

South African Football Association

REPORT OF THE SAFA
NATIONAL EXECUTIVE COMMITTEE
2012 - 2013



South African Football Association

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President

Kirsten NEMATANDANI

Vice Presidents

Irvin KHOZA
Mandla MAZIBUKO
Mwelo NONKONYANA
Danny JORDAAN

Members

Abel RAKOMA
Alpha MCHUNU
Anthony REEVES
Aubrey BAARTMAN

Andile NDENGEZI
David ZULU
Elvis SHISHANA
Eric MTSHATSHA
Fanyana SIBANYONI
Gerald DON
Henry MOSESE
Jan KOOPMAN
Jeremiah MDLALOSE
Kaizer MOTAUNG
Khorommbi NEMAVHOLA
Lefore LEREFOLLO
Lucas NHLAPO
Morris TSHABALALA
Mzwandile MAFORVANE
Mzimkhulu NDLELO
Nomsa MAHLANGU

Mato MADLALA
Paseka NKONE
Poobalan GOVINDASAMY
Dennis MUMBLE (CEO)
Samuel MASITENYANE
Stanley MATTHEWS
Theodore KHUPE
Truman PRINCE
Velaphi KUBEKA
Vincent TSEKA
Xolani MTUMTUM

Honorary Presidents

Lesole GADINABOKAO
Molefi OLIPHANT

Honorary Member

Leepile TAUNYANE





**The South African Football Association, as
the governing body of football in South Africa,
is committed to:**

**Promoting and facilitating the development of football
through infrastructural and training initiatives;**



**Engaging in a pro-active dialogue with the government
to generate a partnership in recognition of football
as a national asset;**



**Creating an image as being a stable, progressive
and innovative institution;**



**Creating a mutually beneficial relationship
with the corporate world;**



**Contributing to Africa's ascendancy in world football
through the hosting of major events in Africa,
while aspiring and striving to become a
leading football nation.**

SAFA Mission Statement

THE NATURE OF THE

SUPERSONIC

BLINK AND THEY'LL BE GONE

SPEED CELL
AGÜERO WEARS
evoSPEED 1.2

The Nature of
Performance[™]
puma.com/football



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President's Address

Mr Mmbulaheni
Kirsten Nematandani

President
South African Football Association

SAFA National Executive Committee Members, Vice-Presidents, Delegates, sponsors, observers and friends of football present today, ladies and gentlemen.

This is our final address of the 2009 – 2013 term of the SAFA National Executive Committee and it provides me a wonderful opportunity to reminisce by sharing with you some of the notable achievements of the past four years.

These achievements, activities, plans and dreams have come about after a clarion call for change in South African football. We appreciated the great contribution of our forefathers in football: Mr Mluleki George, Prof Lesole Gadinabokao, Mr Solomon 'Stix' Morewa, Dr Molefi Oliphant. Indeed, we stand here today on the shoulders of these great men; visionaries of our game who have built the foundations of our sport to elevate it to where it is today.

I dare say to you that if it was not for these men, none of us would be standing here today fighting to serve and lead this organisation to greater heights. We must therefore extend our heartfelt gratitude to these giants of our sport, along with their National Executive Committee Members.

We entered this term with the resolve to bring the necessary changes to the sport and forged ahead to engage the Fédération Internationale de Football Association (FIFA) for their assistance to ensure that we keep track with the rest of world, all the while aware that change is never an easy process. As Dr Martin Luther King once said:

Change does not roll in on the wheels of inevitability, but comes through continuous struggle and so we must straighten our backs and work for our freedom. A man can't ride you unless your back is bent.

We said in 2009 that we wanted to build on the legacy of the 2010 FIFA World Cup™ by not only keeping the legacy of 2010 alive, but to continue engaging with the world of football by hosting even more big events during our term. The **big event strategy** was conceived to ensure that our nation remained among the elite group of nations who take pride in building the economic foundations of the sport throughout the world by hosting bigger and bigger events to build the brand of football worldwide.

We straightened our backs, marched toward hosting the 2010 FIFA World Cup™, the most successful FIFA World Cup™ ever. We straightened our backs and hosted the most successful African Women's Championship ever in 2010. We straightened our backs and hosted a very successful African Youth Championship in 2011. We straightened our backs and hosted the most successful Orange Africa Cup of Nations ever in 2013.

