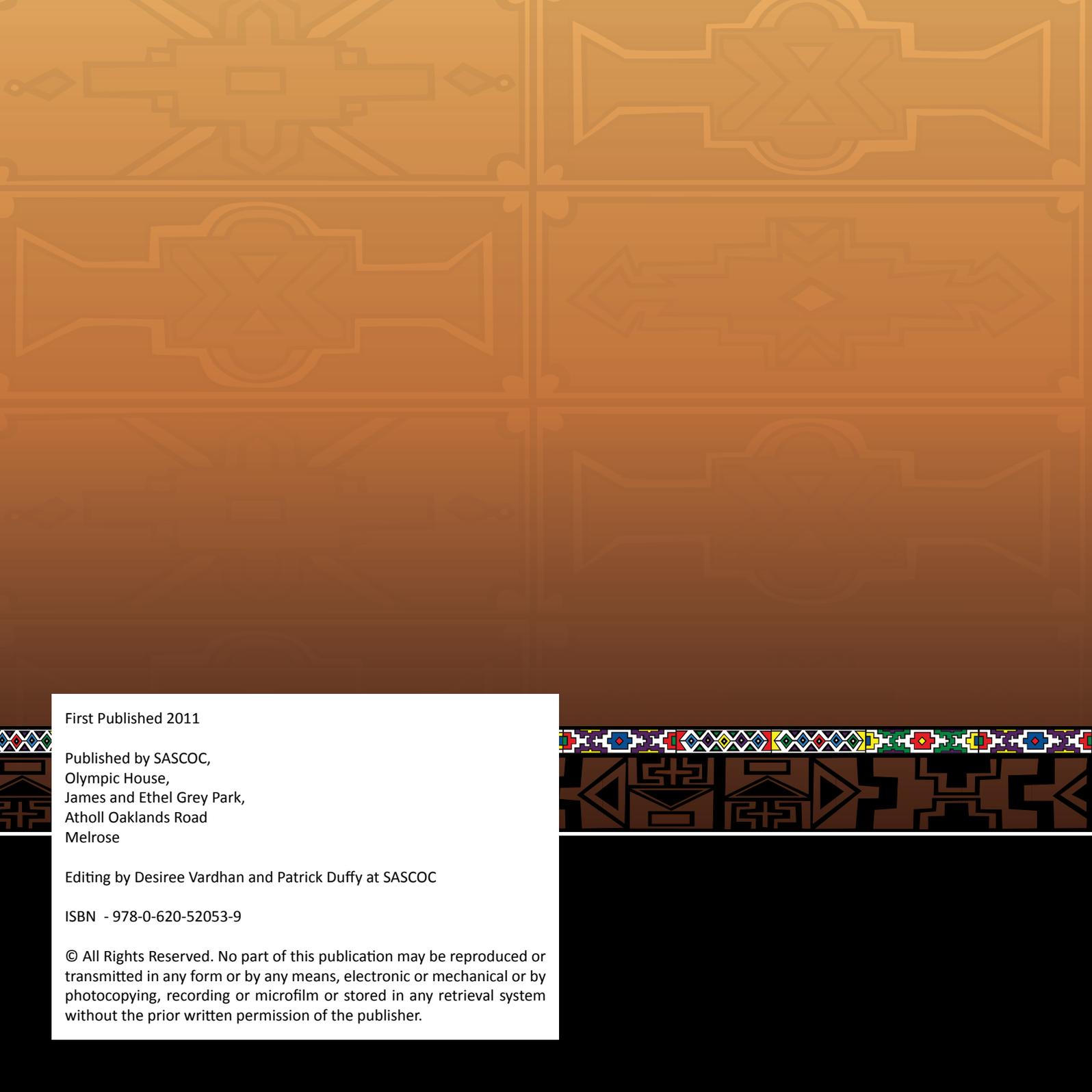




The South African
COACHING
FRAMEWORK



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Declaration

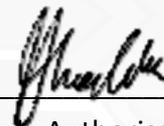
The South African Coaching Framework

Declaration from the Minister of Sport and Recreation and the President of South African Sports Confederation and Olympic Committee

The Ministry of Sport and Recreation and the President of the South African Sports Confederation and Olympic Committee acknowledges and approves the contents of the South African Coaching Framework. The South African Coaching Framework is hereby recognized as the official reference point and action plan for the development of the South African coaching system up to 2018.

Sport and Recreation South Africa

Thus signed at Birchwood, Johannesburg this 18th day of November 2011.



Duly Authorised

Mr Fikile Mbalula

Minister of Sport and Recreation South Africa

South African Sports Confederation and Olympic Committee

Thus signed at Birchwood, Johannesburg this 18th day of November 2011.



Duly Authorised

Mr Gideon Sam

President of South African Sports Confederation
and Olympic Committee



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Acronyms

CATHSSETA:	Culture Arts Tourism Hospitality and Sport Sector Education and Training Authority
CHE:	Council for Higher Education
CPD:	Continuous Professional Development
DBE:	Department of Basic Education
DHE:	Department of Higher Education
FETC:	Further Education and Training College
ICCE:	International Council for Coach Education
IF:	International Federation
ISP:	Institute of Sport Professionals
LTCD:	Long term coach development
LTPD:	Long term participant development
NF:	National Federation
NQF:	National Qualifications Framework
NSRP:	National Sport and Recreation Plan
QCTO:	Quality Council for Trades and Occupations
RPL:	Recognition of Prior Learning
SA:	South Africa
SAIDS:	South African Institute for Drug-Free Sport
SABA:	South African Biokinetics Association
SAQA:	South African Qualifications Authority
SAS4L:	South African Sport for Life
SASCOC:	South African Sports Confederation and Olympic Committee
SASMA:	South African Sports Medicine Association
SRSA:	Sport and Recreation South Africa
UK:	United Kingdom
WADA:	World Anti-doping Agency



Process



The South African
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FRAMEWORK

*“Skilled coaches to
guide the improvement
of South Africans at
all stages of their
development”*



The South African
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Process

The creation of the South African Coaching Framework has occurred through a process of widespread consultation with National Federations; Provincial Sports Councils; South African Sports Confederation and Olympic Committee (SASCOC); Sport and Recreation South Africa (SRSA); Department of Basic Education; South African universities; South African Qualifications Authority (SAQA); Culture Arts Tourism Hospitality and Sport Sector Education and Training Authority (CATHSSETA); service providers and other stakeholders who have provided feedback on the draft Framework document.

The input of all of these organizations has been central to the plan that has emerged and their efforts and expertise are gratefully acknowledged.

A full list of the organizations and partners that have participated in the consultation process is listed on the following page (page x). The process for the completion of the document is outlined in Appendix 1.

In addition, a range of written submissions was received as outlined in Appendix 2. These submissions provided important and considered feedback and advice and the efforts of those who made these submissions is appreciated.

The development of the South African Coaching Framework was commissioned by SASCOC, following an agreement with SRSA. The investment of UK Sport in commissioning the initial scoping study was central to developing the required momentum for this initiative, further extended through on-going advice and support for the development of this Framework document.



Process

The following organizations, partners and service providers that participated in the process:

NATIONAL FEDERATIONS

- Aero Club Of South Africa
- Archery South Africa
- Badminton South Africa
- Basketball South Africa
- Bowls South Africa
- Canoeing South Africa
- Chess South Africa
- Cricket South Africa
- Cycling South Africa
- Federation Of Dance Sport South Africa
- Judo South Africa
- Jukskei South Africa
- Karate South Africa
- Lifesaving South Africa
- Netball South Africa
- Ringball South Africa
- Roller Sport South Africa
- Rowing South Africa
- Snow Sports South Africa
- Softball South Africa
- South African Baseball Union
- South African Confederation Of Cue Sport
- South African Equestrian Council
- South African Figure Skating Association
- South African Football Association
- South African Fitness Sport Aerobics Federation
- South African Gymnastics Federation
- South African Hockey Association
- South African Korfbal Federation
- South African National Boxing Organisation
- South African Orienteering Federation
- South African Powerlifting Federation
- South African Rugby Union
- South African Sailing
- South African Sport Anglers and Casting Confederation
- South African Sports Association for the Physically Disabled
- South African Table Tennis Board
- South African Tennis Association
- South African Waterski Federation
- South African Weightlifting Federation
- South African Wrestling Federation
- Squash South Africa
- Swimming South Africa
- Ten Pin Bowling Association Of South Africa
- Triathlon South Africa
- Volleyball South Africa

SPORTS COUNCILS

- Eastern Cape Sports Council
- Free State Sports Council
- Gauteng Sports Council
- Kwazulu Natal Sports Council
- Limpopo Sports Council
- Mpumalanga Sports Council
- Northern Cape Sports Council
- Western Cape Sports Council

TERTIARY INSTITUTIONS

- Central University of Technology
- Durban University of Technology
- Nelson Mandela Metropolitan University
- North-West University
- University of Cape Town
- University of Johannesburg
- University of Pretoria
- University of Stellenbosch
- University of The Free State
- University Sports South Africa
- University Western Cape
- University of Zululand
- Vaal University of Technology

STAKEHOLDERS, PARTNERS and SERVICE PROVIDERS

- African Heroes Trust
- Council For Higher Education
- Department of Basic Education
- Exercise And Training Academy
- Itumeleng Training Solutions
- Lovelife
- Midrand Graduate Institute
- Register of Exercise Professionals Of South Africa
- South Africa Qualifications Authority
- South African Institute of Drug-Free Sport
- Speed Power Sports
- Sportstec
- Sport and Recreation South Africa
- Sport Science Institute of South Africa
- Tourism World Academy
- Umgungundlovu Sport Academy



Forewords



The South African
COACHING
FRAMEWORK

Foreword from President of SASCOC

There comes a time in the history of every sporting nation, where decisions which can change the course of that nation's history are taken.

After the Summer Olympics of 2000 in Sydney, Australia we knew that we could not go on with the many sporting structures in the country and that some crucial realignment was necessary.

One of those decisions saw the birth of SASCOC, mandated to be the macro sporting structure outside of government. But that mandate in my view did not go far enough because it was an unfunded mandate, reducing the sports movement to a mere gathering of federations with varying strengths and capacities. This in turn resulted in the poor results we experienced in the Beijing Olympics eight years after Sydney. We again had to return to the drawing board to see exactly where our planning went wrong. Towards the end of 2008 we realized that the three core pillars of a strong sporting culture are: athletes, coaches and funding.

We initially decided to concentrate on the first two and in June 2009 we revamped the existing OPEX programme. Federations were requested to nominate their best athletes to be supported in their preparations in the quadrennial that will end in 2012.

We then started with the search for coaches and our search revealed that we do not have a register of all our coaches with all their qualifications and practical experience. Sure, there are coaches aplenty in this country but we soon realized that there is no true framework for coaching in the country. Coaches need a clearer structure within which they can develop their skills; receive formal and on-going education; be recognized for their experience and qualifications and have access to employment and deployment opportunities that are reflective of their aspirations, talents and status - in volunteer; part-time or full-time roles as appropriate.

It is for these reasons that we took the decision to have a coaching framework and the work started in all seriousness about 18 months ago. The process was ably led by SASCOC with Desiree Vardhan and supported by the hardworking team at SASCOC. Today we are presenting the outcome of all those hours put in by many people and institutions to give South African sport a coaching framework. Again we must state upfront that this is still work in progress and will evolve over time. Crucially, it will be up to each organization to use the Framework as a reference point and guide that will provide

the basis for improved coaching and coaching systems at every level in South Africa.

This is by no means a purely SASCOC driven project and many, many people and organizations have provided valuable input. Those that spring to mind immediately are CATHSSETA under the guiding hand of Mike Tsotetsi, great contributions from SRSA with Paul Singh and Rohini Naidoo being particularly prominent as well as the various tertiary institutions that played vital roles.

Needless to say our various Federations took up the challenges with great energy and now the results are there for all to see. Others who have been instrumental in getting things in place are Professor Pat Duffy of the United Kingdom and Istvan Balyi of Canada.

Of course we cannot forget our own SASCOC Coaches Commission under the able leadership of Edwin Bennett as well as each and every member of the SASCOC support staff who have tirelessly worked towards the end product that will hopefully see South African sport reaching new heights in the years to come.

