

# **KWAZULU NATAL AQUATICS**



## **STRATEGIC PLAN**

**2018-2022**

# CONTENTS

<b>Foreword by KZN Aquatics President.....</b>	<b>5</b>
<b>Official sign-off .....</b>	<b>6</b>
<b>Preamble .....</b>	<b>7</b>
<b><i>Background to the SRSA National Sports and Recreation Plan (NSRP) .....</i></b>	<b><i>7</i></b>
<b>Vision of KZN Aquatics .....</b>	<b>9</b>
<b>Mission of KZN Aquatics .....</b>	<b>9</b>
<b>Long Term Athlete Development Plan.....</b>	<b>10</b>
<b>Values .....</b>	<b>11</b>
<b>Legislative mandates .....</b>	<b>11</b>
Constitutional mandates .....	12
Legislative mandates .....	12
Policy mandates.....	12
White Paper on Sport and Recreation for the Republic of South Africa .....	12
National Sport and Recreation Plan – May 2012 .....	12
<b>Situational analysis.....</b>	<b>14</b>
Strengths, Weaknesses, Opportunities and Threats (SWOT).....	14
Performance environment .....	14
Facilities .....	15
Drownings .....	15
Political Environment.....	16
Economic Environment.....	16
Social Environment .....	17
Technological Environment .....	17
Organisational environment .....	17
<b>Overall Goal of Strategic Plan .....</b>	<b>19</b>
<b>Specific Aims .....</b>	<b>19</b>
<b>Strategic Objectives to achieve Aims within the “Active Nation” Pillar .....</b>	<b>19</b>
Strategic Objective 1: Recreation.....	20
Outputs and Activities .....	20
Performance Indicators.....	20
Strategic Objective 2: School Sport .....	21
Outputs and Activities .....	21
Performance Indicators.....	21
Strategic Objective 3: Targeted Campaigns .....	22
Outputs and Activities .....	22
Performance Indicators.....	22
<b>Strategic Objectives to achieve Aims within the “Winning Nation” Pillar .....</b>	<b>23</b>

Strategic Objective 4 – Talent ID .....	23
Outputs and Activities .....	23
Performance Indicators.....	23
Strategic Objective 5 – Athlete and Coach Support.....	24
Outputs and Activities .....	24
Performances Indicators .....	24
Strategic Objective 6 – Domestic Competitions .....	25
Outputs and Activities .....	25
Performance Indicators.....	25
Strategic Objective 7 – International COmpetitions .....	26
Outputs and Activities .....	26
Performance Indicators.....	26
<b>Strategic Objectives to achieve Aims within the “Enabling Environment” Pillar .....</b>	<b>26</b>
Strategic Objective 8 - Facilities .....	27
Outputs and Activities .....	27
Performance Indicators.....	27
Strategic Objective 9 – Club Structures .....	28
Outputs and Activities .....	28
Performance Indicators.....	28
Strategic Objective 10 –Athlete Council.....	29
Outputs and Activities .....	29
Performance Indicators.....	29
Strategic Objective 11 Coaches Council .....	30
Outputs and Activities .....	30
Performance Indicators.....	30
Strategic Objective 12 – Administrators and Technical Officials.....	31
Outputs and Activities .....	31
Performance Indicators.....	31
Strategic Objective 13 – Education and Training .....	32
Outputs and Activities .....	32
Performance Indicators.....	32
Strategic Objective 14 - Volunteers .....	33
Outputs and Activities .....	33
Performance Indicators.....	33
Strategic Objective 15 Financial Management .....	34
Outputs and Activities .....	34
Performance Indicators.....	34
Strategic Objective 16 Broadcasting, Print Media & Sponsorship .....	35
Outputs and Activities .....	35
<i>Performance Indicators</i> .....	35

<b>Transversal issues of the NSRP as applied to Aquatic Sport .....</b>	<b>37</b>
<b>Transformation .....</b>	<b>37</b>
Strategic objective 17 Transformation .....	37
Outputs and Activities .....	37
Performance Indicators.....	37
<b>Code of Ethics and Conduct.....</b>	<b>38</b>
Strategic Objective 18 Code of Ethics .....	38
Outputs and Activities .....	38
Performance Indicators.....	38
<b>Geo-Political Boundaries .....</b>	<b>38</b>
<b>Strategic Objective 19 Geo-Political Boundaries .....</b>	<b>38</b>
Outputs and Activities .....	38
Performance Indicators.....	39
<b>Sport as a tool: Sport and National Government Priorities .....</b>	<b>40</b>
Strategic Objective 20 Government Priorities.....	40
Performance indicators: .....	40
<b>Good Corporate Governance .....</b>	<b>41</b>
Strategic Objective 21 Corporate Governance .....	41
Outputs and Activities .....	41
Performance Indicators.....	42
<b>Appendix 1: List of Swimming Pools per District.....</b>	<b>42</b>

# **KWAZULU-NATAL AQUATICS**

## **STRATEGIC PLAN**

**2018-2022**

### **Foreword by KZN Aquatics President**

Strategic planning in KwaZulu-Natal Aquatics is aligned to the objectives and strategies of the KZN Provincial Department of Sport and Recreation, Swimming South Africa, and KZN Sports Confederation. It is focussed on the three pillars identified in the National Sports and Recreation Plan (2012) as well as the White Paper on Sports 92013). The strategic plan is further developed into short, medium and long term planning.

.....  
**President**

## **Official sign-off**

It is hereby certified that this Strategic Plan was developed by the Council of KwaZulu-Natal Aquatics under the guidance of the KZNA Executive. The Council is the highest decision making body of the federation and includes the five aquatics disciplines, viz., Swimming, Water Polo, Diving, Artistics Swimming and Open Water Swimming as well as Masters Swimming. It takes into account all the relevant policies, legislation and other mandates for which KwaZulu-Natal Aquatics is responsible. It accurately reflects the strategic outcome oriented goals and objectives which KwaZulu-Natal Aquatics will endeavour to achieve over the period 2018 to 2020.

Approved by:

**[Peter Thompson]**  
**President**

**Signature:** \_\_\_\_\_

**[Rajen Naidoo]**  
**Executive Member**

**Signature:** \_\_\_\_\_

# KWAZULU-NATAL AQUATICS

## STRATEGIC PLAN

### 2018-2022

---

#### **Preamble**

KZN Aquatics has, over the last several years, involved itself in strategic planning exercises to ensure that it remains an organisation relevant to its membership specifically, and to the community that it serves, generally. These strategic planning exercises have always involved broad consultation with its membership, but also done within the national and provincial frameworks governing sport and recreation.

This document represents our 2018 review of our strategy based on our Vision and Mission. It sets out our specific aims and objectives, together with broad implementation plans to achieve these objectives. All of these are located within the Sport and Recreation South Africa's National Sport and Recreation Plan.

#### ***Background to the SRSA National Sports and Recreation Plan (NSRP)***

The NSRP developed in 2012, identifies three core pillars for the implementation of the plan. These are:

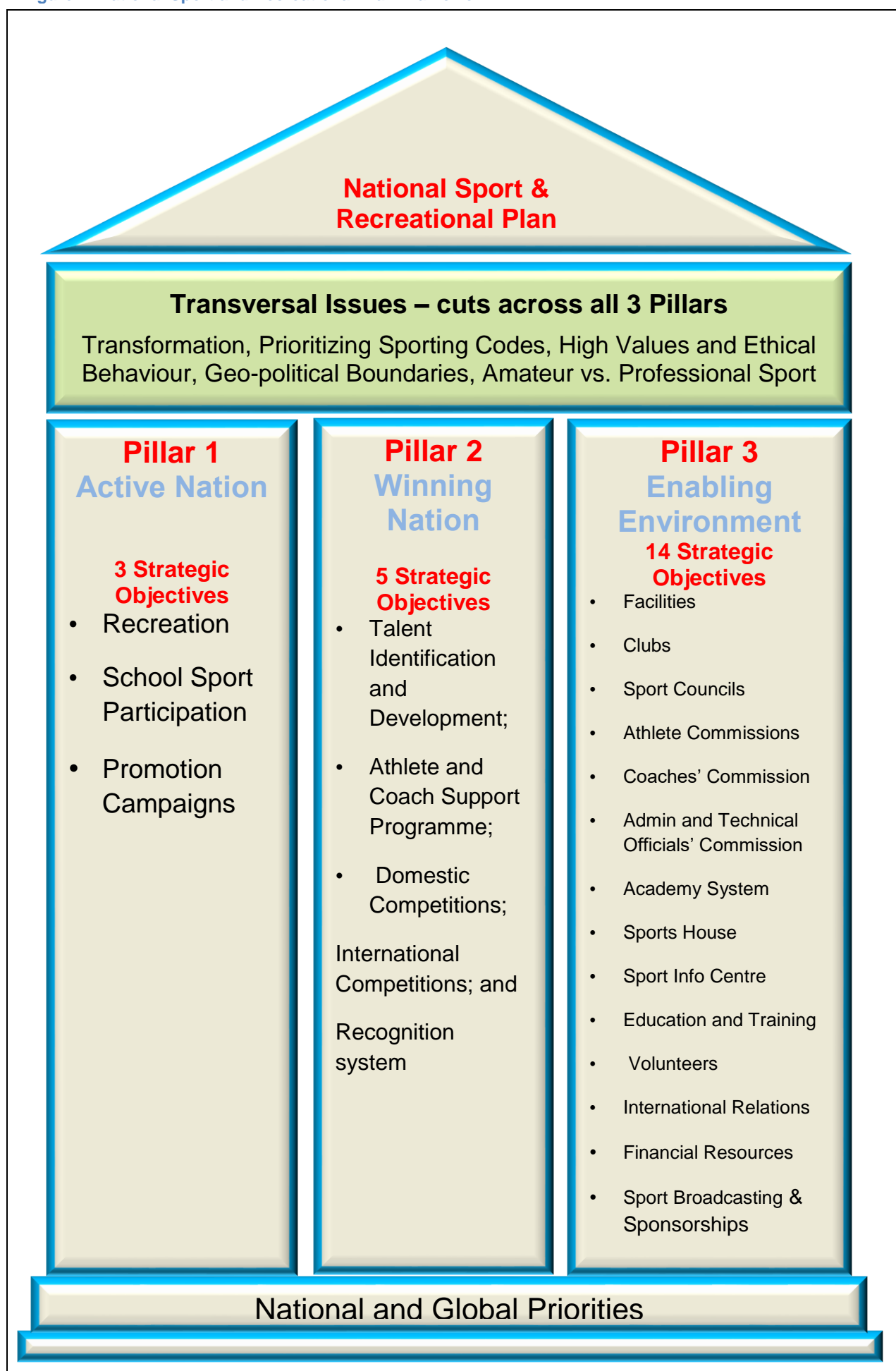
- An **Active** Nation
- A **Winning** Nation
- An **Enabling** Environment.

These three pillars are underpinned by **transversal issues** and utilizing sport as a tool to achieve **national and global priorities**. Each “pillar” consists of a set of strategic objectives that is intended to be translated in sporting and recreational tasks.

The Active Nation pillar comprises of three strategic objectives, aimed at **recreation, school sport** and **participation promotion** campaigns. This pillar clearly aims at establishing and strengthening the mass base for participation, across the different sectors of communities throughout the country. It particularly singles out **school sport** as a key driver for this pillar.

These key strategic objectives are explained below, followed by an implementation plan that outlines, amongst other information, key activities and delivery partners.

Figure 1: National Sport and Recreational Plan Framework





The **Winning Nation** pillar ultimately aims for international success through supporting all levels of competitive sport in the country. These include identifying and developing talented athletes, improving performances through the support of athletes and coaches, provision of domestic competition and providing opportunities for international competition, and to recognise stellar performances in sport.

The two critical pillars are supported through the third **Enabling Environment** pillar, which has a broad range of 14 strategic objectives, including the focus on facilities, club structures, structures, education and training programmes for athletes, coaches, technical officials and volunteers. Within this pillar, organisational structures, at local and provincial levels (Sports Councils) are necessary, together with a “Sports House” and “Sports Information Centre” at a national level is intended. Mechanisms to ensure that the sporting environment benefits from strategic international relations, adequate financial resources and sponsorship and strengthening broadcasting are included.

These three pillars within the NSRP are supported by “**transversal issues**” that are core to social, political and economic functioning of South Africa, borne out of engagement with all stakeholders in the country, and extending beyond the confines of sport and recreation. The five transversal issues are transformation, ethical behaviour, recognised geo-political boundaries and recognition of youth through guidelines on amateur and professional sport. Included within the transversal issues is the consideration of priority sporting codes that are most suited to broadening the participation base or achieving international success.

The NSRP recognises that sport can be used as a tool to achieve certain national and global priorities. These include facilitating tourism, promoting peace, development and social cohesion, ensuring environmental sustainability and building a sports economy. Sport can be used for nation building, and simultaneously for building a healthy nation.

## **Vision of KZN Aquatics**

“Every Child a Swimmer”

“Every School a Pool”

To pursue aquatic excellence through universal participation

## **Mission of KZN Aquatics**

To provide aquatic programs and services to the public and our members that will deliver medal winning performances and ensure every South African is a swimmer. We will strive to achieve this vision through a dynamic democratic, transforming organisation, responsive and accountable to the needs of its constituency and community, which will implement appropriately funded programmes of athletic, technical and capacity development. These programmes will strengthen community participation and engage relevant stakeholders, such as SSA, schools and government to ensure an environment supportive of achieving the broadest possible participation and the highest possible aquatic standards.

The Mission of KZN Aquatics can be best described through this pyramidal approach to sport development:

## Long Term Athlete Development Plan

Scientific research has concluded that it takes a minimum of 10 years and 10,000 hours of training for a talented athlete to reach elite levels. The KZNA long Term Athlete Development Plan (LTAD) takes this into consideration and highlights 7 stages in the development of a swimmer as depicted in Figure 2. These seven stages start at the introductory level or Active Start and progress to various training stages and culminate in staying active for life and generally cover a period of at least 10 years.

Figure 2: Long Term Athlete Development Plan

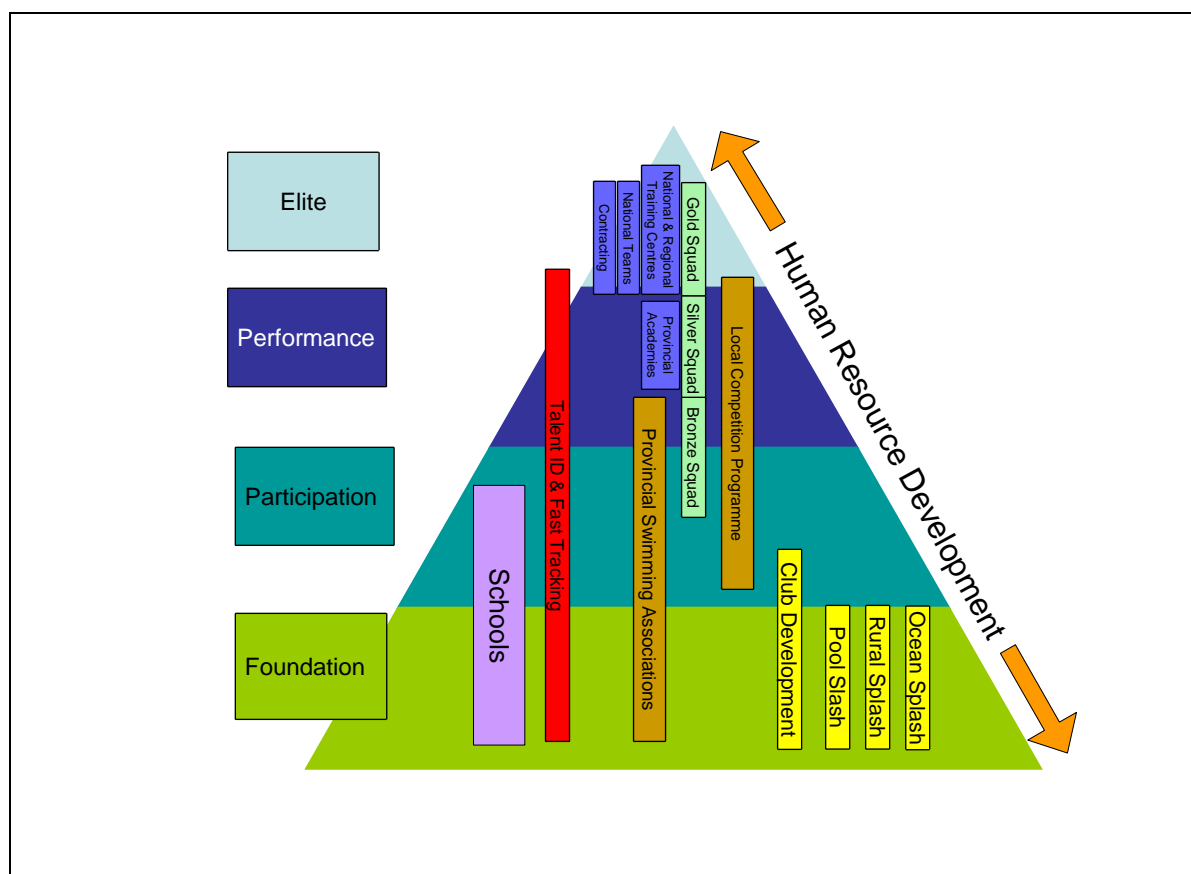


Figure 3: Development Pathway for Aquatics depicts the development pathway for swimmers, showing the progression of swimmers from Learn to Swim to Olympics. The pathway is described in a pyramid; with the base of the pyramid showing large numbers focussed on mass participation. As we progress vertically up the pyramid, the level of performance increases with a corresponding decrease in the number of participants.