However, as we entered this period, we also realised that a modern football association needed a modern set of rules by which to govern itself. Once again, we engaged FIFA to help us modernise our constitution so that it embraces the modern realities of football governance, ethics and development. We entered a long period of debate amongst ourselves in the development of what is now called the **SAFA Statutes**, modelled on the FIFA Standard Statutes that have been implemented in all football associations around the world.

We straightened our backs and took a deep look into our development programmes and felt these were inadequate to meet the challenges of the modern football world. We faced the demons of not qualifying for the 2012 Orange Africa Cup of Nations with the courage of our convictions and drafted the most elaborate, the most comprehensive,

the most imaginative and the most-likely-to-succeed **Technical Master Plan** – in the words of Bobby Godsell.

The idea of the Technical Master Plan came to me after a deep introspection on why we failed to qualify for the 2012 Africa Cup of Nations in Equatorial Guinea. We subsequently gathered 200 of the best coaching minds in the country, ran a series of workshops and came up with what all who laid eyes on it said was a masterstroke for the development of the game in our country.

The Technical Master Plan consolidates all our efforts to revolutionise the sport in our country. Whilst the details of the Technical Master Plan are contained elsewhere in this report, it bears repeating here to illustrate the importance and centrality of this plan that we are all required to memorise. The plan is:

1. Define, agree and cascade down through our structures, a **national football philosophy** that will become the technical blue-print for how we want South Africa to play football;
2. Build a **talent identification and development pipeline** that begins with Under 13 talent identification and ensures that we do not leak these talented players as they develop over the years and join our national teams;
3. Bring our coach to player ratio to 1:20, by putting in place a **coach education and deployment system** that will train and license 150,000 coaches over the next ten years;
4. Create a technically sound and administratively strong **competition framework**, starting with Under 13 and

Under15 Leagues at Local Football Association (LFA), Region and Provincial Levels, and building to Under 17, Under 19 and other leagues in the future. This competition framework will be built on club licensing and development principles to ensure that we create a strong club system at all levels. It must also fully integrate with schools sport;

5. Address the **administration and facilities** gap, by working with South African Local Government Authority (SALGA), the Sport and Recreation South Africa, the National Lotteries Distribution Agency ("Lotto"), the Sectoral Education Training Authorities (SETAs) and other key partners to ensure that we have effective administration and sufficient facilities at all levels;
6. Utilise and roll-out appropriate **football technology** to ensure that our development is on a sound footing;
7. Integrate talent development with the best insights from **sports science and medicine** to ensure that developing talent utilizes world's best practice in the process.

I am in no doubt that this will cement the future of our game and propel us to become one of the great football nations in the world. This is the legacy that we said we needed to build at the beginning of our term and we are well on the way to implementing this vision of a South African technical plan for our football.

Our overriding vision through this plan is to remain consistently in the Top 20 of world football rankings and among the Top 3 on the African continent by 2022. We have no doubt that this plan will take us there.

One of the cornerstones of our plan was to ensure that

we strengthen our Regions as a means to achieve a strong football culture in our country. We set out to increase the annual grant to our Members and have in the last year ensured that we pay monthly grants to each Region to enable them to develop our sport at the grassroots level. Whilst the grant may not yet be enough to build the strongest structures at grassroots level, we are happy to report that our Regions are delivering on their mandate to produce the best footballers from which the national association can choose for the national teams.

Winston Churchill is quoted as saying that: *"Success is not final, failure is not fatal: it is the courage to continue that counts."* We are always aware that with success comes more challenges. The will to persevere is always strongest when we believe in something. I quote Tony Robbins who said that: *"Beliefs have the power to create and the power to destroy. Human beings have the awesome ability to take any experience of their lives and create a meaning that disempowers them or one that can literally save their lives."*

We have achieved a lot over these past four years because we had a strong belief that what we set out to do was right. We had a strong belief that if we straightened our backs we would achieve what we set out to do – and I am of the firm belief that we have achieved many of the goals that we set for ourselves.