We will be working closely with the Minister and SRSA over the coming months to identify the investment, impact and legislative issues arising from the Framework. It is our full intention to put in place a high quality and sustainable coaching infrastructure that will form a vital part of the backbone of our sporting system. We look forward to working with you all in achieving this objective.



Mr Gideon Sam
President of SASCOC



Foreword from CEO of SASCOC

It may sound rather harsh but to say that South Africa's performance at the 2008 Beijing Olympics was poor would be an understatement. This is a fact that we've talked to death, and yet still not nearly enough.

However, it is also a fact that due to this dismal performance we at SASCOC introduced certain aspects to aid and assist our athletes and in essence this entire sporting country of ours.

In June 2009 we looked at the OPEX programme, and though this has produced positive results, we were missing a strong focus on one vital ingredient: that being coaching. The widespread recognition of the importance of coaching has seen the development and birth of the South African Coaching Framework. Extensive research has shown this is exactly what South African sport has needed for a very long time now. Skilled coaches play a vital role at all stages of participant development - introducing children and young people to sport; developing talent; guiding the improvement of our athletes to achieve success on the international, Olympic and Paralympic stages.

The development of the South African Coaching Framework should undoubtedly herald very exciting times in South Africa sport, both in the build-up to and beyond the 2012 Olympic and Paralympic Games. All of our coaches working at all stages of participant development will now be able to have access to opportunities to develop their skills and capabilities in coaching. This in turn should help unearth many more new stars from far and wide around the country and further promote South Africa as a nation of sporting excellence. These coaches will also help to broaden participation in sport, as well as providing vital life skills to our young people in particular.

A vast amount of work has gone into coming up with this Framework and thanks must go to each and every person who provided all the valuable input.

I must also commend Desiree Vardhan of SASCOC. She and her team, Joanne Myers, Jabu Malindi and Isaac Mdaka, have worked tirelessly around the clock to ensure this comes to be.

The overall work was spearheaded through a highly motivated Project Group, reporting to the SASCOC Coaches Commission, which is chaired by Edwin Bennett. Then also, a big thank you to our two international experts - Patrick Duffy of the United Kingdom and Istvan Balyi of Canada, for ensuring that South Africa is not left behind in the quest for sporting excellence.

Many people and organizations bought into the coaching framework idea and drove this project forward together with SASCOC. We owe CATHSSETA, SRSA, our tertiary institutions, and National Federations, Provincial Sports Councils (and their newly formed Coaching Commissions) and many others for all their input and involvement.

As we look towards the implementation of the framework, we urge all National Federations and other organizations to ensure that they are willing, ready and able for the task ahead. SASCOC will also be undertaking this self assessment exercise and we look forward to working closely with those organizations with a genuine commitment to the development of an effective, cohesive inclusive and ethical coaching system in South Africa that contributes to transformation and the creation of an active and winning nation.

The timing of the launch of this coaching framework is absolutely amazing as it will fit in perfectly into the outcomes of the National sport and recreation plan driven by the Minister of Sport and Recreation; Minister Fikile Mbalula at the National Sports Indaba two days later on 21 November 2011.



Mr Tubby Reddy
CEO of SASCOC

Foreword from the Minister

The actual formulation of the South African Coaching Framework 2010 - 2018 is a direct result of a tailored and inclusive process of consultation by the South African Sports Confederation and Olympic Committee (SASCOC) supported by the Department of Sport and Recreation South Africa (SRSA) and the UK Sport.

In fact, the draft national sport and recreation plan 2012 articulates the importance of coaching as that:

“Coaching and the development of sporting skills are key elements in any successful sport system. In the highly competitive and demanding world of international sport, South Africa needs to explore all possible means to ensure that our coaches are kept abreast with latest technology, research, techniques and developments and provide our athletes with a competitive edge ...(as a result) continuing professional development is essential.”

Thus SRSA, SASCOC and UK Sport collectively identified the need to scope the potential development of a South African Coaching Framework. This exercise was wisely executed through the establishment of the scoping research team comprised of SRSA, SASCOC and academia with a core mandate of assessing the need for a South African Coaching Framework.

Therefore, the Coaching Framework is the end artifact of a structured course of action through a broad and inclusive consultation and full-bodied debate and research with diverse and encircling interest groups representing the South African sport and recreation sector.

SRSA affirms its commitment to use the framework, interalia, in the development of training materials and the facilitation of capacity building programmes for teachers in coaching, umpiring, technical officiating, team management and administrations. This will afford SRSA and SASCOC an opportunity to develop a strategy for the training and deployment of coaches in schools, including teachers and coaches from national Federations.

It is against this background that SRSA advocated the drafting of this framework and acknowledges that this document forms the basis for the national sport and recreation Indaba 2011 and the sport plan 2012 – 2020.

Thank you.



Mr Fikile Mbalula
Minister of Sport and Recreation South Africa

Executive Summary



The South African
COACHING
FRAMEWORK

“New pathways for coaches to develop their skills and enhance their learning and qualifications”



The South African
COACHING
FRAMEWORK

Executive Summary

Background

Sport coaching plays a central role in recruiting, engaging, progressing and sustaining South Africans in sport and in supporting mass participation and excellence. Recognizing the efforts of a large number of volunteer and paid coaches working alongside administrators and officials, the goal of an active and winning nation has been established by Government. In order to fully maximize the role of sport coaching in this context, the need to develop a focused programme of action and a sustainable system has been identified.

The South African Coaching Framework has been developed following a year-long consultation process prompted by the adoption of the declaration of the 2010 National Coaching Conference. The consultation process was preceded by a six-month development period which included the completion of a Scoping Study and the formation of a Project Group operating under the aegis of the South African Sports Confederation and Olympic Committee (SASCOC). The consultation process is seen as an integral part of the design process for the Framework and hence the identification of 2010-2018 as the lifespan of the document.

Vision

The vision presented in this document is to create an effective, inclusive, cohesive and ethical coaching system that promotes transformation and excellence in an active and winning nation. The achievement of this vision will be based on sustained action and cooperation among a wide range of stakeholders operating at national, provincial and municipal level over three main phases (Laying the base 2010-2012; Making an impact 2010-2014; Transforming the system 2014-2018).

Values and guiding principles

The Framework provides a set of reference points to guide the development of coaching at the levels of policy, implementation and impact. These reference points include a set of values and guiding principles that highlight the importance of a strong front-line focus that is inclusive and recognizes the needs of participants at all stages of their development. Quality

coaching is valued as fundamental to the guided improvement of participants at all stages of their development. A key challenge for the Framework will be to ensure that previously disadvantaged are provided with increased opportunities to coach and access to coaching. This is particularly the case among the black population, as well as among females and disabled groups across the whole of South African society.

The Framework also recognizes the unique nature of South African culture and identity, as well as advocating an open, learning mindset that values diversity and embraces change. Success will be achieved by working together in a spirit of fair play and as part of a cohesive system and where there is a commitment to knowledge transfer between organizations and among coaches and coach educators. The passion and tenacity that is traditionally associated with South African sport is also affirmed, underpinned by respect for all participants and as part of an overall commitment to excellence at all levels of the system.



Executive Summary

Foundations

Reflecting the core values of the Framework, Identity and Mindset are cited as the two foundation stones for the creation of a high quality coaching system in South Africa. The centrality of identity calls for a clear and open identification of sport specific, ethnic, social and cultural features that are woven into the fabric of South African sport and society. A successful coaching system will build on the strengths of these identities, while challenging them in a positive way and where the creation of open pathways that are limited only by choice and capability become the norm. In this way, the South African Coaching system can make a positive contribution to transformation and sustained ways of working together in and through sport. This approach will blend inclusiveness with a determined focus on excellence, quality and enjoyment at all levels of coaching. Open, learning mindsets will be central to maximizing the process of guided improvement at all levels of the South African coaching system.

Pillars

The Framework is also comprised of three main pillars that are deemed essential to the achievement of the vision. These pillars are named as System, Coaches and Impact. In turn, each of these pillars has a number of building blocks that provide the more detailed focus for action in each case. Within these building blocks, two keystones have been highlighted: long-term participant development (LTPD) and long-term coach development (LTCD). Both of these keystones are pivotal to the creation of a system that at once focuses on the needs of the participant and identifies the roles and capabilities required by coaches. In the case of LTPD, extensive progress has already been made with a first wave of 14 National Federations (NFs), with a further 16 now engaged in the development of sport specific models for LTPD as part of the second wave. This progress will be further supported by the publication of a core reference document on the South African model for participant development, *South African Sport for Life*.

The capabilities required by coaches to meet the needs of participants are identified across four main domains that include children's coaching; participation coaching; performer

development (talent) coaching and high performance coaching. Within each of these coaching domains it is strongly recognized that there is a mix of coaching status categories that include pre-coaching; volunteer coaching and professional coaching. It is proposed that coach education programmes and related qualifications be re-aligned with the four coaching domains and with the appropriate levels of the National Qualifications Framework on a phased basis. An extensive programme of coach education and development will be required, which will be supported by the creation of a National and Provincial Tutor Programme, working closely with NFs and drawing upon the expertise and resources of suitably equipped universities, further education institutions, academies and service providers.



Leadership and structure

A new structure is proposed for coaching, which it is recommended will have a legislative basis by 2016. There will be three phases in the evolution of this structure. In the first instance, an Implementation Group will be established to oversee the initial roll-out of the Framework and the preparatory work to establish the South African Coaching Commission by March 2013. This Commission will have the re-mit to oversee the implementation of the South African Coaching Framework and will report directly to the Chief Executive and Board of SASCOC. The Commission will have a number of sub-committees that



Executive Summary

will include a National Coaching Standards Group; Coaching Children and Youth; High Performance Coaching and Coaches' Representative Group. An Interim Coaching Standards group and other working groups will be established following the launch of the Framework, given the immediate need to progress with the first stages of implementation.

The South African Coaching Commission will operate up to 2016, by which time it is planned to establish the South African Sport Coaching Council, which it is envisaged will have legislative backing. It is also envisaged that the Council will be formally recognized as the professional body for coaching in South Africa.

National Federations

National Federations are recognized to have the lead role in the development and coordination of sport specific coaching. The imperative for National Federations to work closely with a range of organizations at national, provincial and municipal level is highlighted. This is strongly mirrored in the need for Government Departments and related organizations to work in a coordinated fashion as part of a cohesive structure. The potential to accelerate the development of the South African Coaching system through a process of cooperative working and knowledge transfer is a key feature of the Framework. It is recognized that there are already many examples of excellent practice and innovation within the system. However, it is also recognized that there is a compelling need to significantly increase the prevalence and availability of such examples. National Federations will be facilitated to work together more frequently in areas of mutual interest.

Provincial Coaching Commissions

At the Provincial level, Sport Coaching Commissions will be established to coordinate the implementation of the Framework and to facilitate the operation of coaching networks that include Provincial Federations; municipalities; provincial departments; schools; further education, tertiary institutions and other education providers; community sport and the business sector. The expertise that resides in the university sector is seen as a key resource, with a need

to create more vibrant and practical links that will support volunteer and paid coaches at all levels of South African sport.

Investment

The achievement of the goals of the South African Coaching Framework will require the optimal use of available resources. It is proposed that existing resources will be progressively aligned with the Framework and that a programme of new investment will be put in place for 2012-2018. This investment should focus on four key areas: deployment and employment of coaches; education and development of coaches; capacity of National Federations; capacity of national, provincial, municipal and educational institutions in sport coaching. It is also proposed that an on-going process of impact evaluation be established, supported by a Coaching Scorecard that can be adapted to the needs and roles of the different stakeholders operating at different levels of the coaching system. The main features of the South African Coaching Framework are outlined in Figure 1.





Figure 1 - Key features of the South African Coaching Framework







Background



The South African
COACHING
FRAMEWORK

*“A plan to take
coaching in South Africa
to new levels”*



The South African
COACHING
FRAMEWORK

Background

In 2010, discussions involving Sport and Recreation South Africa (SRSA); the South African Sports Confederation and Olympic Committee (SASCOC) and UK Sport identified the need to scope the potential development of a South African Coaching Framework. UK Sport, as part of their existing relationship through a Memorandum of Understanding with SRSA, agreed to provide financial support for the proposed scoping study.

