are properly communicated and marketed.
h. Position SASCOC as an investment of choice.
i. Build recognition (identity / brand) of SASCOC.
j. Establish and maintain relationships with relevant stakeholders.
k. Improve service delivery.
l. Forge good relations with other countries and gain insights from their experience.
m. Promote the role of sport in society and contribute to social development.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action Plan</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Organisation by key stakeholders.</td>
<td>Develop and implement assessment plan.</td>
<td>• Ensure that all legal, statutory and contractual requirements for the organisation are met.</td>
</tr>
<tr>
<td>• Develop Engagement plan.</td>
<td>Take corrective action on analysed data.</td>
<td>• Increase understanding of the SASCOC’s objectives as well as the enhancement of its image.</td>
</tr>
<tr>
<td>• Issue management.</td>
<td>• Identify issues to be addressed.</td>
<td>• Achieve better results from staff by managing performance within agreed objectives and standards.</td>
</tr>
<tr>
<td></td>
<td>• Develop brief presentation.</td>
<td>• Ensure that the projects and work of SASCOC are properly communicated and marketed.</td>
</tr>
<tr>
<td></td>
<td>• Agree on timing.</td>
<td>• Position SASCOC as an investment of choice.</td>
</tr>
<tr>
<td></td>
<td>» Issue Identification.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>» prepare corrective response.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>» Develop response fact sheet.</td>
<td></td>
</tr>
</tbody>
</table>
10. FINANCE AND ADMINISTRATION

INTRODUCTION
The administration and management of finance is an important goal of SASCOC to achieve its broad base objectives in High Performance and delivery of teams to multi coded events.

SASCOC must be managed on sound principles of public administration, good governance, public, stakeholder accountability, International Financial Reporting Standards (IFRS) and render efficient services to SASCOC’s partners and Stakeholders.

RESPONSIBILITY
a. Financial Administration and management of SASCOC.
b. Training and development of financial department personnel.
c. Reporting monthly, quarterly and annually on the financial statements of SASCOC.

ACCOUNTING SYSTEM
To provide, develop and operate a centralized accounting system of SASCOC ensuring:
Supervision of financial records.
Preparation of accounting manuals.
Preparation and submission of Financial Statements for audit.
Prompt supply of financial data to departments when needed.
Control of all SASCOC’s Assets, Liabilities and Investments.

PAYMENTS
Ensure payments by making arrangement for:
i. Verification of all accounts for payments.
ii. Payments of allowances, salaries, wages and pensions.
iii. Preparing, signing and dispatching of all cheques and similar documents or by electronic banking (EFT).
iv. Payment turnaround 14 days.

INVOICES
a. Collect and recover all monies due to SASCOC.
b. Handling, custody, security and banking of cash.
c. Maintain custody of all ticket, receipts and similar documents.

BUDGETS
a. Coordinate and control of the annual budget process.
b. Evaluation of budget submissions.
c. Submission of estimates to Management Committee.
d. Summarise and report on variances monthly.
e. Report over-expenditure or unauthorized expenditure to the CEO and Management Committee.
PROJECT FUNDING
Major contributions for Special Project funding are provided by National Lotteries and SRSA.

Expenses in respect of Projects are allocated directly to the related projects. Administration costs for running of projects are recovered from each of the responsible cost centres performing the functions.

COST CENTER
Revenue and Expenditure are allocated per cost centre as follows:
1. Corporate Services
   - Executive Office
   - Finance & IT
2. Athlete Support
   - Operations and NF Liaison
   - High Performance
   - Team Delivery
   - Academies

INVESTMENTS AND CASHFLOWS
a. Ensure all available funds are suitably invested, monthly quarterly, half yearly and annually.
b. Obtain the best interest rates for investment.
c. Spread investment to a number of banks as opposed to just one bank.
d. Raising of Loans and other funding sources for Capital item.