Whilst we may not have been as successful on the field of play over the past few years, we have nevertheless persevered after intense criticism, but I want to point to a piece of wisdom shared with us by an American journalist, David Brinkley, who said: *"A successful man is one who can lay a firm foundation with the bricks others have thrown at him."*

The past year, ladies and gentlemen, has been one of serious challenges that threatened the very livelihood of this Association. We faced accusations, rumours and slandering that led us to start distrusting one another to a greater extent than ever before. Why? Because we lost respect for each other. It is my greatest wish at this moment that we work hard to regain the respect that we lost for each other, that our supporters, friends and other members of the football family lost when they saw us attacking each other through anonymous dossiers with accusations that had no substance. It is for this reason that I want to quote Mr Laurence Sterne who once said that: *"Respect for ourselves guides our morals; respect for others guides our manners."*

I therefore pray to you that we work hard to build respect for each other and restore our dignity, for only then will we be able to unite and achieve our dreams.

I thank you.



Mr Kirsten Nematandani
SAFA President

South African Football Association

National Executive Committee

The Presidency



Kirsten
NEMATANDANI
President



Dr Danny JORDAAN
Vice President



Chief Mwelo
NONKONYANA
Vice President



Mandla MAZIBUKO
Vice President



Dr Irvin KHOZA
Vice President

Chief Executive Officer (Ex Officio Member)



Dennis MUMBLE
CEO

Members from the National List



Alpha MCHUNU
Member



Aubrey BAARTMAN
Member



Henry MOSESE
Member



Nomsa MAHLANGU
Member



Sam MASITENYANE
Member



Truman PRINCE
Member



Eric MTSHATSHA
Member



Poobalan GOVINDASAMY
Member



Abel RAKOMA
Member



Morris TSHABALALA
Member

South African Football Association

National Executive Committee continued

Members from the Provincial List



Andile NDENGEZI
Member



Mzimkhulu NDLELO
Member



Elvis SHISHANA
Member



Gerald DON
Member



Fanyana SIBANYONI
Member



David 'Brains' ZULU
Member



Jan KOOPMAN
Member



Theodore KHUPE
Member



Lefore LEREFOLLO
Member



Paseka NKONE
Member



Lucas NHLAPO
Member



Khorommbi NEMAVHOLA
Member



Mzwandile
MAFORVANE
Member



Vincent TSEKA
Member



Velaphi KUBEKA
Member



Jeremiah MDLALOSE
Member



Xolani MTUMTUM
Member



Anthony REEVES
Member

Members from the League (Special Member)



Stanley MATTHEWS
Member



Mato MADLALA
Member



Kaizer MOTAUNG
Member



Prof Lesole
GADINABOKAO



Dr Molefi
OLIPHANT



Leepile TAUNYANE
Honorary Member

Honorary Presidents

Honorary Member

EXECUTIVE SUMMARY OF THE NEC REPORT FOR 2012-2103

Restructuring

Faced with severely declining revenues from broadcasting and sponsorships as a result of a severe contraction of the sponsorship market in 2011-2012, the National Executive Committee (NEC) made some groundbreaking decisions to restructure the governance and administrative structures of the Association in the year under review.

The NEC approved a completely revamped administrative organogram intended to increase the efficiency of the Administration and reducing the staff complement from 105 to 96 and placing staff in position to match their skills.

Three administrative divisions (Football, Football Business and Corporate Services) were created to coordinate all the work of the SAFA Secretariat under the Chief Executive and the Chief Operating Officer.

To increase the efficiency of its governance structure, the NEC designed the three administrative Divisions to support a leaner governance structure, consisting of eight clusters of Standing Committees, grouped to meet together in order to reduce the number of members on standing committees from 250 Members to 80 Members.

The eight committee clusters immediately began to tackle some of the key challenges faced by the Association in the development, commercial and technical areas that threatened to further weaken the long-term viability of the Association in all three areas.

The NEC was also very productive during the year under review, scheduling 8 meetings held over 11 sittings during the period:

- 30 June/1 July/18 August 2012
- 28 September 2012
- 14 November 2012
- 7 December 2012
- 3 – 4 January 2013
- 23 February 2013
- 22 March/6 April 2013
- 29 June (postponed to 19 July 2013)

The key principles employed in the restructuring of the committee membership was to ensure that:

- 1) all Regional Presidents were represented on the committees;
- 2) that at least one woman was appointed to each of the committees; and
- 3) that the number of committee members do not exceed 10 per committee.

The NEC further appointed the same members to serve on more than one committee, clustered together to ensure synergies across several disciplines and to avoid policy-duplication and policy development in isolation.