The study was commissioned in March 2010 and conducted by Professor Duffy, with the core objective of assessing the need for a South African Coaching Framework. The scoping visit was preceded by desk research and a series of face-to-face; internet and telephone meetings. The visit included meetings with SASCOC Coaches' Commission; SASCOC technical officers; SRSA officials; representatives of Stellenbosch University and the University of Johannesburg. The scoping report was signed off by SASCOC and SRSA in August 2010¹, with the following recommendations:

- a. SASCOC and SRSA should formally consider and approve the initiation of a process to establish the South African Coaching Framework;
- b. SASCOC should lead this process and establish a Project Group;
- c. A period of development and consultation should be initiated, informed by a draft of the South African Coaching Framework; Participant Development Models and Coach Development Models and the draft framework for education and qualifications;
- d. Immediate attention should be given to finalizing the programme of support for the coaches of London 2012 Olympic and Paralympic medal prospects;
- e. Consideration should be given to the longer-term structure and resource requirements to underpin the implementation of the South African Coaching Framework. This structure should include provision for a lead function and/or entity operating under the aegis of SASCOC and should include strong engagement and representation from coaches.

- f. The linkage between the development of the South African Coaching Framework and UK Sport initiatives should be maximized through the Memorandum of Understanding between the UK and South Africa, with the core objective of ensuring the development of sustainable programmes and systems beyond 2012 that meet the needs of South Africans;
- g. At an appropriate time during the process, the development of the South African Coaching system should be referenced against international developments including Zone VI; European Coaching Council and the emerging Global Framework for the recognition of coaching competence and qualifications. This analysis should be led by the requirements of South African sport and policy objectives in the first instance;
- h. The completed South African Coaching Framework should be signed off by the President/Board of SASCOC and the Minister for Sport and Recreation and referenced in all subsequent relevant policy publications. The document should be launched by SASCOC, ideally in the presence of the Minister. National Federations, provinces, the South African Qualifications Authority, participating universities and other key stakeholders should formally agree that the document is the reference point for the development of the coaching system in South Africa.



¹ Duffy, P. (2010). South African Coaching Framework Scoping Report. The report is available on the SASCOC web-site: www.sascoc.co.za

Background

Formation of Project Group

Following consideration of the report by SASCOC and SRSA, it was agreed to establish a Project Group that would report to the SASCOC Coaches' Commission. The Project Group was provided with the following terms of reference:

To develop a comprehensive South African Coaching Framework for the period 2010-2018, based on consultation with key stakeholders; research and taking into account international best practice

To initiate or support early action on coach education and qualifications; building capability and capacity and other areas deemed appropriate.

To submit a proposed Framework for approval by SASCOC by 1 September 2011 and for launch by November 2011

The Project Group commenced its work in August 2010 and developed a consultation document entitled *Building transformation and pathways through sport coaching in South Africa*. This document was published in November 2010 and remained open for public comment until July 2011.

The document formed the basis of discussions at the SASCOC Coaching Conference in November 2010, leading to the adoption of a declaration that called for the completion of the South African Coaching Framework document by November 2011. Following a further detailed consultation and development process, outlined in Appendix 1 and 2, the final draft of the South African Coaching Framework was prepared. This final draft has been formally considered and approved by SASCOC and SRSA.



South African Context



The South African
COACHING
FRAMEWORK



The South African Context

Policy Context

The Government of South Africa has set out the vision of ‘an active and winning nation’ where participation levels and international success in sport are increased.² Sport is recognized as a basic human right and as an important contributor to the quality of life for the citizens of the country. Sport is also seen as ‘fostering inclusive citizenship and nation building.’³ This vision is positioned within the wider transformational agenda which has prioritized inclusive citizenship; nation building; physical well-being; skills development; job creation; 2010 guarantees and 2010 legacy.⁴ Work has been completed on the White Paper for Sport, which seeks to further consolidate the strategic priorities; enablers and structure within South African Sport.⁵ The National Sport and Recreation Plan (NSRP) outlines the implementation plan for the sport and recreation policy framework captured in the White Paper. Whilst it is envisaged the White Paper will remain relevant until 2019, the NSRP will be reviewed annually.

Inclusive Citizenship

Coaches themselves are key agents and catalysts in inclusive citizenship either as volunteers working in clubs and communities; as part-time or full-time paid professionals. There is a need to equip coaches with the capabilities (knowledge, skills and attitudes) required to provide a welcoming and progressive environment for participants of all backgrounds and abilities. Particular focus on the skills associated with the coaching of participants with a disability is required.

The pursuit of an active and winning nation takes place in the context of the wider constitutional position, which ‘affirms the democratic values of human dignity, equality and freedom.’⁶ In order to ‘provide for the promotion and development of sport and recreation and the coordination of relationships’ in sport, the National Sport and Recreation Act in 1998⁷ and the National Sport and Recreation Amendment Act in 2007 have been enacted.⁸ Through this legislation, the Government has defined

the roles of Sport and Recreation South Africa (SRSA) and the South African Sports Confederation and Olympic Committee (SASCOC). This legislative framework has placed responsibilities on both organizations in the training of sport and recreation leaders, including the development and continuous updating of a ‘strategic framework for education and training.’⁹ Notably, this provision includes coaching, although no specific legislation relating to sport coaching has yet been enacted.

Coaching is delivered within the wider context of sport in South Africa at community; district; provincial and national levels. Increasingly, coaches will need to engage with, support and influence the structures within which they operate. In addition, the parallel development of governance, administration and officiating capacity will be an important component in the creation of a coherent and successful South African sports system.

Role of Sport Coaching

Sport coaching has a key role to play in delivering transformation, as well as an active and winning nation. Coaches provide positive experiences in sport for millions of South Africans every year. Through their work, coaches recruit and retain participants to support the mass participation agenda and they provide the guidance necessary for athletes to progress to performance and high performance levels. Sport coaches have an important role to play in developing competence, confidence, social skills and values among young people. Coaching is in a pivotal position to support transformation in that it promotes engagement and inclusion, (including the coaching of athletes with disabilities), contributes to the health and well-being of the nation, including the fight against HIV. Coaching also provides skill development opportunities for the sports participants and for the coaches themselves. A particular challenge and opportunity relates to the engagement of male and female black coaches, particularly in previously disadvantaged and rural contexts.

² Sport and Recreation South Africa (2010). An active and winning nation: strategic plan 2010-2014. Pretoria

³ Rev Dr Makhenkesi Stofile, Minister for Sport and Recreation in Sport and Recreation South Africa (2010). SRSA Strategic Plan 2010-2014, p3.

⁴ As outlined in the SRSA Strategic Plan 2010-14, p17.

⁵ Sport and Recreation South Africa (2010). White paper on sport and recreation. Draft 1: February. Pretoria.

⁶ Sport and Recreation South Africa (2009:15). Annual Report 2008-9. SRSA: Pretoria

⁷ Republic of South Africa (1998). Government Gazette Vol 402 No 19551. National Sport and Recreation Act, 1998. Cape Town.

⁸ Republic of South Africa (2007). Government Gazette Vol 509 No 30476. National Sport and Recreation Amendment Act, 2007. Cape Town.

⁹ Republic of South Africa (2007:10 Section 8). Government Gazette Vol 509 No 30476. National Sport and Recreation Amendment Act, 2007. Cape Town.



The South African Context

Table 1 - Potential Contribution of Coaching to Policy Objectives

Policy objective	Potential contribution of coaching
Inclusive citizenship	Coaching can play a key role in increasing and sustaining the number of people participating in sport and recreation. ¹² Coaches themselves are key agents and catalysts in inclusive citizenship either as volunteers working in clubs and communities; as part-time or full-time paid professionals. Coaches provide the opportunities on a daily basis that contribute to positive engagement; guided improvement and the opportunity for the development of individual goals and talents at all levels. Among youth, coaches can play an important role in HIV prevention, as well as developing social skills, confidence, competence and character. Sport coaches have a strong role to play in welcoming and guiding the improvement of participants with a disability.
Nation building	A skilled and differentiated coaching workforce, working with children; for participation; talent development and high performance is a central part of the infrastructure required to build the opportunities and pathways that will be part of the process of transforming the sporting lives of South Africans. Coaches have a key role in addressing inequalities and in providing the longer-term developmental focus that will underpin international success. Coaches, drawn and deployed from all sections of society, can play a strong role in harnessing the positive force of sport in nation-building. The impact of this role can be maximised through the development of a sustained national programme that has the support of key organizations, including the targeted and sustainable employment of coaches.
Improved participation in sport and recreation	Children's coaches and participation coaches provide the basis for the recruitment of increased number of participants into sport and for sustaining involvement in sport. Coaches working in clubs; communities and schools organise the activity and practice sessions that are the backbone of on-going involvement and provide the basis for further choices and development within sport and recreation.
Improve international performances	Talent development and high performance coaches play a central role in designing and overseeing the practice, developmental and competitive opportunities that are required over many years to underpin international performances. ¹³
Playing a part in enabling the achievement of key outcomes	Coaching in itself is an important enabler to increasing participation and improving international performances. Coaching also contributes significantly to other enablers such as volunteers; education and training; school sport; tertiary institutions; academy system. Through the development of a coherent framework and longer term plan, coaching can play a strong role in providing a skilled and motivated workforce to underpin the key outcomes of increasing participation and improving international performances.

¹² In the UK, it has been found that 1.1m people played a role in coaching, directly affecting the lives of up to one fifth of the total population. The shape, impact and future requirements of this volunteer and paid workforce are outlined in North, J. (2009). **The UK coaching workforce: 2009-2014**. Leeds: sports coach UK.

¹³ The leading sporting nations have long recognised the central role of coaches in achieving international success. Athletes themselves also report the vital role of coaches in building their careers. For example see: Duffy, P., Lyons, D., Moran, A., Warrington, G. and McManus, C. (2006) How we got here: perceived influences on the development and success of international athletes. *Irish Journal of Psychology*, 27(3-4), 150-167







Vision



The South African
COACHING
FRAMEWORK



The vision of the South African Coaching Framework is to create:

An effective, inclusive, cohesive and ethical coaching system that promotes transformation and excellence in an active and winning nation.

*“Putting coaching in
South Africa on a firmer
policy and legislative
footing”*



The South African
COACHING
FRAMEWORK

Values and guiding principles



The South African
COACHING
FRAMEWORK

“A fabric that provides firm foundations, pillars, building blocks and key milestones that can be tailored to the needs of each sporting code”



The South African
COACHING
FRAMEWORK

Values and guiding principles

The Framework will be underpinned by a set of core values that strongly affirm inclusiveness and the diversity of sport specific, cultural and geographical identities as part of the essence of the new South Africa. The Framework will place front-line focus and access; diversity; fair play; respect; commitment and passion as core values of sport coaching in South Africa. A set of principles that include participant centred focus; cooperation; knowledge sharing and commitment to excellence will also guide the implementation of the Framework.

A number of key assumptions will furthermore guide the implementation of the Framework:

- Coaching takes place at the front line and the Framework will seek to maximize support to coaches in their role.
- The quality of the coaching system will be primarily judged by the quality of experience received by sports participants, as well as impact on participation and performance.
- Coaches have the primary responsibility for their own practice.
- NFs have a lead role and responsibility in the development of coaches and coaching in their sport.
- SASCOC has a lead responsibility in the development of the coaching system.
- SASCOC, SRSA, National Federations; Provincial Sports Councils, Provincial Federations, Provincial governments and other stakeholders will work closely together to create an effective and sustainable system that meets the needs of South African sport on an on-going basis.
- Existing and new resources for sport coaching at national, provincial and municipal levels will be aligned with the provisions of the South African Coaching Framework.
- The Framework will become the agreed reference point for the development of the South African Coaching system, subject to adaptation in line with sport specific need, as well as the social, economic and cultural circumstances throughout the country.