OBJECTIVE: Manage on Sound Business Principles

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action Plan</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to enhance partially effective management system</td>
<td>Define an integrated document management system (internal and external communication)</td>
<td>Document management system</td>
</tr>
<tr>
<td>Corporate Governance Financial Controls and Sustainability</td>
<td>Policy and procedure manual is in place</td>
<td>Policy and Procedure manual</td>
</tr>
<tr>
<td></td>
<td>Develop and propose an adequate IT system and plan</td>
<td>IT Implementation Plan</td>
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<td></td>
<td>Develop an HR policy</td>
<td>Implementation of an HR policy needs to be enhanced</td>
</tr>
<tr>
<td></td>
<td>Develop a comprehensive skills development plan</td>
<td>Skills Plan needs to be consolidated and effected</td>
</tr>
<tr>
<td></td>
<td>Project Budgets matched by related revenue funding</td>
<td>Budgets approved for implementation</td>
</tr>
</tbody>
</table>
Develop Marketing strategy that will effectively communicate mandate of the organisation and forge partnerships.

- Developing and executing marketing campaigns, generating high quality leads.
- Managing communications strategy gaining regular and positive media coverage for the organisation.
- Creating and distributing all marketing communications material.
- Managing company web site and online marketing platforms.
- Managing all trade show, conferences and webinars.

**OBJECTIVE: MARKETING STRATEGY**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action Plan</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and execute marketing campaigns.</td>
<td>• Long term marketing plans.</td>
<td>The brand of SASCOC is well known to all nationally and internationally.</td>
</tr>
<tr>
<td>Marketing communications material.</td>
<td>• Commercialisation strategies.</td>
<td></td>
</tr>
<tr>
<td>Managing the Marketing of SASCOC.</td>
<td>• Contractual / legal guidance.</td>
<td></td>
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<tr>
<td></td>
<td>• The roles and responsibilities of the stakeholders in the sector need to be clarified and communicated to the general public.</td>
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<tr>
<td></td>
<td>• Communicating the intentions of the Team SA/SASCOC Brand.</td>
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</table>

11. **HIGH PERFORMANCE**

The High Performance Department is the main delivery arm of SASCOC. The Department is responsible for the preparation and delivery of Team South Africa for major multi-coded events. The department comprises mainly of three sections, which are Team Preparation and Delivery, National Academy System and Coaches Development. The different sections are inter-linked due to the inter-dependency of services to be rendered to SASCOC members. This department is also supported by relevant Commissions which comprise of various experts on sports issues ranging from talent identification and development, coaching, science, medicine, technology, etc. These commissions give expert advice and input on specific issues which are then taken to the Board for ratification where applicable or implemented by the Department.

**TEAM PREPARATION AND DELIVERY SECTION**

**OBJECTIVE**

- The main objective of this section is to ensure the delivery of a well prepared team to various multi-coded events under the jurisdiction of SASCOC.
PROGRAMMES

OPERATION EXCELLENCE / SQUAD SYSTEM

Aim of the programme

- To provide every South African Olympic/Paralympic/World Games medal potential Athlete with all possible opportunities, to prepare for the All Africa Games, Commonwealth Games, World Games, Paralympic and Olympic Games, with the ultimate goal of winning a medal.
- In the 2009 – 2013 quadrennial, SASCOC supported 58 athletes for Olympic Games preparation and 42 athletes for Paralympic Games preparation. This investment was to the tune of R70.7m. It was evident from the Games that it is critical for this support to continue to ensure that athletes and NFs are able to plan for the next quadrennial (2013 – 2017). For the next cycle, the criteria shall focus on athletes who medalled and those who reached a final at the London 2012 Olympic and Paralympic Games. It will also focus on athletes who medalled and were finalists at the 2010 Inaugural Youth Olympic Games and the 2011 Commonwealth Youth Games. SASCOC will also endeavour to support athletes who are not on the mentioned criteria, however, were motivated for by their NFs as having potential to qualify for the 2016 Games.
- All athletes on this programme, including their NFs are obliged to sign a contract with SASCOC outlining the conditions of being on the programme.