Hiring a New Head Coach

After a disastrous 2011-2012 year, the Association parted ways with the former Head Coach of the Men's Senior National Team (Bafana Bafana). After an extensive assessment process where the two top candidates for the post presented their respective visions for the team to the NEC, the NEC expressed a vote of confidence in Coach Gordon Igesund whilst asking Coach Steve Komphela to consider assuming the role of the Technical Director of the Association.

Coach Komphela decided to return to his club whilst Coach Igesund began the arduous task of rebuilding a demoralised team in an attempt to prepare for the African Cup of Nations to be hosted in South African in January-February 2013 and to qualify for the 2014 FIFA World Cup™.

Coach Igesund managed to lead the team to the quarterfinals of the 2013 AFCON, managing in the process to reawaken public support for the team and a greater sense of competitiveness amongst the players who have to perform at a much higher level to retain their positions in the team.

The NEC is confident that the team is finally on the right track to a more competitive future.

The SAFA Development Agency

After nine months of intense debate in workshops to strengthen the Association's Technical Master Plan (TMP), the NEC established a special purpose vehicle to raise funds for and support the implementation of the TMP. Dr Petersen, the former SAFA CEO, was appointed to head the Agency to ensure that its objectives are achieved. The NEC approved the establishment of the Agency on 14 November 2013 after adopting the final version of the TMP on the same day.

Work on achieving the objectives laid out in the TMP are well under way.

Strengthening the Regulatory Framework of the Sport

In line with its long-standing objective of strengthening the basic requirements for participating in the sport and raising the performance levels through tighter regulation, the NEC managed to approve the following new or enhanced regulations:

- The SAFA Electoral Code
- The SAFA Disciplinary Code
- The SAFA Players' Agents Regulation
- The SAFA Code of Ethics

At the end of the period in review, these regulations were still awaiting approval by a special constitutional congress as decided at the 2012 Annual Congress.

Match-Fixing Investigation

In December 2012, FIFA sent a report to the Association outlining the outcomes of an investigation into alleged fixing of friendly matches involving the Men's Senior National Team prior to the 2010 FIFA World Cup™.

A series of unfortunate events followed wherein several officials of the Association were suspended and the resulting outcry led to calls for an independent investigation into the match-fixing allegations. An agreement was reached in April 2013 between the South African government, the Association and FIFA to request the State President to appoint an independent Judicial Commission of Enquiry to look into the allegations. At the close of the year under review, no decision on the establishment of the Commission of Enquiry had yet been taken.

The NEC still fully supports the establishment of the Commission.

Meanwhile, the NEC has appealed to all role-players in football to jealously guard the reputation of the Association after an anonymous dossier containing allegations of impropriety by officials of the Association was widely circulated to the media and SASCOC, who in turn handed over the dossier to the South African Police Service's Directorate of Priority Crime Investigations (the Hawks).

The combination of the match-fixing investigation and the release of the dossier led to corporate South Africa taking a wait-and-see attitude toward the Association which has severely constrained the Association's ability to raise the additional revenue it needs to fulfil its ever-increasing mandate.

The NEC had an opportunity to set the record straight in Parliament at the end of April 2013 as a direct response to the contents of the dossier and managed to control any further negative media attention by providing Parliament with the facts on the status of the Association's finances. However, the reputational damage has been done and it will take some time for the Association to recover from the experiences of the last half of the year under review.

AFCON 2013 Final Tournament

The company established by the Association to deliver the 2013 Orange Africa Cup of Nations Final Tournament delivered the most successful AFCON tournament ever, producing record attendances over the course of the tournament and providing CAF with a product it could market in a wider market than it had previously done. The tournament was an unqualified commercial success, reaching record subscriber numbers on television outlets around the world.

South Africa received special praise by CAF at the CAF Annual Congress in Morocco in March 2013 for hosting a successful tournament.

The year under review was therefore one of mixed fortunes for the Association. A concerted effort to turn the Association into a lean and highly efficient organisation, coupled with some good achievements on the technical front, were counter-balanced by an election campaign marked by mud-slinging by anonymous sources against the current leadership of the Association. This, in turn, had a chilling effect on the ability of the Association to raise sufficient revenue for its work.