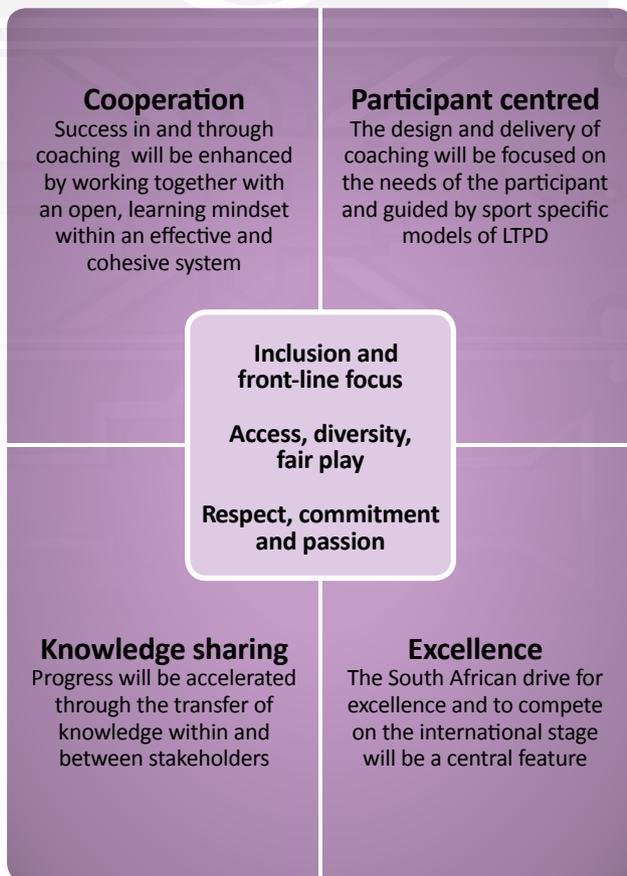


Figure 2 - Core Values and Guiding Principles

Values and guiding principles

A key feature of the South African Coaching system will be the recognition of the ethical responsibilities of the coach. Coaches will promote fair play, integrity and trust and will treat the sports participants with respect at all times, adhering to an agreed Code of Ethics that is customized to their sport. Coaches will also play an active role in promoting the principles of anti-doping sport. SASCOC will work closely with the South African Institute for Drug-Free Sport (SAIDS) to ensure that appropriate anti-doping education is integrated into the education of coaches. This will include the implementation of the World Anti-Doping Agency's (WADA) CoachTrue programme to South African needs. Coaches recognized under the South African Coaching system will take a drug free sport pledge.

The South African Coaching Framework will also value and promote the development of personal and lifeskills among all sports participants and coaches will be equipped with capabilities¹⁴ to play an appropriate role in the development of the whole person, respecting individuals and the central role of the family. SASCOC will work closely with LoveLife in the development of programmes that will become integrated into the education of coaches. These programmes will also include a specific focus on the attitudes, knowledge and behaviours that will counter the spread of HIV. In addition, a key part of the holistic development of participants and athletes is good nutrition and this element should form part of the education of coaches.

¹⁴ These capabilities include technical, tactical, physical, mental, personal and lifestyle and should also be underpinned by the development of competence, confidence, connection, caring and character as outlined by researchers such as Coté, J. and Gilbert, W. (2009) An integrative definition of coaching effectiveness and expertise. *International Journal of Sport Science and Coaching*, 4, pp307-323. The classification and definition of capabilities will be more fully addressed as part of the model for long term coach development (LTCD) and long term participant development (LTPD)



Fabric



The South African
COACHING
FRAMEWORK



Fabric

The Framework recognizes the need to systematically build core elements of the coaching system that will provide a long-term and sustainable structure to meet the needs of South African Sport. The **Foundation** of this approach will be the recognition of identities that affirm and value inclusivity and recognize social, cultural, geographical and sport specific difference. The foundation will also promote the combined value of a mindset that is committed to learning; tolerance and working together. Viewed in this light, the value of identity and mindset has the potential to provide a powerful catalyst for transformation in South African sport.¹⁵

The translation of identity and mindset into positive action is a significant challenge. Three main **Pillars** of the Framework (see Figure 2) provide the basis for a more structured and measurable implementation process. The first of these, the **Coaching System** defines the ways in which the key stakeholders clarify their priorities in terms of participant development and broader policy objectives. The system also describes the roles and relationships of key stakeholders as well as the resources that they are willing to align and/or invest in the development of coaching. A critical feature of this pillar is the ability, willingness and readiness of stakeholders to work pro-actively in the development of coaches and coaching, using the South African Coaching Framework as a reference point. Leadership and coordination is also an essential feature of the coaching system that requires definition, commitment, mandate, delivery and accountability. A new legislative structure for coaching is proposed by 2016, to include the establishment of the South African Sport Coaching Council.



¹⁵ The terms identity and mind set were not included in early consultation documents. They have been added on the basis of the consultation process and with reference to the specific cultural and transformational issues in the South African context. The terms have emerged as part of coaching framework development in the context of work being done by Morrisons PLC (UK) on a Coaching for Performance programme in partnership with Leeds Metropolitan University and WDR.

Coaches are the second, central, pillar of the Framework. Anchored in a model for long term coach development that meets the needs of South African Sport and society, this pillar also describes the ways in which coaches will be educated, certified and supported. This pillar also calls for coaching workforce planning, where the number and type of coaches required at national, provincial and municipal level is identified. This workforce planning also needs to take into account the number and type of tutors and coach developers that will be needed to provide a sustainable structure, as well as the administrative needs of a well-managed system.

The third pillar of the Framework relates to **Impact**. This includes the tracking of coaches through data management systems, as well as the gradual introduction of systems for licensing and registration. These systems will need to be underpinned by robust processes to support initial and continuing coach education and development, as well as the clear evidencing of capability to practice to the highest professional standards in specified coaching domains. Coaches will be expected to abide by a code of conduct and will be subject to appropriate regulatory and disciplinary procedures. NFs will, in the first instance, be responsible for developing these procedures, but it is also envisaged that legislation in sport coaching will address this matter. It is also proposed that steps be taken to establish a professional body for coaching.

Quality assurance and impact evaluation measures are included within the Impact pillar and these will be guided by the establishment of clear objectives and coaching plans by SASCOC and the NFs, with measurable outcomes. A Coaching Scorecard will be developed to measure the progress of each sport against the 12 building blocks within the Framework. On-going research, development and innovation will be a key feature of the Framework. In the first instance, research into coach and participant need will be undertaken on a pilot basis and extended to each province. Partnerships between Provincial Coaching Commissions, National Federations and tertiary institutions will be encouraged with a focus on research that will inform the implementation of the Framework and enhanced coaching practice. It is also proposed to explore

Fabric

the creation of a Higher Education Coaching and Research consortium that will work in a structured way to support the development of the South African Coaching system.

It is also proposed to commission research on the South African Coaching Workforce, with a view to quantifying the current position and identifying ways in which volunteer; part-time paid and full-time paid roles can be supported and augmented in a sustainable way.

This will include an analysis of the social, economic and job creation roles played by sport coaching. Consideration should also be given to a wider piece of research that would focus on the workforce across the sport and physical activity sector.

Identity and mindset provide the foundations for the framework. Each of the three main pillars of the Framework consists of specific building blocks, each of which is described in the next section, supported by an identification of the key actions proposed in each case. A detailed programme document will be prepared to guide the implementation of these actions.

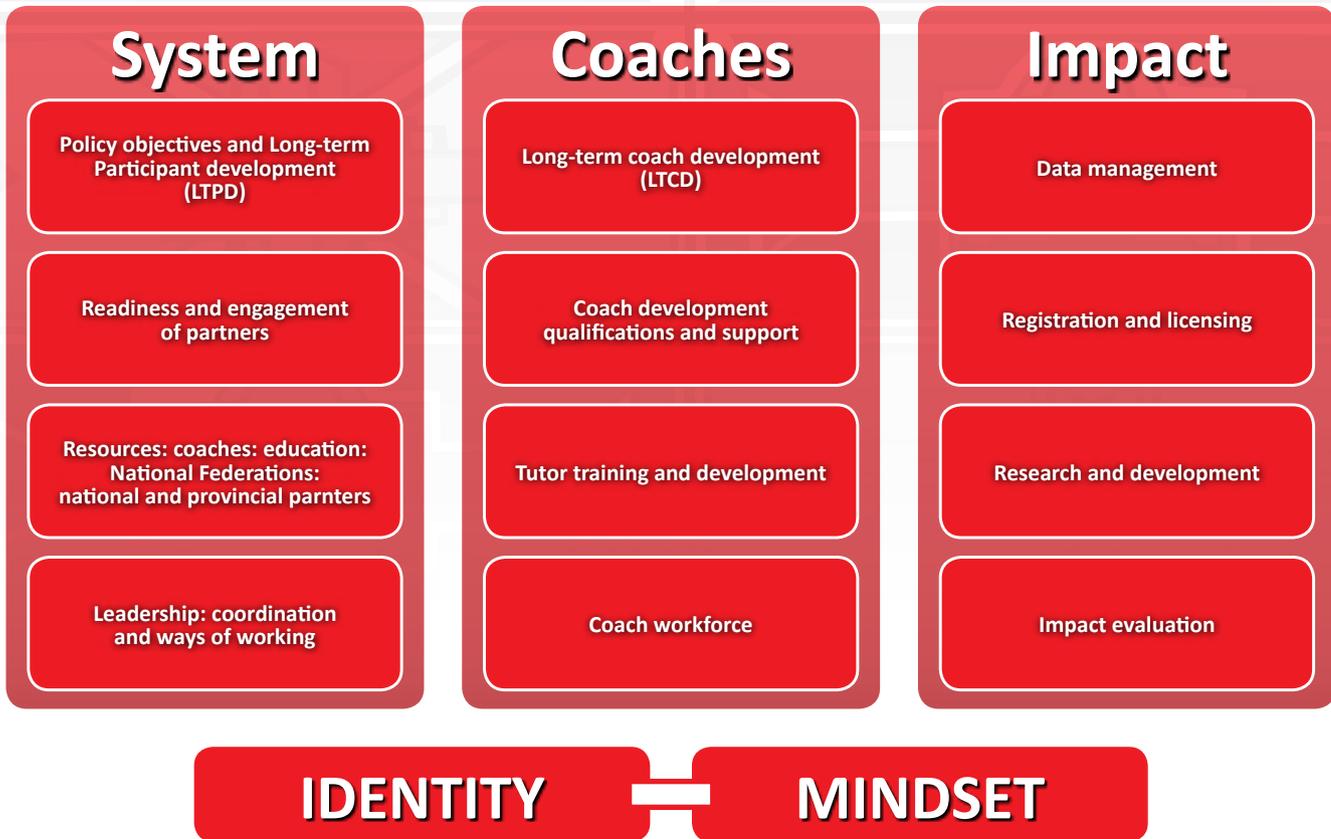


Figure 3 - The fabric



Pillars and Actions



The South African
COACHING
FRAMEWORK



Pillars and Actions

System

Four building blocks will form the basis of the System pillar and the high level actions in building block are outlined in Table 2 below. The creation of an effective, cohesive, inclusive and ethical coaching system requires clear and strong leadership; meaningful stakeholder involvement and the alignment of existing and new resources to the objectives of the Framework. A Long term participant development is viewed as one of two keystones, along with long term coach development.