At the base of the pyramid, is the foundation level of swimming and includes programmes designed to make aquatics fun with the primary purpose being to attract swimmers to the sport. These programmes include Learn to Swim, Rural Splash, Ocean Splash and Learn to Dive.

At the next Level, being the Participation Level, Schools swimming and Club Swimming at District Level are encouraged. Swimmers can then progress from Level 1 to Level 3 through Talent ID and Fast Tracking Programmes.

**Figure 3: Development Pathway for Aquatics**



The top of the pyramid shows the Performance and Elite level of swimming. At this level, we include programmes centred around our Provincial youth and senior squads providing a pathway to common wealth, world champs and Olympics.

### Values

- Teamwork                      working together to achieve common goals
- Transparency                being open and transparent
- Volunteerism                encouraging and growing volunteerism
- Accountability               Taking responsibility for actions
- Integrity                      Doing the right things even when not watched

### Legislative mandates

The following sections sets specific constitutional and other legislative, functional and policy mandates of KwaZulu-Natal Aquatics. It focuses on the legislative and other mandates that KwaZulu-Natal Aquatics is directly responsible for implementing, managing or overseeing.

## Constitutional mandates

KwaZulu-Natal Aquatics is governed by a constitution that was revised in 2015 to accommodate the amalgamation of the two provincial structures into one provincial federation. KZNA is affiliated to Swimming South Africa, the national federation responsible for aquatics in South Africa, who in turn are affiliated to FINA, the international governing body for aquatics.

## Legislative mandates

This section provides an outline of the key responsibilities that various pieces of legislation places on KZNA

**Table 1: Outline of legislation applicable to Aquatics as a Sport**

Act	Purpose and Responsibility
<b>National Sport and Recreation Act, 1998 (Act No. 110 of 1998 as amended)</b>	The Act provides for the promotion and development of sport and recreation and the co-ordination of the relationships between SRSA and the Sports Confederation, Sports Federations (NFs); <b>Key responsibility placed on KZNA as a result of this Act:</b> To ensure that Aquatics from a provincial perspective is administered and governed in the best interests of all participants and stakeholders in sport and recreation in the province
<b>Safety at Sports and Recreational Events Act, 2010 (Act No. 2 of 2010)</b>	<b>Key responsibility placed on KZNA as a result of this Act:</b> To ensure that the safety and security of all spectators and sports participants at events managed by KZNA are adequately nurtured, protected, administered and governed.
<b>National Development Plan &amp; Provincial Growth and Development Plan</b>	The Provincial Growth and Development Plan responds to the NDP and sets visions that by 2030 KwaZulu-Natal as a province will serve as a gateway to Africa, creating a safe and healthy environment. Sport is linked through the goal of Human and Community development.
<b>Medium Term Strategic Framework</b>	Comprehensive plan for implementing the National Development Plan – linked to Outcome 14 – Social cohesion
<b>MOU – KZNSR and DoE</b>	Structures – JPTCC and EJPTCC at district and circuit level; Monthly reporting to JPTCC

## Policy mandates

### White Paper on Sport and Recreation for the Republic of South Africa

The White Paper emphasises that a focus on sport would be advantageous for the country since this could reap great health, economic, social and international benefits. It is thus imperative that government funding be made available for sport. The White Paper identifies all roles and responsibilities of all stakeholders in sport. The White Paper provides the national policy direction (the “what”), and formed the basis for the development of NSRP, (the “how”).

### National Sport and Recreation Plan – May 2012

The NSRP is a twenty-year sustainable implementation plan for the sport and recreation policy framework as captured in the White Paper on sport and recreation. It is aligned with the National Development Plan.

The NSRP commences with a background reflecting historically where we come from and some of the significant milestones achieved in establishing a democratic, non-racial sports system for our country. This is followed by a preamble, the process of developing the NSRP and the legal framework regulating the NSRP.

The 3 core pillars of implementation of the NSRP are

- (1) Active nation
- (2) Winning nation; and
- (3) An enabling environment.

These pillars are underpinned by **transversal issues** and by the notion of utilising sport as a tool to achieve **national and global priorities**.

The NSRP also provides clarity on the demarcation of roles and responsibilities of the stakeholders in the sector.

## Situational analysis

This situational analysis provides broad information on the performance and broader institutional environment based on the detailed information gathered in the strategic planning process. KZNA's various medium and long term policies and plans are also considered. Business plans and budgets are informed by the key policies and plans of KZNA and provincial government.

### Strengths, Weaknesses, Opportunities and Threats (SWOT)

Figure 4 summarises a SWOT analysis of Kwazulu Natal Aquatics that was taken into account in developing the strategic plan for the next 5 years. Some of the strengths, such as having the current Olympic Champion and SA Head Coach will be utilized to develop camps which can attract national and international swimmers and ultimately be a source of funding for the province. The opportunities that have been identified will be exploited, for example swimming being a life skill, will be used in marketing to attract sponsors who see this as a corporate social responsibility. Strategies have also been developed to counter some of weaknesses, e.g. a strategic objective to develop and employ coaches is included in response to the lack of paid coaches weakness. The lack of facilities will be targeted, starting with quantifying the extent of the problem and then working with local government to ensure a master plan is in put into place to plan and implement these facilities.

Figure 4: KZNA SWOT Analysis



### Performance environment

The performance environment section summarises the key issues in the delivery environment, providing important background information on **demand for services** and other factors that have informed the development of the Aquatics Strategic Plan. It also presents a range of explanatory he

The province of KZN is renowned for producing some of the top swimmers in the country. Olympic medallists in the last 15 years include Penney Heyns, Terence Parkin, Darian Townsend and most recently Chad Le Clos. We are also fortunate to have the National Swimming Coach, Graham Hill based in KZN. Whilst the ultimate goal of the federation is to produce National and International level swimmers, it is also highly focussed on developing new swimmers as well as transforming the sport in the province. Historically the province has produced top swimmers at age group, national and international level competitions. A lack of support of elite level swimmers has resulted in many swimmers leaving the province to undertake studies in other provinces as well as overseas. The historical neglect of infrastructure and professional coaching in the black townships has resulted in very low number of black swimmers at the elite level.

## Facilities

In terms of infrastructure, the province is fortunate to have one of only two heated, indoor, Olympic size pools in the country. The indoor pool has been a major benefit in attracting national and international competitions to the province. The pool is however very old and in need of major refurbishment. This situation will however change in the medium term as a number of other provinces are in advanced stages of developing superior indoor heated facilities.

**Table 2: Summary of available swimming pools in KZN**

District Municipality	Number of Municipal Pools	Number of Municipal Pools Heated	Number of School Pools	Number of School Pools Heated
Uthukela DM	8	0	1	0
Ethekwini	44	6	63	20
UGU	3	0	11	2
Umgungundlovu	8	1	44	11
Uthungulu	9	0	3	0
Mzinyathi	2	0	1	0
Zululand	1	0	0	0
Umkhanyakude	1	0	0	0
Amajuba	5	0	3	0
Harry Gwala	0	0	2	0
iLembe	3	0	3	0

In the Ethekwini region, there are at least 50 municipal pools, with 6 of the pools being heated. This represents a skewed picture of available facilities in the province as other districts have on average 2 to 10 pools, with Harry Gwala having no operational municipal pools, thus placing a major strain on KZN Aquatics ability to deliver on its strategic mandate throughout the province. This is one of the major factors affecting the demand for services and our ability to respond to this demand.