Support services

- The support services for athletes in this programme comprise of:
  i. Monthly grants tailor made as per each athlete’s needs – these are intended to ensure that the athlete focuses on training and preparation for major events without worrying about day to day expenses such as transport to training or competitions, emergency medical interventions, proper nutrition, etc.
  ii. Scientific and Medical
    - Sport Scientific evaluations and interventions
    - Psychological evaluations and interventions (mainly mental skills training and profiling)
    - Nutritional assessments and interventions
    - Sports vision (visual skills training)
    - Medical assessments and interventions
    - Strength and Conditioning
    - Physiotherapy
    - Injury prevention and rehabilitation
    - Biomechanical analysis
    - Anti-doping programme through SAIDS
  iii. Equipment
  iv. Training camps (local and international)
  v. Specialists coaching (local and international)
  vi. Technological support
OVERSEAS TRAINING CENTER
Over and above the OPEX support, it was evident that athletes needed to participate in key international events, especially those that will generate points for them to move up the rankings. A proposal was made for a European Training Centre for South African teams. This Centre is seen as an assembly hub for athletes and teams to move from without exorbitant costs of accommodation and travel each time the athletes and teams need to go to competitions in Europe. SASCOC will ascertain the conditions of all government bilateral agreements to effect this. SASCOC will over and above this, sign exchange MOUs with relevant NOCs who will be able to accommodate South African athletes at a reduced rate or no rate for them to prepare and compete without financial constraints. It is anticipated that such exchanges will be affected by 2013.

NATIONAL ACADEMY SYSTEM

Objective

• The objective of this section is to ensure that talented athletes and coaches are afforded opportunities to progress to international level.

PROGRAMMES

National Training Centre

Aim

• At the national level, the Academy Section will focus on the establishment of a National Training Centre for the country. The NTC will be the hub of elite athlete preparation and the base for most national teams before they leave the country for major international events.

Support services

i. The support services are similar to those of OPEX, except the provision of monthly grants.

ii. Residential Programme - this programme allows athletes to be based at a centre on a full time basis, whilst also attending school or tertiary studies. The programmes are structured in a flexible way which allows the athlete to also train and compete.

Provincial Academies

Aim

• The aim of this programme is to focus on talented provincial athletes who have a potential of moving to the National Training Centre.

• All programmes in the provinces will be aligned to national priorities and support systems.

Support services

i. Support services include scientific and medical assessments and interventions, life skills, bursaries for studies, coaching and training camps.

ii. Talent identification - working through the federations, talent identification programmes are crucial in ensuring that there is a pool of talent to select from.
District Academies
Aim
• The aim of the Regional Academies will be to act as a main grassroots talent identification and nurturing athletes and officials.
• The Regional Academies will act as a major feeder to the Provincial Academies and eventually the National Training Centre.

Olympic Solidarity
Aim
• The programme was motivated and proposed by the IOC to promote development of the Olympic Movement through the NOC’s and to increase sport technical knowledge and encourage the under-developed NOC’s to achieve common objectives and encourage sport participation.

Vision
• The vision was to have a permanent development department, which was to organise aid to NOC’s recognised by the IOC, in particular those which have the greatest need for it and to promote the fundamental principles of the Olympic Movement.
• To strengthen collaboration with the continental associations.

Support services
1. National courses on administration and sport technical matters for NOC’s recognised by the IOC, and for national federations (Olympic) recognised by the respective International Federations.
2. Regional courses (multi-national) on administration and sport technical matters.
3. Support for visiting technical experts.
4. Support for the sport leadership course and educational materials (administration).
5. Sports Medicine courses in agreement with the Medical Commission of the IOC.
6. Support for participation at the International Olympic Academy in Greece.
7. Support for participation at the Olympic Games.
viii. Administration grants for projects approved by Olympic Solidarity as fulfilling one or more of its objectives.
ix. Scholarship programme for athletes and coaches.

COACHES DEVELOPMENT SECTION

Objective
This section leads, coordinates and supports the development of coaching at all levels and with particular reference to Talent Development and High Performance Coaching from the National Federations and Provincial Sport confederations who are members of SASCOC.