Table 2 - System building blocks and actions

Building block	Action
Long-term participant development and policy objectives	<p><i>South African Sport for Life</i> document will outline core LTPD model and be adapted to sport specific needs.</p> <p>SRSA and SASCOC objectives to achieve an active and winning nation will be an on-going point of reference.</p> <p>National Sports Plan and other government policy statements will guide priorities for the development of the coaching system.</p>
Readiness and engagement of partners in coaching	<p>Criteria for engagement and resource support will be clearly outlined for National Federations and other stakeholders.</p> <p>Formal sign-up and implementation plans will be required of stakeholders.</p>
Resources: coaches; education; National Federations; national and provincial partners (See Figure 5)	<p>An audit of the current resource position will be undertaken.</p> <p>A full financial plan for the implementation of the Framework will be developed and agreed with stakeholders.</p> <p>Capacity building will be supported in organizations that are committed to the development of coaching and to the alignment of existing and/or investment of new resources in coaching.</p>
Leadership; coordination and ways of working	<p>SASCOC will lead on the implementation of the Framework, supported by SRSA in the context of a Memorandum of Understanding between the two organizations.</p> <p>A national leadership structure for coaching will be developed leading to the establishment of the South African Sport Coaching Council.</p> <p>Legislation on sport coaching to be developed to underpin the long term implementation of the South African Coaching Framework.</p>

Pillars and Actions - System

Leadership and coordination:

A new structure is proposed for coaching, which will have a legislative basis by 2016. There will be three phases in the evolution of this structure. In the first instance, an Implementation group will be established to oversee the initial delivery of the Framework and the preparatory work to establish the South African Coaching Commission by March 2013. This Commission will have the re-mit to oversee the implementation of the South African Coaching Framework and will report directly to the Chief Executive Officer and Board of SASCOC. The Commission will have a number of sub-committees that will include a National Coaching Standards Group; Coaching Children and Youth; High Performance Coaching and Coaches' Representative Group. An Interim Coaching Standards group and other working groups will be established immediately following the launch of the Framework, given the pressing need to progress with the first stages of implementation.

The South African Coaching Commission will operate up to 2016, by which time it is planned to establish the South African Sport Coaching Council, which will have legislative backing. It is also envisaged that the Council will be formally recognized as

the professional body for coaching in South Africa.

Figure 4 outlines the three phases in the evolution of this structure. These steps also signal the need for a parallel fourth step, which is the evolution of a wider body that will be responsible for the regulation of the sports professions, with the indicative title of The Institute of Sport Professionals (ISP).

In order to support this leadership and coordination function, it will be necessary to enhance the core technical and administrative resources of SASCOC. It is suggested that these resources be configured within a revised structure within SASCOC to follow on from London 2012 and to meet the requirements of the 2016 quadrennial. It is proposed that a transitional structure be put in place from 1 January 2012, with a view to full implementation by January 2013.

Synergy between the coaching related programmes of SASCOC and SRSA should be maximized and on an on-going joint coaching task team should oversee this process for the period 2012-2014. This will require the identification of key personnel from both organizations to progress clearly identified areas of work.

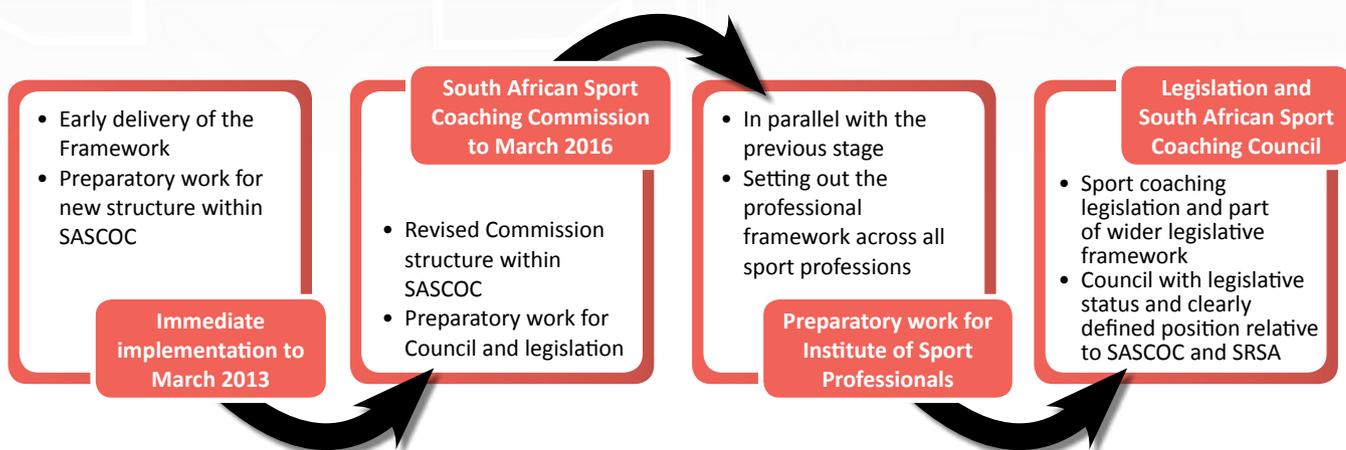


Figure 4 - Steps in the evaluation of the leadership structure for coaching



Pillars and Actions - System

The successful implementation of the South African Coaching Framework will require a range of stakeholders to play different and complementary roles, as outlined in Table 3.

Table 3 - The delivery chain for coaching within South African Sport

Function	Stakeholders
Sport participation	Individual sports participants and their families in children's sport; mass participation; high performance
Sport coaching	Individual coaches operating within community, club, school, district, provincial and national contexts
Local and front-line recruitment of coaches	Sports clubs; schools; communities; tertiary institutions; municipalities
Coaching programmes within provinces	Provincial governments; Provincial Sports Councils and coaching commissions Tertiary institutions Academies
Sport specific programmes for the recruitment, education, deployment, support and quality assurance of coaches	National federations supported by tertiary institutions, service providers, CATHSSETA and aligned with SAQA, supported by the Department of Basic education and Department of Higher Education as appropriate.
National programmes to support national federation in the recruitment, education, deployment, support and quality assurance of coaches	SASCOC High performance centres Tertiary institutions
Leadership of the South African Coaching Framework	SASCOC through the creation of the South African Coaching Commission, leading to the South African Sport Coaching Council which it is proposed will have a legislative basis
Facilitator and regulator of national sports policy	SRSA
National sports policy	Government of South Africa

Pillars and Actions - System

Resources and Investment

The success of the South African Coaching Framework will depend on the successful harnessing of existing resources and the investment of new resources at national and provincial level. The key areas for investment are summarized in Figure 6 and include the employment and deployment of coaches; the education, training and continuous professional development of coaches; national federation capacity; capacity of national, provincial and municipality organizations to support coaching within community and educational settings. A 2012-2018 investment plan is in development for consideration by the relevant organizations. The alignment of investment in school sport with the objectives of the South African Coaching Framework is also at an advanced stage.



Figure 5 - Resources and Investment



Pillars and Actions

Coaches

The second pillar of the Framework relates to the coaches themselves. The recruitment, education, employment/deployment and support of coaches are central to the creation of a workforce that will guide the improvement of South Africans at all stages of their development.

The four building blocks and actions within the Coaches pillar are outlined in Table 4.

Table 4 - Coaches Building Blocks and Actions

Building Blocks	Action
Long term coach development (LTCD)	Develop a comprehensive model for long term coach development in South Africa, referenced against African and international frameworks where appropriate and aligned to LTPD and Long term tutor development (LTDD) (see the section that follows and Figures 6 and 7). Map and apply the core LTCD model to the needs of each National Federation. Align core and sport specific LTCD models to the National Qualifications Framework, where appropriate.
Coach education, development and qualifications	Develop a transparent system of recognition of prior learning (RPL). Develop a comprehensive programme of coach education and development on a sport specific and generic basis, as appropriate. Establish an accessible system for the education and development of coaches at all levels
Tutor training and development	Develop a comprehensive programme of Master Tutor; Senior Tutor and Tutor Development across all participating NFs. In the first instance, this programme will focus on tutors to work with coaches and educators operating in the school environment and coaching children/youth. The tutor programme will also be extended to cover all coaching domains
Coaching workforce	Conduct an audit of current data sources on the coaching workforce. Conduct a comprehensive study on the South African coaching workforce. Establish sport specific and system-wide coaching workforce development plans.

The South African Model for LTCD

A process of consultation on the proposed South African model for LTCD took place as part of the process to develop this Framework document. High level agreement has been reached on the nature of this model, based on South African needs and taking into account recent development in Europe; the International Council for Coach Education (ICCE) and the Zone VI sport education project in Africa (see Figures 6 and 7).

Further work is proposed to complete and formally sign-off on this model, through the proposed (Interim) National Coaching Standards Group. The model proposes four coaching domains and four coaching roles (see Figure 6).

A key feature of this model has been the definition of coaching status categories, that reflect the needs of South African sport. Notably, these categories have been adopted as key elements



Pillars and Actions - Coaches

of the emerging International Sport Coaching Framework led jointly by the International Council for Coach Education and the Association of Summer Olympic International Federations. The three status categories are as follows:

- **Pre-coach:** Pre-coaching roles will support assistant coaches and coaches in children's and participation domains. Pre-coaching roles are often played by parents or young adults in helping out with coaching, without having made a formal commitment to play a coaching role or to obtain formal qualifications. These roles are voluntary and provide an important pathway into coaching, as well as supporting the delivery of coaching at local level. The roles are subject to basic safety and child protection guidelines and should operate under the supervision of a qualified Coach.
- **Volunteer Coach:** Volunteer Coaching roles will include Assistant Coach and Coach roles that are carried out without remuneration in children's; participation; performer development and high performance domains. Minimum standards in relation to safety; child protection and qualifications will apply to these coaching roles. All those playing coaching roles will be expected to be part of the database with their National Federation and to comply with a Coaches Code of Ethics and Good Practice.
- **Professional coach:** Professional coaches will include all coaches who are paid in any coaching capacity. It will also include coaches operating at senior and master coach levels across the four coaching domains, whether in a paid or volunteer capacity. Volunteer coaches operating in these roles will be regarded as 'professional volunteers'. All professional coaches will be expected to comply with minimum standards in relation to safety; child protection and qualifications. They will also be subject to a licensing process that will be introduced on a sport by sport basis and in the context of a core set of guidelines. Professional coaches will adhere to a Professional Coaches Code of Ethics and Good Practice.

It is clear, therefore, that while South Africa has taken account of international developments, that the current document recommends a model that is right for South Africa. It is proposed to continue working closely with ICCE and to assess the merits of different approaches, particularly in comparable developing countries such as Brazil and Malaysia.

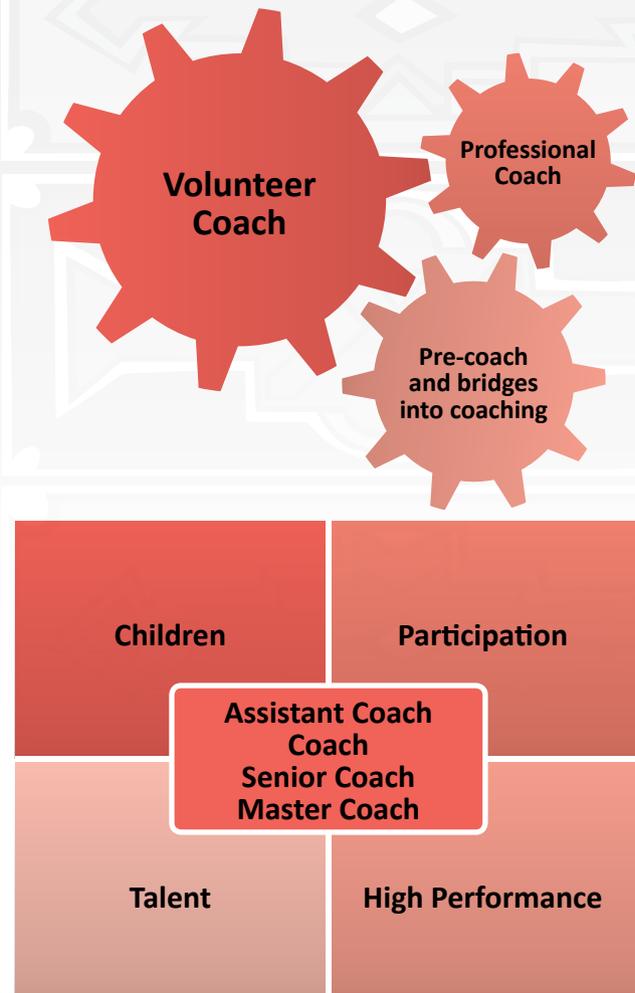


Figure 6 - Coach Development Model

Pillars and Actions - Coaches

Alignment with NQF and the work of SAQA and CATHSSETA

The South African Coaching Framework will align fully with the National Qualifications Framework and complement the work of the South African Qualifications Authority (SAQA), CATHSSETA, the Quality Council for Trades and Occupations (QCTO) and the Council for Higher Education (CHE).