As such, our strategy is to concentrate on maximising the use of existing operational municipal facilities and supplement these by encouraging clubs to enter into MOUs with schools who have swimming pools.

## Drownings

Drowning is a second major driver of our mass participation programme. The World Health Organisation reports that drowning is the third leading cause of unintentional injury death worldwide,

accounting for 7% of all injury related deaths. Globally, almost 400 000 deaths occur each year as a result of drowning. According to this report, low- and middle-income countries account for 96% of unintentional drowning deaths. Drowning death rates are highest in the WHO African Region, and are more than eight times higher than in Australia or the USA.

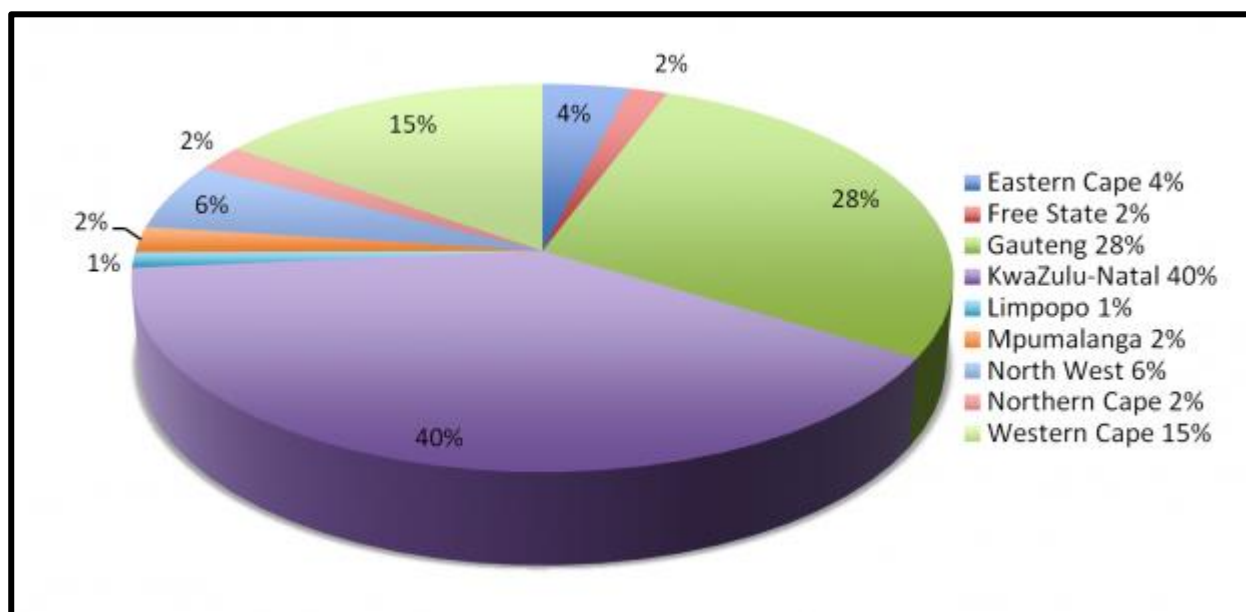
These statistics emphasise the extent of the problem in South Africa. According to the National Injury Mortality Surveillance System of the South African Medical Research Council, in the years 2001-2004, 47.6% of all drownings during this period were in children and youth under the age of nineteen. For the same period, 55.5% of these cases occurred in the sea, a river or dam, with the second highest category being private residence, which accounted for 21.4% of all drownings.

**Table 3: Drowning Statistics between 2010 and 2012 – Source: Stats SA**

Year	2010	2011	2012
No of Drownings	1428 <sup>i</sup>	1583	1615

In 2014 KwaZulu-Natal saw the highest percentage of drowning incidents because of the warm weather enjoyed all year round in the province. The Stats SA mortality figures in Table 3 indicate that in the years 2010 to 2012, an average of 5 drownings occur per day in South Africa. Drowning accounts for 5-6 % of all deaths in South Africa.

**Figure 5: Drownings across all provinces**



### Political Environment

National, Provincial and Local government have made sports transformation central to its efforts to achieve social cohesion in the country. Historical neglect in developing swimming facilities in townships has had a major impact on KZNA ability to grow the sport in historically black areas. Local government needs to develop a long term plan to address the construction and refurbishment of pools in townships. KZNA as an organisation will need to ensure that it lobbies municipal councillors to ensure that swimming pool development is afforded its fair allocation of the equitable share of government funding for sports facilities.

### Economic Environment

The high cost of swimming coaching coupled with increasing unemployment will affect the ability of parents to pay for these services. The inability of the National Body, Swimming South Africa, to



attract sponsorship has had a major impact on swimmers. Parents with high performing swimmers, who make national and international teams, are being punished for their children's excellence. These parents have to fork out travel costs ranging between R10, 000 and R30, 000 for their children to represent the country.

### **Social Environment**

The major upheavals and protests from citizens around lack of delivery of services is a major concern and will in future impact on safe access to facilities in townships which are experiencing these service delivery protests.

### **Technological Environment**

The changing technological environment has had a major impact on the attraction of youth to the sport of swimming. Innovations such as iPod's, cell phones computer games and PlayStation gaming have reduced the number of entrants to the sport.

### **Organisational environment**

This section summarises the structure of KwaZulu-Natal Aquatics and how it relates to various sports structures in country. It provides information on the capacity of KwaZulu-Natal Aquatics and other internal factors that have informed the development of the Strategic Plan.

Kwazulu Natal Aquatics is the provincial federation responsible for administering sport in the province of KZN. The organisation is broken down into the 10 districts and 1 metro as demarcated in the provincial geo-political boundaries of the district municipal structures in KZN.

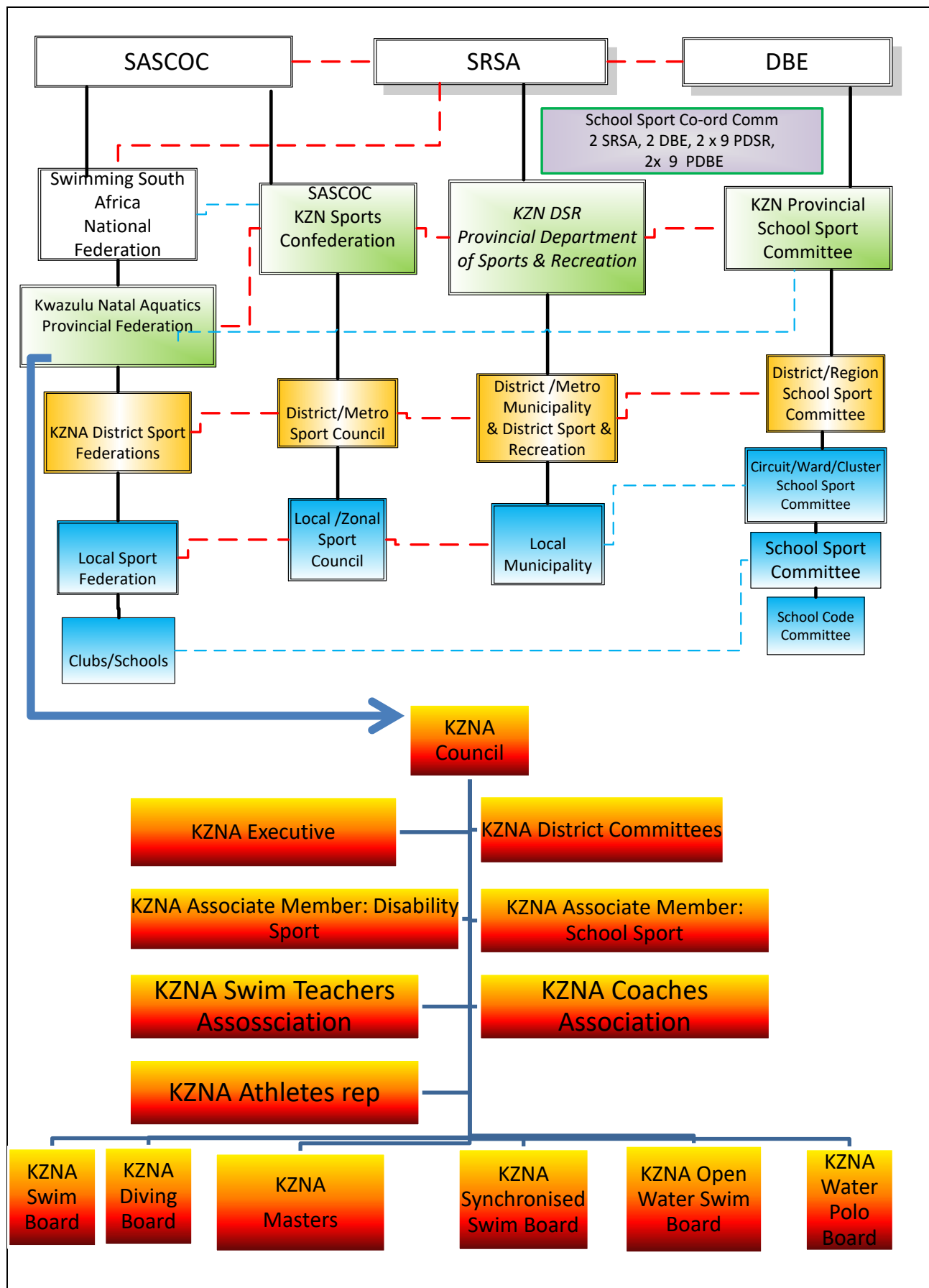
Figure 6, shows the organisational structure of the various sports bodies in South Africa, and provides an indication of the relationship between KZNA, Swimming South, SRSA and KZNSDR. Swimming South Africa is the national federation responsible for aquatics in South Africa and reports to SASCOC and SRSA.