Support services
Coach Development
1. Design and Establishment of SACF
   a. Based on the following 3 key Pillars
      • System
      • Coaches
      • Impact
2. Transformational change and Implementation plan for SACF
   a. Long Term Coach Development
   b. NFs- Gap Analysis
   c. Design of Capacity Developer Programmes
   d. Implementation of Developer programme for:
      • Coaching
      • Technical officiating and
      • Administration
   e. Workshop and Coaching Conferences

3. Create SACF Structure and Leadership
   a. Implementation Group
   b. National Standards Group
   c. Design Group
   d. SACC

4. Education and Qualifications
   a. Evaluation and assessment of existing material
   b. Procuring of Service Providers
   c. Mapping of education qualifications
   d. Inclusion of RPL
   e. Accreditation and licencing
   f. CPD

5. Participant development model - South African Sport for Life
   a. Long Term Participant development-code specific

6. Monitoring and Review
   a. Evaluation and Assessment (includes quality assurance)
   b. Continuous improvement
   c. Gap analysis to address emerging trends and needs
   d. Research

7. Data and Management Information
   a. Establishment of data base
   b. Data solution

8. Stakeholder management (critical external stakeholders)
   a. International Coach relationships
   b. NFs
   c. PCCs
   d. SRSA
   e. CATHSSETA
   f. ICCE
   g. Olympic Solidarity
   h. Service Providers
   i. NOCs
   j. HEIs
TEAM DELIVERY AND PRESENTATION

SASCOC is the only authority in the country responsible for the delivery and presentation of Team South Africa to multi-coded international events. The delivery and presentation of teams is a culmination of preparation which is normally done years in advance. The events which will be delivered in the next five years are:

World Games - 2013
The World Games are staged every four years under the patronage of the International World Games Association (IWGA). These Games allow sports codes not part of the Olympic Programme to participate at international multi-coded events. They also allow sports perceived as being Cinderella sports to showcase their ability to perform at a higher level as they are measured against other top athlete in the world in the specific codes.

Commonwealth Games - 2014
These Games have been hosted by the Commonwealth Games Federation (CGF) since 1930. In 2010, the Games were hosted in Delhi, India. With athletes from 17 sports as well as events for the disabled, this will be a testing ground for the level of preparedness for the All Africa Games, Olympic and Paralympic Games. The 2014 Games will be held in Glasgow, Scotland.

Youth Olympic Games - 2014
The Youth Olympic Games is a new innovation from the International Olympic Committee (IOC). Singapore hosted the inaugural 2010 Youth Olympic Games which featured 26 Sports, catering for 14 - 18 year olds. Youth Olympic Games added a new dimension to the Olympic ideals, complementing what is already being achieved through the Olympic Games to bring the Olympic values alive. The Youth Olympic Games will bring together talented young Athletes from around the World to participate in high level competition and lead them on their way to becoming true Olympians.

Zone VI Games - 2014 and 2016
The Zone VI Games is a development competition held under the auspices of the Supreme Council for Sport in Africa (SCSA) every two years. It serves as an important platform for Athletes from Southern Africa, giving them a chance to compete against each other in a spirit of friendship and solidarity. It is also a good talent identification ground whereby scouts can identify talented youngsters for future elite national teams.
African Youth Games - 2014
The African Youth Games are a major sports and cultural event meant for African youth below the age of 18 years. These Games were introduced by ANOCA in 2006 as a sequel to the ANOCA zone games to allow for the identification and development of talented athletes. The inaugural Games took place in Rabat, Morocco from 13 to 18 July 2010 in Rabat, Morocco with 42 countries participating. These Games helped as part of preparation for the inaugural Youth Olympic Games which took place in Singapore in the same year. It is critical for South Africa, as part of its overall athlete development strategy, to also participate at these Games with a view to unearthing more talented athletes who will otherwise not have opportunities for competitions outside South Africa.

Winter Olympic Games - 2014
The Olympic Winter Games is the World's greatest sporting event of winter sports under the banner of the International Olympic Committee (IOC) staged a year after the Summer Olympics. Due to a fewer number of athletes partaking in winter sports, SASCOC’s task is to ensure that South Africa is represented at these Games for winter sport by ensuring participation and selection of athletes to form Team South Africa.

Winter Paralympic Games - 2014
The Winter Paralympic Games is the World’s greatest sporting event of winter sports under the banner of the International Paralympic Committee (IPC). Similar to the Winter Olympics, there are fewer athletes participating and SASCOC’s task is to ensure that South Africa is represented at the World’s greatest sporting event for winter sport by ensuring participation and selection of athletes to form Team South Africa.