A Memorandum of Understanding will be agreed with each organization where appropriate, defining the inter-relationship between the South African Coaching Framework and NQF, as well as setting out protocols to ensure effective and coordinated working arrangements. This alignment will recognize the specific needs of each sport and the coaching occupations, domains,

roles and status categories outlined in this document. Submissions from CATHSSETA suggest the following alignment between the proposed coaching roles and the NQF. Further work will be required by the proposed (Interim) National Coaching Standards Group to finalize the details of these levels:

- FETC Coaching at level 4 - Assistance Coach
- Certificate/Higher Certificate Coaching Science Level 5 - Coach
- Diploma level 5 - Senior Coach
- Diploma Level 6 or degree level 7 - Master Coach

An illustrative example of the proposed alignment is provided in Figure 7. The (Interim) National Coaching Standards Group will be charged with the responsibility of refining and finalizing this alignment in the context of the overall model for Long-term coach development and by agreement with key stakeholders.

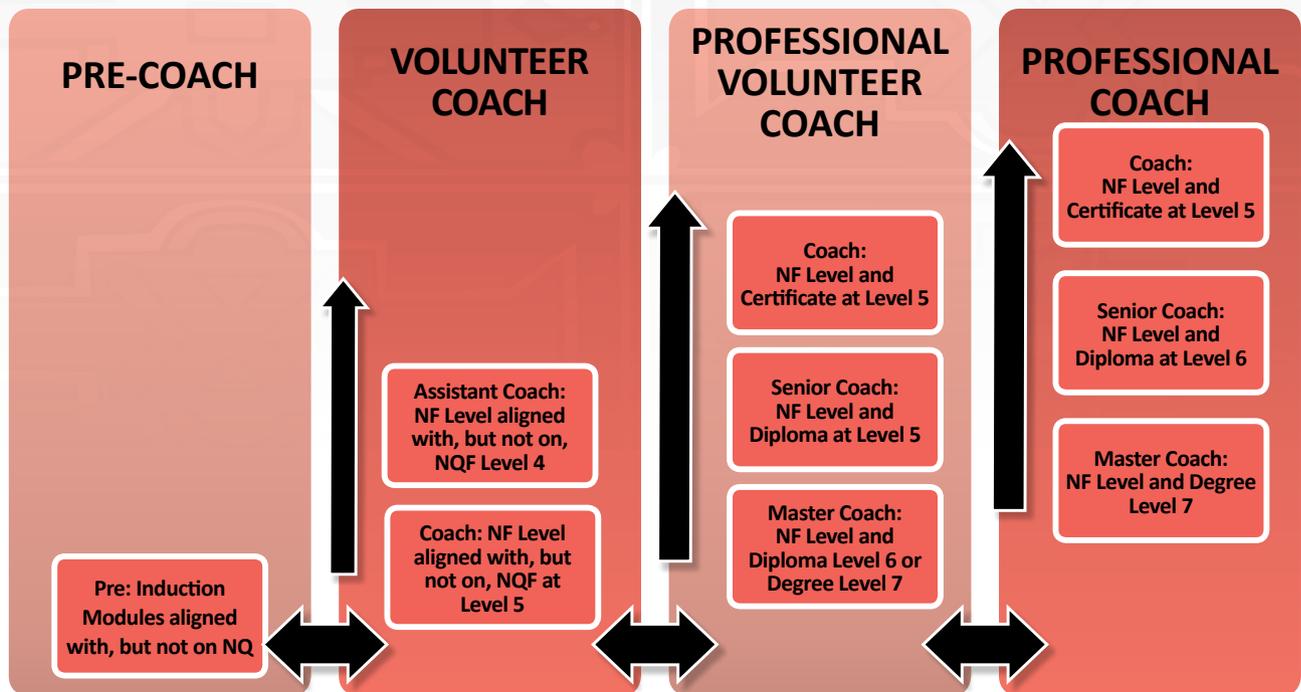


Figure 7 - Illustrative example of alignment of all coach education and qualifications to NQF and/or the creation of NQF pathways

Pillars and Actions - Coaches

This approach will provide National Federations with the opportunity to align and/or place their coach education levels with the National Qualifications Framework. Placement on the NQF may be done through stand-alone Unit Standards; a number of Unit Standards or a full award in coaching. Where the latter is not achieved through the NF coach education programme, a gap analysis will be undertaken to determine whether Recognition of Prior Learning (RPL) and/or additional units will provide a pathway to the full award in coaching. This approach ensures the integration of the education and qualification of coaches into the NQF, at once recognizing the occupational possibilities and professional status of sport coaching. The approach also accommodates a less formalized approach at the earlier stages of coach development and in the pre-coach and volunteer coach categories.

RPL is of particular significance for sport coaching. Many coaches develop a range of relevant experiences prior to entry into formal courses, while others have accumulated such experience in the absence of a formal coach education and accreditation system. In this regard, systems of RPL will be needed to accommodate both access and credit for coaches. The system of RPL will be developed in the context of the overall RPL processes that have been outlined by SAQA. In the first instance, RPL processes will be piloted with prospective coach educators (tutors) who will play a key role in building capacity within the system.

This process of RPL and wider access is a critical feature of the Framework, particularly as it relates to transformation. Sport and coaching provide unique avenues for previously disadvantaged individuals to access education and qualification programmes that are in tune with their interests and motivation, providing an important stepping stone into the formal qualifications framework. Whilst many sports coaches may not gain employment in coaching, the capabilities (skills, knowledge, attitudes) that they acquire through formal and informal processes provide transferable skills that have the potential to open up employment and further educational opportunities. It is also envisaged that an increasing number will find part-time and full-time roles as sport coaches. In

addition, the hundreds of thousands of coaches that will pass through the system will themselves provide new opportunities and promote positive mindsets and life orientations to millions of young South Africans.

In support of this direction, a National Coaching Standards Group is proposed to operate under the aegis of SASCOC. The Group will be established in the first instance on an interim basis between January 2012 and March 2013, with its status consolidated once the South African Coaching Commission is established. This Group would provide coordination, support and formal direction for the development of the coaching levels of NFs prior to their submission for approval onto the NQF. It is envisaged that CATHSSETA will play an advisory role in relation to the operation of this Group, ensuring that the process of development of Unit Standards and Qualifications is aligned with the agreed model for LTCD and in line with the needs of NFs and the employment/deployment market. This process will also provide guidance to CATHSSETA in the identification of priority areas for the development of coaching on a year-to-year basis.



Pillars and Actions - Coaches

National Federations have a key role to play in developing a realistic and workable LTCD that is aligned with the needs of the participants within their sport (as identified in models for Long term participant development). There are significant capacity issues that will need to be addressed if NFs are to successfully develop their coaching levels for placement on the NQF. The enhancement of National Federation capacity should be considered as a priority as part of the implementation of the South African Coaching Framework.

It should be noted that, while high level qualifications do not currently exist in all four coaching domains, the aspiration is to reach a point where there will be master coaches operating in each of these domains in professional volunteer and professional coach categories as appropriate. Higher education institutions offering coaching as part of undergraduate or post graduate qualifications should seek to map their respective course offers against the proposed South African model for coach development. A core principle should be the creation and further opening of pathways for coaches to progress both in terms of their role and qualification, thus providing a more tangible basis for transformation in and through coaching.



¹⁶ South African Qualifications Authority (2011). Policy and criteria for recognising a professional body and recognising a professional designation for the purposes of the National Qualification Framework Act, 2008.

The work of the proposed National Coaching Standards Group should form an important element of the initial application from the South African Coaching Commission to become the Professional Body for Coaching. Throughout the consultation process, there was strong support for such a development and the parameters identified by SAQA will be used to guide the work in this area. SAQA have indicated that professional bodies must¹⁶:

- Be a legally constituted entity with the necessary human and financial resources to undertake its functions, governed either by a statute, charter or a constitution and compliant with and adhere to good corporate governance practices.
- Protect the public interest in relation to services provided by its members and the associated risks.
- Develop, award, monitor and revoke its professional designations in terms of its own rules, legislation and/or international conventions.
- Submit a list of members in a form acceptable to SAQA.
- Set criteria for, promote and monitor continuing professional development (CPD) for its members to meet the relevant professional designation requirements.
- Publish code of conduct and operate a mechanism for investigating members who are alleged to have contravened the code.

Inclusive coaching

“Participants with a disability need lifelong access to knowledgeable coaches and teachers when they engage in activities for health and enjoyment, particularly if they want to learn a new sport. Coaches training / coaching participants with a disability throughout the coaching continuum will need knowledge of adaptations for skill, biomechanics and physiological development and strong knowledge of the disability, adapted sport rules and classification/ divisioning.

Pillars and Actions - Coaches

Advanced sport specific technical knowledge and skills are required along with knowledge of disability characteristics related to sport and the interface with equipment if specialized equipment is required, especially at the high performance level” (No Accidental Champions, Canadian LTAD).

- A clear path for coach development and education within the structures of the National Federations needs to be identified. At high performance levels (various age groups) it will be recommended that the coach accompanying teams for persons with disabilities have the sport specific background as well as a background regarding sport for persons with disabilities
- Generic coach development courses teaching the basics of coaching athletes with disabilities should be developed as a first step towards inclusive coaching. It is recommended that coaches involved with participants with a disability should have this background when coaching athletes with a disability
- Federations indicating that they are inclusive need to cater for coach education of coaches coaching persons with disabilities in all of their modules
- Recommendations regarding coaching modules should include but not limited to:
 - Coaching and teaching implications for various disabilities (this may be a generic model for all sports)
 - Sport specific coaching and teaching implications regarding the various disabilities (physiological, biomechanical, equipment, psychological, nutritional etc.)
 - Governance of the sport at national and international level
 - Classification in the sport
 - Sport specific rules and adaptations (including selection criteria etc.)
 - Inclusion: Managing the coaching environment with various disabled participants and non-disabled participants - creating the right environment best suited for all
 - Adaptive equipment available to enhance coaching experience.

High Performance Coaching

Consultation has taken place with high performance coaches, who have identified the following key issues:

- Urgent need for coaches to be employed on a full time basis (supported by results of the 2009/2010 NF Coaching Audit and the Willing-Ready-Able self-assessment process within the South African Coaching Framework)
- Urgent need for administrative support to allow coaches to focus on coaching
- Continuous Professional Development – systematic and structured
- Scholarship opportunities to attend international coaches conferences and seminars (this should be over and above the Olympic Solidarity programme)
- Need for a coaches network to enable exchange of ideas across sports and allow cross pollination of ideas and coaching methods
- Need for regular coach-focused seminars (especially during off-season). This may need proper programming due to the sport-specific varying seasons
- Provision of accredited training programmes (offered in such a manner that will complement the demands of coaching athletes
- Need for a proper support structure (human and physical resources) to enable the coaches to implement their training programmes.

In response to these issues, it is proposed that the South African Coaching Commission will establish a focused working group on high performance coaching. This working group will identify the steps required to develop a representative group for coaches. The working group will also develop support for high performance coaches in the following areas:

Education and Training

- Work with SASOC, National Federations, educational institutions and CATHSSETA to ensure that all existing and planned coaches training courses and curriculum are in line with international standards and are SAQA, DHE and CATHSSETA compliant.



Pillars and Actions - Coaches

Mentoring Programme for coaches

- Recruit former, and experienced elite coaches to support and mentor upcoming coaches
- Assess other successful industries, like business on best mentoring programmes, especially one-on-one mentoring.

Coaching Seminars

The proposed representative group for coaches should work with SASCOC, SASMA, SAIDS, SABA and other professional bodies to provide the following:

- Structured seminars specific to various levels of coaches (incorporated within the annual and five year plans);
- More coach aligned CPD point seminars via their provincial associations and their bi-annual congresses;

Coach Scholarships

- Over and above the Olympic Solidarity annual scholarships, SASCOC and SRSA should allocate a portion of their budget to allow at least 5 well performing coaches (criteria to be developed) to attend international coaching seminars and/or conferences
- SASCOC and SRSA to make provision for well performing coaches bursaries/scholarships for formal qualifications at local or international institutions
- NFs to create incentive schemes to reward coaches who produce well performing athletes.