KZNA is affiliated to SSA and provincially reports to KZN DSR and the provincial equivalent of SASCOC, KZN Sports Confederation. KZNA works very close with the provincial Department of Education, DoE, and provides technical input, training and strategic direction to the development of the sport in schools.

KZNA is managed by the KZNA Council, which includes the KZNA executive members, district chairpersons, discipline chairs representing swimming, water polo, Synchro, diving, open water swimming and masters swimming. School Aquatics and Disabled Swimming are also represented in the council as associate members with full voting rights.

Coaches and athletes commissions are in the process of being established and will also be represented at council level.

Figure 6: Sports Organisational Structures in RSA showing location of Kwazul Natal Aquatics



## **Overall Goal of Strategic Plan**

To achieve the Mission of KZN Aquatics through the implementation of appropriately funded programmes of athletic, technical and capacity development and organisational infrastructure

## **Specific Aims**

These aims are located within the three pillars of the NSRP outlined above.

### **Aim within the “Active Nation” Pillar**

1. To increase mass participation through strengthening school based programmes and district and club level activities with a special focus on disabled youth;

### **Aims within the “Winning Nation” Pillar**

2. To identify talent, fast track and strengthen junior elite athletes in all aquatic disciplines;
3. To strengthen high performance programmes in all aquatic disciplines

### **Aims within the “Enabling Environment” Pillar**

4. To establish a strong district based structure with a well-established and financially secure provincial organisation.
5. To develop coaching, technical officiating and administrative capacity in aquatics

## **Strategic Objectives to achieve Aims within the “Active Nation” Pillar**

The specific aims within the Active Nation pillar includes increasing mass participation through strengthening school based programmes and district and club level activities with a special focus on disabled youth, will be achieved through three Strategic Objectives:

- Strategic Objective 1: To improve the health and well-being of the province by providing mass participation opportunities through active aquatic recreation.
- Strategic Objective 2: To maximise access to aquatic sport and recreation in every school in KwaZulu-Natal.
- Strategic Objective 3: To promote participation in aquatic sport and recreation by initiating and implementing targeted campaigns.

## Strategic Objective 1: Recreation

To improve the health and well-being of the province by providing mass participation opportunities through active aquatic recreation.

### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
<b>Municipality based mass participation programme</b>	Encourage district structures to engage with municipalities to organise mass based aquatic programmes, including learn-to-swim; festival recreational events (e.g. during Christmas period at beaches and dams)	Municipalities KZN DSR KZN DoE	12/2018 on-going	
<b>Programmes for adults, especially senior citizens</b>	Develop adult based learn-to-swim activities in each district		03/2019	
	Organise masters swimming festivals in each district		03/2019	
<b>Programmes for marginalised communities</b>	Engage with the private sector to develop targeted programmes with marginalised communities (rural, disabled, senior citizens, women etc)	Umgeni Water Mr. Price Aquelle Ola sneedo	03/2019	
<b><u>Adult Mass Participation</u></b>	<b><u>Develop strategic sporting partnership with Masters Swimming and other related organizations that enhances the growth of our sport and athletic experience of all masters swimmers</u></b>			

### Performance Indicators

1. At least 10 clubs will form club-school partnerships throughout the province, bringing in at least 50 schools with minimal prior swimming experience/skill, introducing at least 1000 schoolchildren to the sport

## Strategic Objective 2: School Sport

To maximise access to aquatic sport and recreation in every **school** in KwaZulu-Natal.

### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
<b>District school aquatic structures</b>	Establish outstanding school aquatic structures	KZN DBE KZN DSR KZN SC	12/2019	
	Audit the existence and functioning of districts.	KZN DBE KZN DSR KZN SC	12/2019	
	Strengthening administrative and organisational capacity within districts	KZN DBE KZN DSR	12/2019 – on-going	
<b>District Aquatic competition</b>	Organisation of inter-school galas at district level	District Structure DBE/DSR	ongoing	
	<u>Expand Relay League beyond Metros</u>	KZN DBE KZN DSR	Ongoing	
<b>Provincial Aquatic competition</b>	Organisation of provincial trials	KZN DBE KZN DSR	Ongoing	
<b>National Schools Competition</b>	Ensure the participation of a KZN team in the national schools championships	KZN DBE KZN DSR	Ongoing	
<b>School Mass participation</b>	Strengthen club-school programme to increase levels of water-safety among pupils and to encourage participation in aquatic sport. Must get approval from DoE who need stats	KZN DBE KZN DSR	On-going	<b>50 000</b>
<b>Focus School Programme</b>	<b>Identify focus schools for aquatics, engage with school to jointly develop advanced competitive programmes with resource investment and monitoring</b>	<b>KZN DSR</b>	<b>12/2018 Completed but difficult to administer</b>	

### Performance Indicators

- All aquatic schools district structures to be established by end 2019
- An audit of those already established and functioning will take place by end 2020.
- Jointly with DBE, attempts will be made to strengthen these structures
- The federation district structure will provide support for the organising of district level inter-school galas in a minimum of 8 districts
- The provincial trials will be held in February/March in preparation for the National Schools' Championships
- At least 10 clubs will form club-school partnerships throughout the province, bringing in at least 50 schools with minimal prior swimming experience/skill, introducing at least 1000 schoolchildren to the sport
- Four focus schools identified, - Memoranda of Understanding signed
- Database of Learn to Swim Schools In Province
- Database of Learn to Swim kids and their rate of progression
- Advert targeting Schools highlighting requirement for Learn to School Teachers to be registered

### Strategic Objective 3: Targeted Campaigns

To promote participation in aquatic sport and recreation by initiating and implementing Targeted Campaigns

#### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Programmes among disabled youth	Schools catering for children with special needs will be identified and aquatic programmes introduced at these schools	KZN DSR	03/2018-2020	
	Ensure that all levels of competition (district and provincial) caters for disabled youth at all times	DISSA	12/2020	
	Organise district level disability aquatic competitions	DISSA	12/2020	
Aquatics for Asthma	Commence a campaign promoting the beneficial effects of aquatic sport for persons with asthma, culminating on World Asthma Day (01/05/2016)	National Asthma Education Programme	2/2020	
Water safe and Festive at Christmas	Municipal based water safety campaigns to culminate in Christmas time water safety festivals	KZNDSR LOCAL GOVT	On-going	
Programmes for adults, especially senior citizens	Develop adult based learn-to-swim activities in each district		3/2020	
	Organise masters swimming festivals in each district		3/2020	
Programmes for marginalised communities	Engage with the private sector to develop targeted programmes with marginalised communities (rural, disabled, senior citizens, women etc)		3/2020	