All Africa Games - 2015
The All Africa Games are also held every four years under the auspices of the Supreme Council for Sport in Africa (SCSA). South Africa has a proud reputation to maintain as a leading Sporting Nation in Africa, and has showed this when it reclaimed the number one position. These Games serve as an excellent springboard to expose talented elite athletes to international competition and prepare them for the Olympic Games.

Commonwealth Youth Games - 2015
The Commonwealth Youth Games are aimed at 14 - 18 year old talented athletes staged every four years under the auspices of the Commonwealth Games Federation (CGF). The Games assist in preparing athletes for future high level competition and cater for the same sports that are on the Commonwealth Games programme.
Olympic Games - 2016
The Olympic Games are the ultimate career pinnacle for every athlete from all the sport codes part of the Olympic programme. These are hosted every four years under the auspices of the International Olympic Committee (IOC). The next Games will be hosted in Rio de Janeiro and will be the international stage where Team South Africa can measure up against the elite from around the globe and and improve on its 23rd position from London.

Paralympic Games - 2016
The Paralympic Games are hosted every four years under the patronage of the International Paralympic Committee. This is the pinnacle of multi coded sporting events for athletes with a disability. The next Games will be hosted in Rio De Janiero and will be the international stage where Team South Africa aims to move from the 17th position attained in London. Team SA has over the years brought more medals from these Games.

Objective: Preparation, Presentation and Performance of Team SA

<table>
<thead>
<tr>
<th>Preparation, Presentation and Performance of Team SA</th>
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</thead>
<tbody>
<tr>
<td>• To announce the preparation systems and processes that are in place.</td>
</tr>
<tr>
<td>• To continue to seek and deliver World class Performances and medals.</td>
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<tr>
<td>• To announce the Effective and efficient delivery of Team South Africa.</td>
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<tr>
<td>• To consolidate the selection policy to address the need for excellent performances.</td>
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</table>
12. OPERATIONS DEPARTMENT

Introduction
The Operations Department is a support unit of the organisation with its fundamental responsibility being the provision of customer services to both its internal and external clients within the Sports Sector. The Department functions and services are therefore to:

1. Provide administrative and logistical support and Event Management
2. Staff development and policies.
3. Provide Strategic Directions to the Membership on governance, management and compliance as per outlined mandates.
4. Provide an effective monitoring and evaluation unit on the scorecards relevant to the Transformation Charter.
5. Develop Marketing and Public Relation strategy that will effectively communicate the mandate of the organisation and encourage partnerships.

The unit therefore complements key strategic elements of the organisation whilst collectively engaging relevant role-players and stakeholders.

Main Responsibility
1. Provide administrative and logistical support and Events Management
   1.1. Administrative and Logistical Support
   • Management of all facilities under the control of SASCOC
   • Creation of a safe and healthy working environment for the staff of SASCOC through the establishment and implementation of policies and measures to safeguard the assets and human capital:
   • Provision and maintenance of all the properties e.g. vehicles, equipment, etc.
   • Render effective and efficient telecommunication, postal courier and registry services in support of office administration; and
   • Provision of logistical and administrative support to the various Commissions and Committees of SASCOC.

   1.2. Event Management
   • Manage conceptualization and implementation of SASCOC events
   • Manage the organization of all SASCOC’s special meetings e.g. AGM, General Assembly, President’s meetings etc.
   • Develop annual schedule of meetings and presentation of meeting packs.
   • Manage the overall coordination of all aspects of General Meetings of SASCOC, namely: travels and accommodation arrangements for delegates, venue set up, minutes of the meetings, etc.
   • Collate and put together all reports relevant to the various activities of SASCOC
   • Coordinate the participation of SASCOC in other events/awards of our key partners.
SASCOC General Meetings
SASCOC holds General Meetings annually as stipulated in the SASCOC Articles of Association. This is the highest forum where SASCOC members and other key stakeholders deliberate on policy and strategic matters for effective development and growth of sport in the country. These meetings are General Meetings and Annual General Meetings where financials are tabled and approved. The coordination, preparation and presentation of these meetings are the responsibility of the Department. Notices of the meetings are forwarded to members and all administrative and logistical arrangements of the events are facilitated within.

SPECIAL PROJECTS

Olympic Day
The International Olympic Committee created the Olympic Day as an event to commemorate the establishment of the Olympics and also to educate the sport loving people and the society about Olympism. The Olympic Day is a festive event bringing together people of all age and from every background.