Coach Exchange Programmes

- SRSA to make provision for coach exchange programmes in its bilateral exchange with the various countries
- SASCOC to make provision for coach exchange programme through its various agreements with other NOCs
- NFs to fully utilize sport specific exchange programmes with other countries through their IFs.

Scientific, Medical and Technological support

- The current London 2012 Advisory Group should be extended beyond 2012 and other experts brought in and consulted for 2016 and beyond. This group also has coaches however; it can play a critical role in demystifying

the role of science and technology, especially for those coaches who do not want to embrace this. This group will be instrumental in the facilitation role with SASMA and other professional bodies. The group should comprise of, but not limited to the following experts:

- Sports Scientist/ Performance Physiologist
- Sports Physician
- Sports Technologist
- Sports Vision
- Biomechanist
- Mental Skills Coach
- Nutritionist/ Dietician specializing in sports nutrition
- Strength and Conditioning Coach (who has worked with more than 5 priority sports)

- This group should play a critical role in liaison with tertiary institutions/ high performance centres responsible for the specific sports, especially the priority sports as suggested in the National Sports Plan. The group will be responsible for reviewing the High performance plans and programmes of the various NFs and give relevant input where applicable. The group will ensure that there is co-ordination between NFs and the Centres to avoid parallel coaches support programmes being implemented by various parties and not aligned to the national plan.

- An ideal scenario, where possible and financially viable, is that such a scientific, medical and technological support system should be available at National Federation level for the coaches to easily access as and when required. Where not possible, the support group will function within the SASCOC High Performance Commission with the specific task of working closer with the NFs to ensure that the coaches are supported, as well as fully involved in the programmes relating to the athletes whom they coach.



Pillars and Actions

Impact

The sustainable development of the South African Coaching Framework requires the establishment of valid, transparent and repeatable impact measures. These measures, supported by on-going research and development will provide the basis for continuous improvement and a responsive, evolving programme. Impact will also be addressed at the level of the coach where data will be maintained as part of a system that will see the phased development of coach licensing and registration procedures in the context of the overall model for LTCD. This process will take account of sport specific differences and will also build towards the proposed legislative framework for sport coaching that it is envisaged will apply to all sports by 2016.

The four building blocks and actions relating to the Impact pillar are outlined in Table 5.

Table 5 - Impact Building Blocks and Actions

Building Blocks	Action
Data management	<p>Conduct audit of existing data sources</p> <p>Develop a data management strategy to operate on a sport specific; national and provincial basis</p> <p>Implement and monitor data management strategy, aligned to coaching workforce audit and planning</p>
Registration and licensing	<p>Establish procedures and minimum standards for the deployment and employment of coaches</p> <p>Develop core criteria and systems for the licensing of coaches, with sport specific application and legislative backing by 2016</p> <p>Establish processes and structures for the involvement of coaches in the development of coaching as a blended professional area</p>
Research and development (including impact evaluation)	<p>Establish a workgroup that would identify priorities and monitor and disseminate research outcomes to relevant sectors responsible for the implementation of the SACF</p> <p>Secure required funding</p> <p>Identify an appropriate structure/entity that could administer the research administration associated with the Framework (e.g. call for proposals, adjudicating and allocating the funds to successful applicants, monitor progress, evaluate the research findings, audit the allocated and used funding and distributed research findings.)</p> <p>Initiate research on the following topics:</p> <ul style="list-style-type: none"> - participant development and pathways - coach development and pathways; - coaching workforce; - coaching interventions and impact evaluations
Impact evaluation	<p>Conduct on-going impact evaluation based on agreed success measures</p> <p>Develop a core Coaching Scorecard that is suitable for adaptation to sport specific; national; provincial; municipal and district circumstances</p>



Phases in Implementation



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***“A coaching system
where Federations and
Provinces work in a
more cohesive way”***



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Phases in Implementation

Three main phases have been identified to work towards the achievement of the vision of the South African Coaching Framework, as outlined in Figure 8.

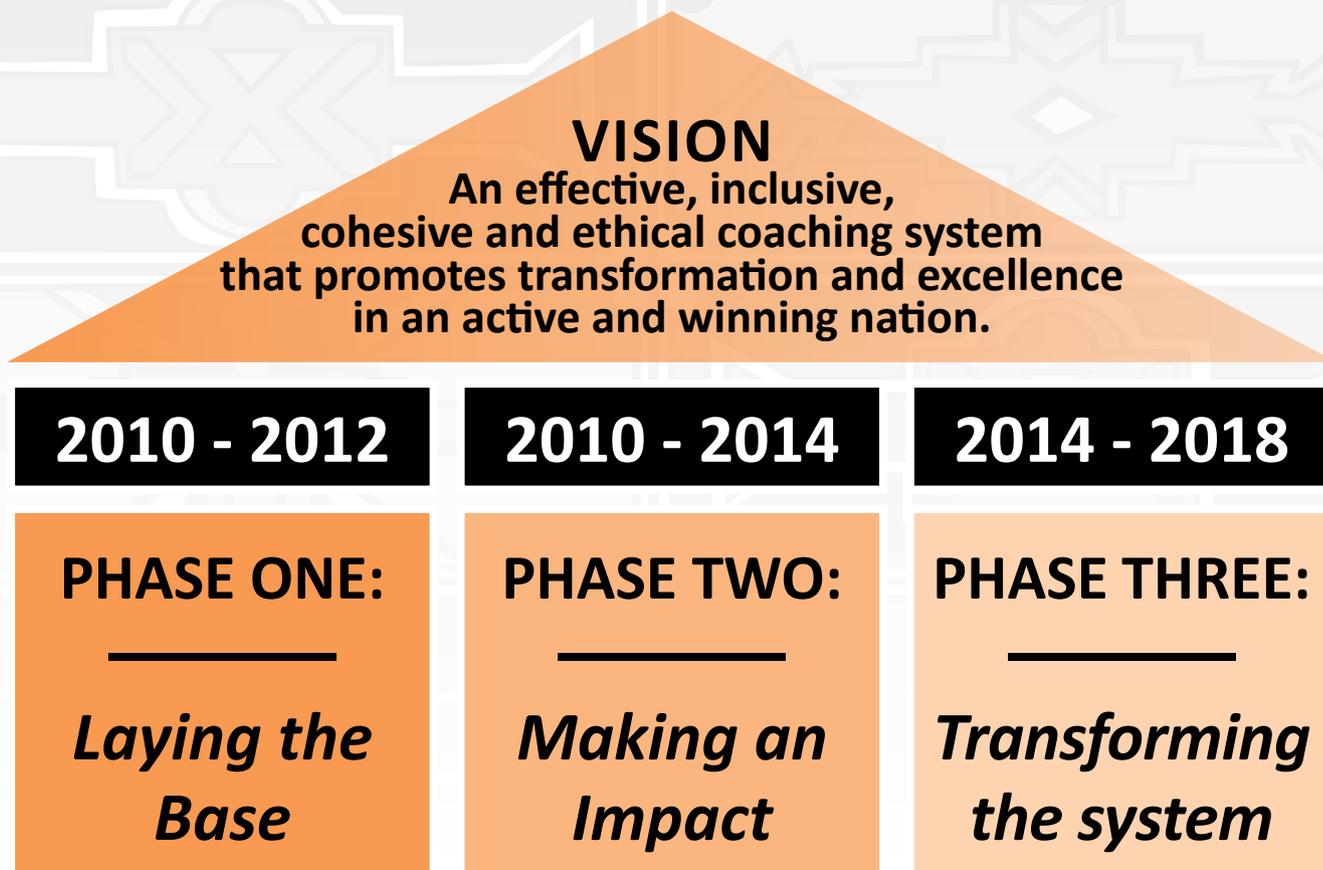


Figure 8 - Vision and Phases

Phases in Implementation

The first phase, which commenced with the formation of the Project Group in August 2010 and will continue up to 2012, will see an initial and intensive period of development of the Framework itself, as well as focused preparation for London 2012; the completion of participant and coach development models and the mapping out of the national coach development structure. A key focus at this stage will be building the capacity and capability at policy; NFs and provincial levels to underpin the development of an effective and sustainable coaching system. In addition, the issues associated with the delivery of coaching within the education system will be identified and a longer term programme of action put in place. Coaching Commissions will also be established and activated in each province.

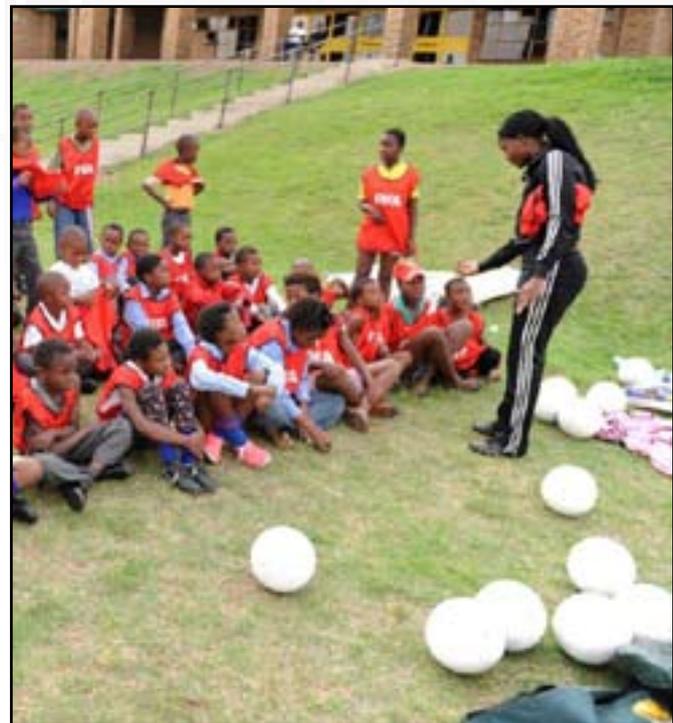
The resource implications of the proposed Framework will be quantified in the first phase under four key headings: deployment and employment of coaches; education and development of coaches; capacity of national federations; capacity of provincial and national stakeholders. While the creation of a national system will inevitably require new investment, a key focus should be to harness existing or untapped resources and to ensure that there is a full alignment of available resources in coaching to the goals of the South African Coaching Framework.

The second phase, up to 2014, will see the concerted implementation of the Framework with an emphasis on recruiting and training coaches to reflect the social and demographic make-up of the country. Focused work will occur with NFs that are willing, ready and able to move forward. This work will signal an enhanced and inclusive philosophy in coaching, while building on existing strengths. This work will identify and further develop models of good practice to support Nation Federations that may not currently be in a position to progress at the same rate.

The second phase will also see the establishment of the longer term systems of coordination, delivery and quality assurance. This will include the creation of the South African Coaching Commission operating under the aegis of SASCOC and will include strong engagement from coaches .

There will be a significant focus on front-line delivery of coaching and support/education of coaches. Ending in 2014, the second phase will also seek to further enhance the capability of South African high performance coaching.

The third phase will extend the implementation of the South African Coaching Framework to 2018, reaching a wider number of NFs and increasingly impacting the work of coaches at the front line. An on-going process of evaluation will be integrated into the programme, based on metrics that would be agreed by the key stakeholders. The ultimate objective will be the transformation of the South African Coaching system, with a skilled volunteer and paid workforce to meet mass participation; high performance and educational goals, as appropriate. These developments will be underpinned by the drafting of legislation for sport coaching by 2016.



Measuring Impact



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Measuring Impact

The impact of the South African Coaching Framework will be measured on an on-going basis at national and provincial levels. The development of measures to track progress against the objectives of the Framework will be an immediate priority and will address each of the elements outlined in Figure 2.

This will ensure that impact focuses on the quality and quantity of coaching, as well as the extent to which sustainable structures are being developed to meet the needs of South African sport.

Over time, the impact of coaching on school sport; mass participation; talent development and high performance will be tracked. The implementation of the Framework will, therefore, be guided by a philosophy and methodology that will promote continuous improvement against clearly defined outcomes and participant-centred processes.