#### Performance Indicators

1. Engage with at least 4 municipalities and district structures to implement a mass based youth learn-to-swim programme, culminating in an Aquatics Festival during the Christmas season
2. Commence learn-to-swim programmes at four schools catering for children with disability, in at least three different districts in the province
3. All KZNA Swim Competitions, particularly at Level 0 will include events for athletes with disability
4. A minimum of three districts will organise at least two dedicated competitions per year for disabled athletes
5. Each district will develop adult based learn-to-swim programmes
6. At least four districts will organise masters swimming festivals, which provides for recreational swimming, social interaction
7. At least two programmes targeting marginalised communities funded by the private sector will be implemented in two different districts
8. Increase number of swimmers in Dis-abled Fast Tracking at KP
9. Target VN Naik, Golden Hours, Inanda, Port Shepstone and Richards Bay

## Strategic Objectives to achieve Aims within the “Winning Nation” Pillar

The specific aims within the “Winning Nation” pillar, which includes identifying talent, fast tracking and strengthening junior elite athletes; and strengthening high performance programmes in all aquatic disciplines, consists of five strategic objectives

- Strategic objective 4: To identify and develop talented athletes through the implementation of a structured system in all aquatic disciplines.
- Strategic objective 5: To improve the performances of athletes and coaches by providing them with access to a comprehensive range of support programmes.
- Strategic objective 6: To develop talented athletes by providing them with opportunities to participate and excel in domestic and international competitions.
- Strategic objective 7: To implement a special project intended to identify, fast-track and prepare young athletes in the 11-14 year age group to ensure a substantial representation of KZN athletes in the 2022 Durban Commonwealth Games

### Strategic Objective 4 – Talent ID

To identify and develop talented athletes through the implementation of a structured system in all aquatic disciplines.

#### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Talent Identification	Each aquatic discipline will develop a Talent Identification Programme, each with a set of identification criteria, a purposeful focus on targeting disadvantaged and marginalised communities, a system of identification and a programme of retention and progression	KZN DSR	12/2019	
Fast Tracking Programme	Each aquatic discipline to develop a programme and methods to fast track talented athletes to achieve ability to participate in junior level national competitions	KZN DSR	12/2019	
Tracking System	Each discipline will develop a system of tracking identified talented athletes, monitoring their progress, determining their talent development needs and recognising their deviation from expected progression paths	KZN DSR	12/2019	

#### Performance Indicators

1. The formal Talent Identification Programmes for swimming, diving, synchronised swimming and water polo will be completed
2. Talented athletes will be identified
3. The Fast Tracking Programme of the above disciplines will be implemented, with an identified fast tracking coach
4. An Executive Member will be tasked with monitoring the Talent Identification and Fast Tracking System

### **Strategic Objective 5 – Athlete and Coach Support**

To improve the performances of elite and junior elite athletes and their coaches by providing them with access to a comprehensive range of support programmes.

#### **Outputs and Activities**

Output	Key Activities	Delivery Partners	Timeline	Budget
Junior Elite Programme	Identify a squad of junior athletes performing at national standards for focused programmes of training	KZN DSR	07/2018	
	Track performances of Squad to determine progress and deviation from expected progression	KZN DSR	2018 – on-going	
	To provide squad with access to additional resources to ensure that they are able to derive maximum benefit from training	KZN DSR Sports Academy	2018 – on-going	
Disadvantaged Coach Support	Contract coaches from disadvantaged communities who are producing swimmers at national qualifying times	KZN DSR	2018	
Scientific and Medical Support Programme	To enrol junior elite squad and elite national swimmers in a scientific, medical and health programme	KZN DSR Prime Human Performance	2018 – on-going	

#### **Performances Indicators**

1. 20-25 swimmers under the age of 20 selected into the programme
2. A programme co-ordinator is identified to manage the programme and track the athletes
3. 5-8 coaches from disadvantaged communities into the coaching advancement programme.
4. Prime Human Performance is engaged to support the elite athletes in the province
5. Introduce pool based testing for VO<sub>2</sub> max and endurance with Prime Sports Scientist
6. Introduce Underwater Videos for Starts and Turns



## Strategic Objective 6 – Domestic Competitions

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

### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Domestic Competitions	Organise Level 0 and Age Group Competitions	Municipality Sponsors	on-going	
	Organise high level national competitions attracting the best South Africans and where possible, international athletes, in KZN or	SSA KZN DSR	on-going	
	To send our athletes to national level competitions	SSA		
International Competitions	To send our top performing athletes to international competitions under the auspices of Swimming South Africa	SSA KZN DSR SASCOC	on-going	
	To send our elite athletes on international tours outside those of the national teams	SSA KZN DSR SASCOC	<b>2018 – on-going</b>	

### Performance Indicators

1. Level 1 galas organised in at least 5 districts at least 4 times over the season
2. Age Group competitions for Level 1 and above organised at a provincial level at least 10 times per season
3. Senior Nationals in KZN in Olympic Cycle year
4. SSA Regional competitions will be organised once per season (either L1, L2 or L3)
5. All elite athletes participate in all out of province competitions each season
6. During the current period at least one out of province/country tour will be organised for our elite swimmers

## Strategic Objective 7 – International Competitions

To implement a special project intended to identify, fast-track and prepare young athletes in the 11-14 year age group to ensure a substantial representation of KZN athletes in the 2022 Durban Commonwealth Game

### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Project 2022 Squad	To select a squad of athletes in the 11-14 age group that will be enrolled into a focused programme for the 2022 Commonwealth Games	KZN DSR	12/2018	
	Track performances of Squad to determine progress and deviation from expected progression	KZN DSR	12/2018 - on-going	
	To provide squad with access to additional resources to ensure that they are able to derive maximum benefit from training	KZN DSR Sports Academy Prime Human Performance	12/2018 on-going	

### Performance Indicators

1. Squad of 20 youngsters are selected for the Project 2022 Squad, under the management and co-ordination of a Squad Coach, and placed into a focused programme
2. Squad engages with Prime Human Performance
3. Progress of squad monitored and reported to the Executive and DSR.
4. 60 Bias to women, disadvantaged
5. Brand squad and get parent buy-in

## Strategic Objectives to achieve Aims within the “Enabling Environment” Pillar

The specific aims within the “Enabling Environment” pillar, which includes establishing a strong district based structure with a well-established and financially secure provincial organisation and developing coaching, technical officiating and administrative capacity in aquatics, will be achieved through a series of strategic objectives:

1. To ensure adequate facilities are available for the promotion of aquatics
2. To provide formal aquatic participation opportunities through an integrated and sustainable club structure.
3. To provide athletes with a forum to address their needs;
4. To establish and empower a Coaches’ Council;
5. To support and empower aquatic administrators and technical officials.
6. To empower the aquatics human resource base through the provision of accredited education and training
7. To develop a strong Volunteer Corp to support the aquatics programmes
8. To secure and efficiently manage financial resources to optimally support aquatic sport and recreation.
9. To capitalize on the impact that electronic broadcasting, print media and sponsorship have on the development of aquatic sport.

## Strategic Objective 8 - Facilities

To ensure adequate facilities are available for the promotion of aquatics

### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Facilities audit and tracking	Conduct and verify aquatic facility audits in KZNA. These audits must include municipal, private and school based facilities and produce a clear analysis of needs.	KZN DSR KZN DOE KZN SC	05/2018	<b>completed</b>
	Establish a GIS detailing the location of all sport and recreation facilities.	KZN DSR KZN DOE	12/2020	<b>R20,000</b>
	Maintain Aquatics Facilities Database.	Municipalities	On-going	
New Facilities	Lobby for a prototype plan for schools so that they have sporting facilities	KZN DBE KZN DSR KZN SC	On-going	
	Engage stakeholders in the planning and construction of new facilities. Plans to include spatial planning considerations; heating (all weather usage); meeting international competition specifications etc	Municipalities KZN DSR KZN SC	On-going	
	Ensure provision for meeting rooms and basic club offices to promote good governance when building sport facilities	Municipalities KZN DSR	on-going	
Existing facilities	Engage stakeholders to systematically improve existing facilities, particularly those at which competitive aquatic clubs are based	Municipalities KZN DSR	On-going	
	Planned roll-out of improving existing facilities at which clubs are based to include the following: <ul style="list-style-type: none"> <li>• Heating</li> <li>• Club Meeting Room</li> <li>• Club Gym Room</li> </ul>	Municipalities KZN DSR	on-going	

### Performance Indicators

A provincial aquatic facilities audit is completed, with a GIS infrastructure established

4 annual stakeholders engagements on the development of new facilities

3 meetings with municipalities on the improvement of existing facilities – focus on Northern Districts

## Strategic Objective 9 – Club Structures

To provide formal sport participation opportunities through an integrated and sustainable club structure.

### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Affiliated clubs	Develop a club support system with expertise regarding club governance and develop standardized documents.	KZN DSR	03/2019	
	Formulate marketing initiatives to encourage the sponsorship of clubs.	KZN DSR	12/2019	
	Encourage clubs to adopt the nearest schools.	KZN DSR	12/2019	
	Encourage businesses and parastatals to adopt clubs.	KZN DSR	12/2019	
	Lobby the Department of Transport to assist with the transport needs of sports people.	KZN DSR	12/2018	
	Provide education and training programmes for coaching, administrator and technical official development within clubs	KZN DSR	On-going	
	Ensure access to appropriate facilities	KZN DSR	On-going	
	Ensure access to competition	KZN DSR	On-going	
New Clubs	District structures to engage with local communities to establish new clubs	KZN DSR Municipaliti	12/2019	
	Provide training programmes to empower community development	KZN DSR	12/2019	
	Ensure membership accessibility to district structures	KZN DSR	on-going	

### Performance Indicators

1. A club support system is established
2. A marketing and sponsorship plan is developed for clubs
3. A club-school adoption programme is implemented with at least 10 clubs in at least 5 districts
4. A proposal is tabled to the Department of Transport
5. At least 20 clubs have representatives trained in coaching, administration and technical workshops
6. A club-facility audit will be concluded
7. Evaluation of club participation in competitions will be concluded
8. All districts to commence engagement with at least one community to commence the establishment of a new club
9. Membership needs of new clubs will be established, and where possible attended to
10. Community members who form the leadership of new clubs will undergo capacity training

## Strategic Objective 10 –Athlete Council

To provide athletes with a forum to address their needs

### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Aquatic Athletes' Council	Ensure that a vibrant, well represented and duly constituted Aquatic Athletes Council is in place.	KZN SC	03/2019 Rep appointed – need an plan for next year	
	Implement specific programmes aimed at addressing the needs of athletes. This could include providing athletes with mentorship, scientific education and support, career opportunities and life-long learning. Investigate the feasibility of an athlete's medical scheme and a bursary fund for talented athletes.	KZN DSR KZN SC	12/2020	
Post-sports career plan	Assess the welfare of amateur athletes especially after reaching their sporting "peak". Investigate the retirement plans and active involvement of sportspersons, coaches, officials, and administrators implemented elsewhere.	KZN DSR KZN DHE	12/2021	

### Performance Indicators

1. A provincial Aquatic Athletes' Council is established
2. Engagement with KZN DSR on long term planning of athletes' careers is commenced
3. Engagement with KZN DSR and KZN DHE on post sport career planning is commenced

### Strategic Objective 11 Coaches Council

To establish and empower a Coaches' Council;

#### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
An Aquatic Coaches' Council	Establish a database of coaches		12/2019	
	Determine coaches' competitive and career needs		12/2020	
Coaching Development	Conduct education and training programmes for coaches at different competitive levels	KZN DSR	12/2019 – on-going	
	Increase the marketability of aquatic coaching to attract new coaches to the sport	KZN DSR	12/2019	

#### Performance Indicators

1. An Aquatic Coaches' Council is established, with a database and needs analysis
2. Training programmes are conducted based on need
3. Engagement with KZN DSR on marketing coaching as a career is commenced
4. Invite Jeff Nkosi to address coaches

## Strategic Objective 12 – Administrators and Technical Officials

To support and empower aquatic administrators and technical officials.

### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Administrators and Technical Officials Society	To strengthen the existing Officials' Society		on-going	
	To establish a database of administrators and technical officials		Done	
	To implement technical and administrative training programmes	KZN DSR	2019 – on-going	
	To implement initiatives to attract individuals to the technical and administrative aspects of the sport	KZN DSR	On-going Still a major problem with lack of volunteers	

### Performance Indicators

1. Existing Officials' Society provides a proposal on an extended mandate (inclusion of other disciplines, needs etc)
2. A database of administrators and technical officials is established
3. Training programmes as needed are implemented
4. A proposal to KZN DSR on increasing the marketability of Technical Officiating and Administration is submitted
5. Target 20 Students form DUT as officials

### Strategic Objective 13 – Education and Training

To empower the aquatics human resource base through the provision of accredited education and training

#### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Accredited education and training programmes.	Conduct an audit to identify training needs.	CATHSSA KZN DSR	03/2019	
	Implement training programmes as per needs identified in the areas of learn-to swim instruction, coaching, technical aspects and administration	KZN DSR	12/2019 - on-going	
Accredited Facilitators.	Train Sector Education and Training Authority Accredited facilitators, moderators and assessors.	CATHSSA KZN DSR	Trained 10 – disappointing that only 3 of the ten remain active	
	Maintain a database with the details of Accredited facilitators as well as sport administrators trained.	CATHSSA KZN DSR	On-going	

#### Performance Indicators

1. An audit is completed
2. A schedule of training programmes is completed for each year
3. At least 5 accredited facilitators are trained
4. A database is established
5. Annual meeting with CATHSETA



## Strategic Objective 14 - Volunteers

To develop a strong Volunteer Corp to support the aquatics programmes

### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Aquatics Volunteer Corp	Embark on a volunteer recruitment campaign including volunteer recognition to encourage young people to volunteer at national and international events.	KZNSDR	12/2020	
	Develop and maintain accredited volunteer training programmes.	CATHSSET A	03/2020	
	<b>Establish a database of volunteers</b>		on-going – Need a Parent to champion the volunteer structure	

### Performance Indicators

1. A volunteer recruitment campaign is launched at high schools and tertiary institutions
2. A training programme is developed and accredited
3. A volunteer database is established

## Strategic Objective 15 Financial Management

To secure and efficiently manage financial resources to optimally support aquatic sport and recreation.

### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Funding lobby	Lobby government, SETAs and the private sector to invest/ increase allocations for aquatic sport and recreation.	KZN DSR Treasury SALGA COGTA KZN SC	On-going	
	Ensure that funding for aquatic facilities is ring-fenced in MIG and other funding resources.	KZN DSR Treasury SALGA COGTA KZN SC	On-going, but not very successful- need to review strategy and develop a campaign through councillors	
Donor funding	Secure donor funding for sport and recreation development programmes.	KZN DSR Municipalities NLDTF	on-going	
Private Sector Funding	Secure private sector/corporate funding for specific programmes	Private corporations	On-going	
Approved Lotto Business Plans	Partner with Clubs, schools and municipalities in applying for LOTTO funding to maximise available funds	Local Govt Clubs Schools	On-going – but needs a driver within the aquatics community to champion this with all districts, clubs	

### Performance Indicators

1. On-going engagement with stakeholders on increasing aquatic sport spend
2. Submission of proposals to KZN DSR
3. Submission of proposals from district structures to their local government sports structures
4. No of Lotto funding applications

## Strategic Objective 16 Marketing, Broadcasting, Print Media & Sponsorship

To capitalize on the impact that electronic broadcasting, print media and sponsorship have on the development of aquatic sport.

### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Greater access to and exposure on electronic and print media	Analyse current sports broadcast and media landscape inclusive of impact of media.	KZN DSR Sports Academy KZN SC Media Houses SSA	done	
	Develop <ul style="list-style-type: none"> <li>Long term marketing plans.</li> <li>Commercialisation strategies (sponsorship rights packaging / TV rights and event management).</li> <li>Contractual / legal guidance.</li> <li>Research to help KZNA make a case for and the position of aquatics.</li> </ul>		done	
Media Liaison	Appoint a junior intern with media and marketing training to facilitate liaison for aquatics	DUT	done	
<i>Marketing to promote the importance of swimming</i>	<i>Develop and implement a Brand strategy to reflect the new direction of KZNA</i>	<i>Executive</i>	<i>12/2020</i>	
	<i>Develop a comprehensive Communications strategy that aligns with the strategic direction of KZNA</i>	<i>Executive</i>	<i>done</i>	
	<i>Build and promote a social media capability to maximise opportunities to engage with current and future generations</i>	<i>Executive</i>	<i>done</i>	
	<i>Establish partnerships with major media outlets in KZN</i>	<i>Executive</i>	<i>On-going</i>	
	<i>Recognise and promote the history of KZNA emphasizing achievements and success of KZNA champions and members</i>	<i>Executive</i>	<i>12/2021</i>	
	<i>Engage and promote KZNA Alumni to maximise the visibility of swimming in KZN</i>	<i>Executive</i>	<i>On-going – need a champion to drive this chapter</i>	
	<i>Advocate the health benefits of life long participation in swimming</i>	<i>Executive</i>	<i>2020</i>	
	<i>Develop mass participation event/s to promote and market swimming in KZN</i>		<i>2020</i>	