The activities must be linked to Olympism and its promotion. The President’s message is also read during this event (this element is forwarded to SASCOC by the IOC) SASCOC celebrates this event annually.

The event is run in partnership with McDonald’s who is the worldwide official partner of the IOC and other local stakeholders as identified by SASCOC.

Jack Cheetham and Letsema Awards
SASCOC in partnership with Murray and Roberts manage, coordinate and facilitate the winners of this event in line with the set criteria.

Jack Cheetham Award
The Jack Cheetham Memorial Award was initiated by Murray & Roberts 31 years ago in recognition of the special qualities of Jack Cheetham, a former director of the company and the inspirational captain of the South African cricket team in the 1950s that was able to instil in young people the belief that they could win. The award recognises and rewards development projects with individuals or teams that have the potential to be champions. It is presented annually to projects that the selection panel believes have contributed most to development in their sporting codes in South Africa and that represent the qualities of leadership, excellence, benefit to disadvantaged communities and sustainability.

Letsema Award
The Letsema Award was launched in 2009 to recognise development projects for sports people with disabilities. It is presented annually to projects that the selection panel believes have contributed most to development in their sporting codes in South Africa and that represent the qualities of leadership, excellence, benefit to sports people with disabilities and sustainability.
SA Sports Awards
SASCOC, Sport & Recreation South Africa and SABC Sport have embarked on the creation of the SA Sports Awards brand, in a bid to reward SA’s sports stars for their efforts in keeping the passion of sport alive in the hearts of millions of South Africans; through their efforts in local and international sports events.

The South African Sports Awards have been created to recognize and honour individuals and teams who have excelled both on and off the field annually on set timelines. The event is hosted in partnership with Provincial departments who committed to fund the presentation of the event.

It is the considered view of the management of SASCOC that SASCOC should host annually a SASCOC Sports Awards to honour the achievements of the athletes and officials. This award should be presented in similar vein to Sports Awards World Wide. We should be careful not to overspend on the event itself instead of rewarding athletes for their achievements. We should ensure that the nine provincial sports confederations host SASCOC Provincial Sports Confederation Sports Awards with approximately 12 categories which will ultimately culminate into the Sascoc Sports Awards. Each category at the National event will automatically have nine nominees per category. The winning nominee for the National Awards would therefore have won the award in the first instant at local level. By implication it means that if you are not good enough to win the provincial award, you certainly cannot be good enough to win the National Award.

IOC Projects
SASCOC, as a National Olympic Committee participates in all Awards and Contest events initiated and organized by the IOC. The projects are as follows:

1. Olympic Sport and Art Contest
The International Cooperation and Development Department of the International Olympic Committee is responsible for the Sport and Art Contest. The contest is being organized to enable each NOC to further develop an active synergy between the worlds of art and sport at national and international level.

SASCOC therefore creates partnerships with the National Department of Arts and Culture to collectively coordinate and run the contest. SASCOC also believes that this partnership will help build the Department’s strategy in reaching a much wider audience.

The IOC holds this contest during the Olympic year and only three contests have been held. NOC’s receive communique from the IOC with rules and regulations of the contest with clear timelines being drawn. They also indicate the prize money for the contest.

2. Olympic Sport and Literature Competition
The International Olympic Committee and its Commission for Culture and Olympic Education launched the 3rd edition of Olympic Sport and Literature Competition of 2009. The contest must highlight the pillars of Olympism, namely Sport and Culture. The competition is organized every four years.
3. Sport and Photography Contest
The association of sport with art and culture is at the heart of the philosophy of the Olympic Movement, and is one of the IOC’s priorities. In this framework, the IOC organises the Sport and Photography Contest. The competition is open to amateur photographers only, and NOCs are encouraged to participate in the competition by organising a national competition in any or all of the three categories and subsequently entering their winning works in the IOC competition.

4. Sport and Singing Contest
In keeping with the tradition of the early Olympic Games, where art and music competitions were organised, the IOC Culture and Olympic Education Commission has already set up art, literature and photography competitions. With the Sport and Singing Contest, the Commission hopes to encourage all NOCs to restore an active synergy between the worlds of music and sport at national and international level and to heighten the perception of the link between the two.