Appendices



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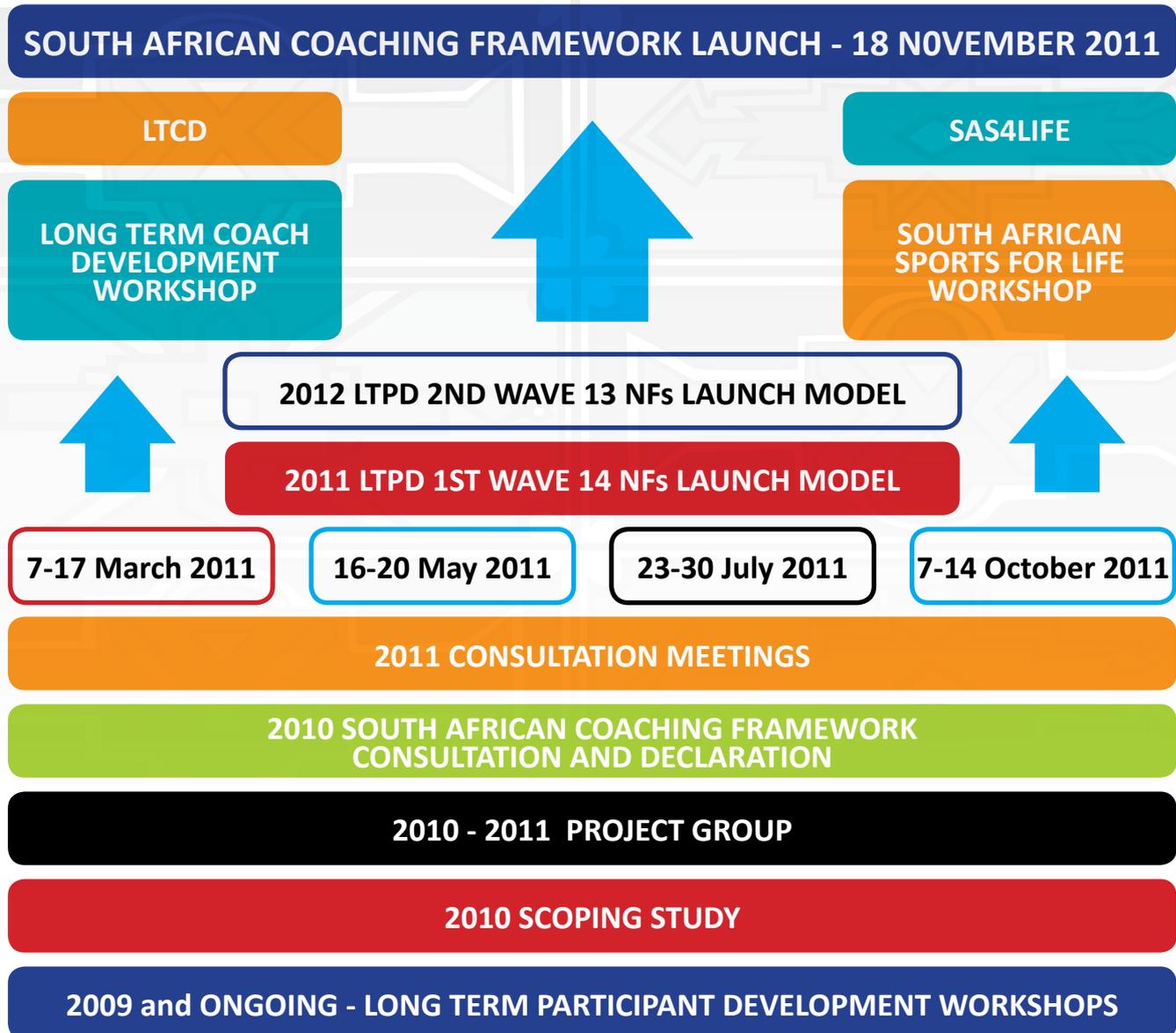
***“An inclusive approach
to coaching that will
inspire and transform”***



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Appendices

Appendix 1 - Consultation Process



Appendices

Appendix 2 - Written submissions

SASCOC MEMBERSHIP

- Aero Club of South Africa
- Archery South Africa
- Badminton South Africa
- Basketball South Africa
- Bowls South Africa
- Canoeing South Africa
- Chess South Africa
- Cricket South Africa
- Cycling South Africa
- Federation of Dance Sport South Africa
- Judo South Africa
- Jukskei South Africa
- Karate South Africa
- Lifesaving South Africa
- Netball South Africa
- Ringball South Africa
- Roller Sport South Africa
- Rowing South Africa
- Snow Sports South Africa
- Softball South Africa
- South African Baseball Union
- South African Confederation Of Cue Sport
- South African Equestrian Council
- South African Figure Skating Association
- South African Football Association
- South African Fitness Sport Aerobics Federation
- South African Gymnastics Federation
- South African Hockey Association

- South African Korfball Federation
- South African National Boxing Organisation
- South African Orienteering Federation
- South African Powerlifting Federation
- South African Rugby Union
- South African Sailing
- South African Sport Anglers And Casting Confederation
- South African Sports Association For The Physically Disabled
- South African Table Tennis Board
- South African Tennis Association
- South African Waterski Federation
- South African Weightlifting Federation
- South African Wrestling Federation
- Squash South Africa
- Swimming South Africa
- Ten Pin Bowling Association of South Africa
- Triathlon South Africa
- Volleyball South Africa

SPORTS COUNCILS

- Eastern Cape Sports Council
- Free State Sports Council
- Gauteng Sports Council
- Kwazulu Natal Sports Council
- Limpopo Sports Council
- Mpumalanga Sports Council
- Northern Cape Sports Council
- Western Cape Sports Council



Appendices

HIGHER EDUCATION

- Central University of Technology
- Durban University of Technology
- Exersice And Training Academy
- Midrand Graduate Institute
- Nelson Mandela Metropolitan University
- North-West University
- University of Johannesburg
- Umgungundlovu Sport Academy
- University of Cape Town
- University of Pretoria
- University of Stellenbosch
- University of The Freestate
- University Western Cape
- University of Zululand
- University Sports South Africa
- Vaal University of Technology

STAKEHOLDERS

- African Heroes Trust
- CATHSSETA
- Council For Higher Education
- Department of Basic Education
- Department of Higher Education
- Department of Sport- Eastern Cape
- Department of Sport - Northern Cape
- Department of Sport Limpopo
- Exersice and Training Academy
- Gauteng Department of Education
- Gauteng Sports Ares Culture And Recreation
- Itumeleng Training Solutions Institute

- Leeds Metropolitan University
- Lovelife
- Register of Exercise Professionals of South Africa
- South African Institute for Drug Free Sports
- South African Qualification Authority
- Speed Power Sports
- Sport Education Accreditation System (SEAS)
- Sportstec
- Sports and Recreation South Africa
- Sport Science Institute of South Africa
- Strenght and Conditioning
- Tourism World Academy
- UK Sport
- Western Cape Hod - Philisande Macwili
- Venessa Verster - Full Circle

INDIVIDUALS

- Hymie Steyn
- Svetlana Volkova
- Bobby van Essen
- Carl Meyer
- Jack van Blerk
- Rachuene Cedric
- Vanessa Verster

*“A new approach to
long-term coach and
tutor development”*

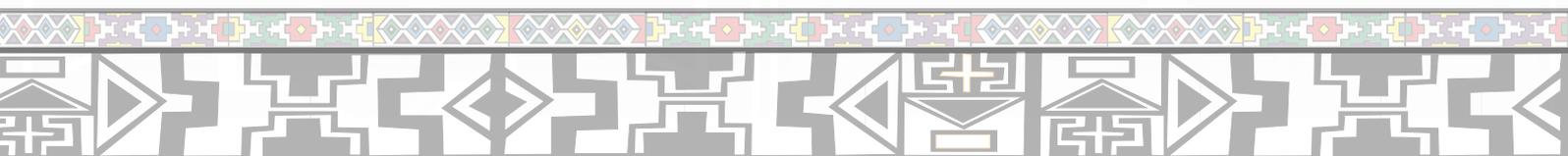


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Acknowledgements

The creation of the South African Coaching Framework has occurred through a process of widespread consultation with National Federations; Provincial Sports Councils; South African Sports Confederation and Olympic Committee (SASCOC); Sport and Recreation South Africa (SRSA); Department of Basic Education; South African universities; South African Qualifications Authority (SAQA); Culture Arts Tourism Hospitality and Sport Sector Education and Training Authority (CATHSSETA); service providers and other stakeholders who have provided feedback on the draft Framework document.

The input of all of these organizations has been central to the plan that has emerged and their efforts and expertise are gratefully acknowledged.

A full list of the organizations involved in the consultation process is listed in the Process section of this document.

In addition, a range of written submissions was received as outlined in Appendix 2. These submissions provided important and considered feedback and advice and the efforts of those making these submissions is very much appreciated.

The development of the South African Coaching Framework was commissioned by SASCOC, following agreement with SRSA. The investment of UK Sport in commissioning the initial scoping study was central to developing the required momentum for this initiative, further extended through on-going advice and support for the development of this Framework document.

The Coaches' Commission of SASCOC established a Project Group to lead the process to complete the Framework. This Project Group and the Coaches' Commission have worked in a dedicated and consistent way to develop Framework document. The members of these groups are:

COACHES COMMISSION

Edwin Bennett (Chair); Hilton Adonis; Anton Ferreira; Jannie Ferreira; Suzanne Ferreira; Norman Mphake; John Nel; Chris Theyse;

PROJECT GROUP

Pat Duffy (Chair), Hilton Adonis; Edwin Bennett; Rosa Du Randt; Anton Ferreira, Jannie Ferreira; Suzanne Ferreira; Serame Letsoaka; Edgar Mokgadi; Rohini Naidoo; Mpjama Nkadimeng; Gugu Ntuli; Paul Singh; Chris Theyse; supported by the hard-working staff of Coaches' Section of the High Performance Department of SASCOC: Desiree Vardhan; Jabu Malindi; Joanne Myers; Isaac Mdaka and the High Performance General Manager Ezera Tshabangu.

Special acknowledgement to Professor Pat Duffy (Leeds Metropolitan University and chair of the project group) who led the process for his willingness to extend his expertise to South Africa in guiding the Project Group and the technical staff at SASCOC through the development of the South African Coaching Framework.

The SASCOC team has been at the core of the process and their dedication and professionalism has been pivotal. The entire team at SASCOC contributed, with special thanks to SASCOC's Chief Executive officer Tubby Reddy, High Performance General Manager Ezera Tshabangu and the staff of SASCOC.

SRSA has been a strong advocate of the Framework since the idea was first mooted and a number of staff assisted in the development of the document. Special thanks to Sumayya Khan, Paul Singh, Rohini Naidoo, Edgar Mokgadi and the staff of SRSA. The document is dedicated to the participants, athletes, coaches, administrators, officials, educators and sport scientists of South Africa, whose dedication and passion for sport provided the catalyst for the creation of a new vision and framework for coaching in South Africa.

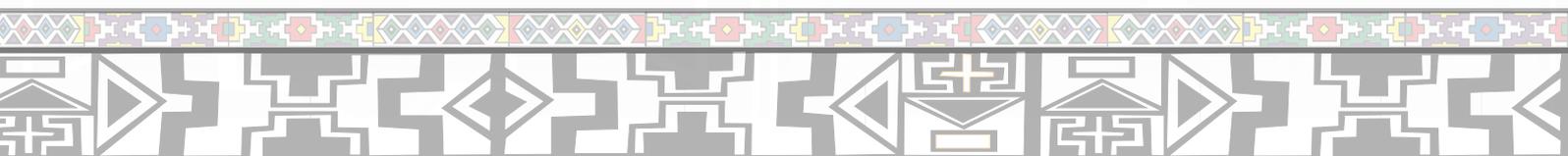




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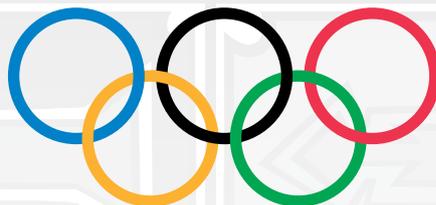
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Notes



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