### Performance Indicators

1. Annual Sports broadcast and print media analysis undertaken
2. Develop a marketing and commercialisation strategy

3. *Media intern appointed*
4. *Brand strategy launched*
5. *Communications strategy developed*
6. *Social media capability developed*
7. *75% of KZNA Clubs incorporate Social Media in their member communications*
8. *Partnership with at least one major media outlets established*
9. *80% of KZNA Clubs have a media contact by 2018*
10. *Major KZNA events attract media coverage pre and post event*
11. *History of KZNA documented and archived*
12. *KZNA Alumni established*
13. *KZNA develops an influential corporate network utilising KZNA Alumni*
14. *KZNA Alumni involved in four (4) programmes and two (2) KZNA events*
15. *Health benefits brochure developed*
16. *Annual mass participation marketing event/s undertaken*

## Transversal issues of the NSRP as applied to Aquatic Sport

Five transversal issues which permeate every building block of the NSRP and that are considered non-negotiable imperatives comprise the following five strategic objectives: Three are deemed to be relevant for aquatics at this stage and are underlined below

- Transformation;
- Priority Codes;
- Ethical Environment;
- Geo-political Sport Boundaries; and
- Amateur versus professional sport.

The following issues are pertinent as they transverse the entire NSRP. They are at the forefront when campaigning for an active nation and also when supporting a winning nation. They also permeate each and every building block of the enabling environment. In terms of the NSRP they can be considered non-negotiable imperatives.

## Transformation

### Strategic objective 17 Transformation

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

#### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Transformation Charter	Implement the Transformation Charter.	KZN SC	12/2020	
	Ensure that all sub-structures complete the Transformation Scorecard.	KZN SC	done	
	Gather findings of other transformation research commissioned by public and private institutions.	KZN DSR KZN SC	done	
	Produce an audit report on transformation to define current provincial and local level status so as to allow focused interventions. The audit should also address previous transformation initiatives and highlight failures and best-practice.	KZN DSR KZN SC	Done – but finding is that it will need major cash injection for operation and capital	
	Sign agreement with KZN SC and KZN DSR on Transformation	KZN DSR KZN SC	Done at national level	
	Ensure that there is adequate monitoring and evaluation of the Transformation Charter annually by KZN SC.	KZN SC	Done – but needs dedicated person to update	

#### Performance Indicators

At least 60% of the dimensions of the Transformation score card successfully implemented and monitored.

## Code of Ethics and Conduct

The Code of Ethics and Conduct indicates the standard of behaviour expected of a member of an association. It is a formal statement of the values and ethical standards that guide individuals in sport. It is a set of principles, and norms to which sporting people can be held accountable when representing South Africa at any sporting event. This can also be used as a point of reference when dealing with disciplinary procedures against members.

### Strategic Objective 18 Code of Ethics

To review existing and finalise revised Code of Ethics and Conduct

#### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Code of Ethics and Conduct	Review existing Code	Athletes Commission	12/2018	
	Establish process of engagement for revision of Code		03/2016	
	Adopt revised Code		05/2016	
	Ensure all members understand, accept and sign Code on renewal of membership		05/2016	

#### Performance Indicators

1. Code of Ethics and Conduct reviewed by structures and membership
2. Revised Code adopted by membership

## Geo-Political Boundaries

### Strategic Objective 19 Geo-Political Boundaries

To contribute to improved governance in sport through an alignment of the boundaries of provincial sport federations and district structures with geo-political boundaries

#### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Re-alignment of structures according to provincial political boundaries	Finalisation of constitutional revision in keeping with mandate	KZNSC	07/2015	
	Election of new leadership reflective of new provincial structure	KZNSC	10/2015	
Establishment of District structures according to geo-political boundaries	Finalise two outstanding district structures (uMkhanyakude, Harry Gwala),	KZNSC	12/2015	
	Audit the existence and functioning of districts.	KZNSC	12/2015	
	Strengthening administrative and organisational capacity within districts	KZNSC	12/2015 - on-going	

### **Performance Indicators**

1. Finalisation of constitution
2. Election of new leadership
3. Establishment of districts
4. Nine districts have already been established. The task is to ensure the establishment of the remaining two district structures by the end of 2018
5. The existing nine districts will be audited to assess their level of functionality.
6. All districts will be provided with the basic infrastructure to function. This includes access to an office within the KZN DSR District Offices, an administrative intern located at this office, computer with a data package, telephone access.
7. District officials and administrators will undergo basic administrative training courses

## Sport as a Tool: Sport and National Government Priorities

To use sport as a tool to support and achieve a diverse range of national and global priorities the following strategic objectives is emphasised:

### Strategic Objective 20 Government Priorities

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

Priority	NSRP emphasis
Education	The NSRP places emphasis on school sport and the need for greater alignment between local government, federations, and schools. Early experience of sport, particularly in schools is crucial in winning hearts and minds. The NSRP recognises that the promotion of sport and physical education at schools plays an important role in creating motivation for, and commitment to life- long participation. People who exercise regularly in their youth are more likely to resume exercise in later years. The school sport programmes envisaged in the NSRP can motivate children to enrol in and attend school and can help improve academic achievement. Sport presents the child at school with life skills in a way unsurpassed by any other activity.
Health	The NSRP emphasizes the health benefits of an active nation. Within the NSRP there is a special focus on the youth with the understanding that increased physical fitness can improve children's resistance to some diseases and that sport can help reduce the rate of higher-risk adolescent pregnancies. There are substantial savings to the economy from the health gains associated with increased levels of physical activity in the population.
The fight against crime and corruption	The expression 'a child in sport is a child out of court' has special relevance in this regard. The NSRP provides for participation opportunities as an alternative to taking drugs and pursuing anti-social activities. Violence is often the result of deep-seated frustration and idleness. Such frustration can easily be redirected through the sport, and this is a key focus of the NSRP.
Decent work and sustainable livelihoods.	Skills through education and training programmes that could assist them with securing jobs. Convert volunteer positions into more sustainable employment opportunities; Implement an athlete's vocational programme; Establish bursaries and scholarships in sport and recreation and to encourage entrepreneurship in the sport and recreation sector. Involvement of legends and retired sports people will be harnessed to elevate this cause. Seasonal employment, volunteer opportunities and other sectors impacted on through sport related activities and events (e.g.: security; manufacturing etc) also need to be factored in when calculating the value of sport as a tool for providing employment.

### Performance indicators:

Number of initiatives using sport as a tool to contribute towards national priorities.



## Good Corporate Governance

The King III Report applies to all entities and it is therefore important that KZN Aquatics embraces the King III principles of good corporate governance. 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 King III Report places great emphasis on:

- Leadership;
- Sustainability; and
- Corporate Citizenship.

### Strategic Objective 21 Corporate Governance

Ensure that sound governance practices are adhered to in the day to day activities of all role-players in the sports sector.

#### Outputs and Activities

Output	Key Activities	Delivery Partners	Timeline	Budget
Sound Governance Practices	Implement financial policies and practices that allow the best financial ROI and ensure optimal transparency and accountability.	Independent auditors	On-going	
	Adopt best business practices to allow optimal organizational effectiveness	Target more CEO / CFO/ Board members from corporate organisations to share their skills, especially in finance and marketing		
Professional Management	Be strategic in financial management practices to optimize podium performances and sustained athlete development	On-going		
	Implement a HR strategy that stimulates people's professional growth and ignites performance in our staff team by recruiting, training, retaining and holding accountable the very best staff contractors and volunteers.	Internal training and capacity building is on-going		

### **Performance Indicators**

1. Required documents in place and implemented accordingly (constitution, rules and regulations, selection policy, strategic and business plans)
2. Election held in terms of own Constitution.
3. Compliance with anti-doping regulations.
4. Inputs made in realising the National Sport and Recreation Plan.
5. Achievement of objectives against strategic and business plans.
6. Marketing plan in place.
7. Number of years that unqualified financial statements were received.
8. National junior and senior championships hosted.
9. Annual/President's Report approved at AGM.

### **Appendix 1: List of Swimming Pools per District**

See updated Excel database

### **References**

---

<sup>i</sup> Stats SA