The Contest is open to performers who are nationals of countries with a recognised NOC. There is no age limit for participants, and the basic theme is “Sport and Olympism”. The Contest takes place in two phases: a national phase and international phase, the latter under the responsibility of the IOC Commission. Three winning performances and five runners-up are selected by the IOC jury. In addition, the performers of the first prize-winning song are invited to the Olympic Games.

5. Olympic Sport and Environment Contest
The International Olympic Committee’s Awards for Sport and Environment was created by the IOC Commission for Sport and Environment, to acknowledge and further encourage the implementation of good environment practices in the field of sport. In this context the IOC set up a biennial awards, to be presented at the World Conference on Sport and Environment, targeted specifically to the recognition of outstanding activities/initiatives/projects in the field of sustainable sport and environment.

The award is open to individuals, groups, and organizations nominated by National Olympic Committees, recognized International Federations and Continental Associations.

6. Olympic Women and Sports Awards
The International Olympic Committee and the Olympic Family celebrates the International Women’s Day by hosting Women and Sports Awards annually. The purpose of these awards is to show appreciation to women who have made tremendous contribution to strengthening the participation of women and girls in sport on an international level.

NOC’s IF’s, Continental Associations are invited to submit nominations for these awards whereby the final selection of the winners is determined by the Women and Sport Commission.
### OBJECTIVE: Administration and Logistics

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action Plan</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>Conceptualize, prepare and implement SASCOC events.</td>
<td>Develop concepts&lt;br&gt;Draw a budgets&lt;br&gt;Forge for partnership on the delivery of the project with key partners</td>
<td>Concepts approved and events implemented&lt;br&gt;Budgets approved&lt;br&gt;Partnerships established</td>
</tr>
<tr>
<td>Plan, organise and manage all SASCOC’s special meetings i.e. General Assembly, President’s Councils etc.</td>
<td>Draw up annual meeting schedules&lt;br&gt;Coordinate and facilitate the overall preparation of all aspects of General Meetings of SASCOC, namely, travels and accommodation arrangements for delegates, venue set up, minutes of the meetings, etc.</td>
<td>Annual schedules set and approved&lt;br&gt;Efficient presentation and delivery of the meeting</td>
</tr>
<tr>
<td>Enable SASCOC membership’s involvement in national and global awards presented.</td>
<td>Identify recognised awards presented by national and international partners.&lt;br&gt;Draw up schedules and timelines as per the awards requirements.&lt;br&gt;Mobilise participation in some of the awards.</td>
<td>List of awards presented both national and international.&lt;br&gt;Schedules drawn and participation on these awards monitored&lt;br&gt;Membership aware and knowledgeable about the various awards.</td>
</tr>
</tbody>
</table>
2. **Staff Development and Policies**
   - Provide strategic direction to the SASCOC staff in regards to further development within their field of interest.
   - Identify key courses/modules.
   - Staff to attend training courses / workshops / seminars.
   - Staff to attend formal studies.
   - Experiential training and excursions.
   - Develop and manage the Human resources policy in line with government Labour Act.

**OBJECTIVE: Staff Development and Policies**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Capacity building for staff.</td>
<td>Conduct needs analysis.</td>
<td>An audit conducted with realistic recommendations in place.</td>
</tr>
<tr>
<td></td>
<td>Identify key educational courses/ modules.</td>
<td>Policy in place for staff development.</td>
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<td></td>
<td>Staff to attend training courses / workshops / seminars.</td>
<td>Number of staff studying</td>
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<tr>
<td></td>
<td>Staff to attend formal studies.</td>
<td>Number of individuals</td>
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<td></td>
<td>Experiential training and excursions.</td>
<td>exposed.</td>
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<tr>
<td>Development and Management of</td>
<td></td>
<td>Performance assessment.</td>
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<tr>
<td>policies.</td>
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3. **Provide Strategic Direction to the membership on Governance, Management and Compliance**

**NF Liaison**
- Provide guidance and support on the governance and management of affairs of all members.
- Provide guidance and support on compliance as per SASCOC, IOC, government etc. statutes.
- Manage and administer requests for Membership applications.
- Manage and coordinate the awarding of National Colours and keep records.
- Manage, guide and administer requests for Bidding and Hosting of events in the country.
- Encourage sharing of information and best practices amongst the members.
- Manage the distribution of information.
- Constantly manage and update daily records of SASCOC members.
Monitoring and Evaluation
- Develop monitoring and evaluation system.
- Monitor progress on transformation as guided by the National Plan.
- Assess and evaluate growth in the membership in the geo-political boundaries.
- Engage membership and agree on short, medium and long term targets.

OBJECTIVE: National Federations Liaison

<table>
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<tr>
<th>Strategy</th>
<th>Action Plan</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance best governance practices.</td>
<td>Research and identify best governance practices.</td>
<td>Best governance practices researched and identified.</td>
</tr>
<tr>
<td></td>
<td>Conduct stakeholders sharing session on best practices.</td>
<td>Effective governance evaluated and improved.</td>
</tr>
<tr>
<td></td>
<td>Mentor SASCOC Members to optimally transform to standard of best practices.</td>
<td>Mentorship programmes offered to the membership.</td>
</tr>
<tr>
<td>Statutes and legal compliance.</td>
<td>Conduct an audit on a number of relevant statutes in place.</td>
<td>Audit completed and recommendation developed.</td>
</tr>
<tr>
<td></td>
<td>Plan and host a workshop to educate membership about relevancy of statutes and compliance.</td>
<td>Workshop hosted.</td>
</tr>
<tr>
<td></td>
<td>Assist in reviewing statutes of some of the members.</td>
<td>Membership Statutes reviewed.</td>
</tr>
</tbody>
</table>
### SASCOC BUSINESS PLAN 2013 - 2017

<table>
<thead>
<tr>
<th>Management and liaison services to membership.</th>
<th>Manage and monitor distribution of information and resources to the members.</th>
<th>Records in place on information circulated and resources provided.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mentor and oversee Coordinators.</td>
<td>Daily, weekly and monthly plans discussed with coordinators.</td>
</tr>
<tr>
<td></td>
<td>Manage and monitor process of dispute resolutions.</td>
<td>Updates, reports and outcomes of disputes addresses given to members and principals.</td>
</tr>
<tr>
<td></td>
<td>Collect and process recognition applications for new membership.</td>
<td>Recognition criteria developed.</td>
</tr>
<tr>
<td></td>
<td>Monitor the implementation of agreed policies.</td>
<td>Number of organisation ratified by the General Assembly.</td>
</tr>
<tr>
<td></td>
<td>Manage and coordinate bidding and hosting requests.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manage, coordinate and administer the awarding of National Colours.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increase the knowledge and competence of NF’s administrators.</th>
<th>Conduct needs analysis.</th>
<th>On-going and constant measuring tools developed.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Identify training needs.</td>
<td>Survey conducted.</td>
</tr>
<tr>
<td></td>
<td>Conduct specific courses to cover current trends and development.</td>
<td>Number of training courses conducted.</td>
</tr>
<tr>
<td></td>
<td>Conduct training programs.</td>
<td>Attendee course evaluation satisfactory.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitoring and evaluation of the implementation by NF’s.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Data and quality of accredited officials.</td>
</tr>
</tbody>
</table>
### OBJECTIVE: MONITORING AND EVALUATION

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action Plan</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring and evaluation of membership.</td>
<td>Develop a monitoring and evaluation system.</td>
<td>Monitoring and evaluation system in place and implemented.</td>
</tr>
<tr>
<td></td>
<td>Educate the membership about the system.</td>
<td>Workshop conducted.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Set target in line with the National Plan.</td>
<td>Engage the membership on measurable goals set.</td>
<td>Set targets agreed upon with the timelines.</td>
</tr>
</tbody>
</table>

### OBJECTIVE: TRANSFORMATION

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action Plan</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation and monitoring of the Transformation Charter.</td>
<td>Conduct one on one session about the Charter.</td>
<td>Sessions completed.</td>
</tr>
<tr>
<td></td>
<td>Development of programme with common goals on transformation.</td>
<td>Programmes identified and agreed upon.</td>
</tr>
<tr>
<td></td>
<td>Set realistic deadlines on set targets.</td>
<td>Process and deadlines set.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>