SAFA Committee Clusters as approved by the NEC on 7 December 2012

FOOTBALL BUSINESS CLUSTERS

Vice-President: Dr Danny Jordaan

FINANCE AND PROCUREMENT

Chairperson:	Lefore LEREFOLLO	Other Members:	Morris TSHABALALA (NEC)
Deputy Chairperson:	Mzwandile MAFORVANE		Andile NDENGZI (NEC)
Secretariat:	HOD: Finance Department		Simphiwe XABA (KZN)
	HOD: Human Resources Department		Mzimkhulu FINA (EC)
			George KUBAYI (LP)
			David BANTU (NC)
			Veronica CLOETE (NC)
			Archillious CHARALAMBOUS (EC)
			Dennis SHABALALA (A)
			Gay MOKOENA (MP)

INTERNAL AUDIT

Chairperson:	Desmond GOLDING (Independent)	Other Members:	Khorommbi NEMAVHOLA (NEC)
Deputy Chairperson:	INDEPENDENT (Vacant)		Linda ZWANE (MP)
Secretariat:	HOD: Internal Audit		David PHIRI (KZN)
	HOD: Finance		Mxolisi SIBAM (EC)
			Bongeni SHIBE (KZN)
			Keikanetswe MODISANE (NW)

REMUNERATION

Chairperson:	Nomsa MOSUWE	Other Members:	Mark BUSSIN (Independent)
Deputy Chairperson:	INDEPENDENT (Vacant)		Sandile ZUNGU (Independent)
Secretariat:	HOD: Finance		

COMMERCIAL, MARKETING & TELEVISION ADVISORY BOARD; MEDIA; STRATEGIC STUDIES; INTERNATIONAL AFFAIRS

Chairperson:	Nomsa MAHLANGU	Other Members:	Alpha MCHUNU (NEC)
Deputy Chairperson:	Aubrey BAARTMAN		Karl AFRIKANER (NC)
Secretariat:	COO		Xolile KOMPHELA (EC)
	HOD: Commercial Department		Sandile ZUNGU (SME)
	HOD: Communications Department		Anastasia TSICHLAS (GP)
	HOD: International Affairs		Sthembele KHALA (SME)
	HOD: Stakeholder Relations		Ravi NAIDOO (SME)
	HOD: National Teams Department		
	HOD: Events Department		

CORPORATE SERVICES CLUSTERS

Vice-President: Chief Mwelo Nonkonyana

ETHICS & FAIR PLAY; SAFETY, SECURITY & PROTOCOL

Chairperson:	Jan KOOPMAN	Other Members:	Gerald DON (NEC)
Deputy Chairperson:	Jeremiah MDLALOSE		Paseka NKONE (NEC)
Secretariat:	HOD: Safety & Security Department		Teenage LESIE (NW)
	HOD: Events Department		Soso MASHILOANE (GP)
			Linda FATYELA (EC)
			Thulani GUMBI (KZN)
			Ntombifuthi KHUMALO (KZN)
			Boya CHETTY (SME)

LEGAL & CONSTITUTIONAL; MEMBERSHIP; PLAYERS' STATUS; DISPUTE RESOLUTION

Chairperson:	Poobalan GOVINDASAMY	Other Members:	Motebang MOSESE (NEC)
Deputy Chairperson:	Truman PRINCE		Abel RAKOMA (NEC)
Secretariat:	HOD: Legal Department		Peter MANCHONYANE (NC)
	HOD: Membership Department		Norman ARENDSE (WC)
			Zazi RADEBE (KZN)
			Monde MONTSHIWA (NW)
			Zola ZIBI (EC)
			Vincent RAMPHAGO (LP)
			Ntokozo NKOSI (MP)

FOOTBALL CLUSTERS

Vice-President: Mr Mandla Mazibuko

COMPETITIONS; FOOTBALL; YOUTH; WOMEN; FUTSAL; BEACH

Chairperson:	Sam MASITENYANE	Other Members:	Anthony REEVES (NEC)
Deputy Chairperson:	Vincent TSEKA		Theodore KHUPE (NEC)
Secretariat:	HOD: Competitions Department		Brains ZULU (NEC)
	HOD: Youth & Development Department		Patrick MABASA (SASFA)
	HOD: Women's Football Department		Kwenzakwakhe NGWENYA (KZN)
			Paul MATHABATHE (NW)
			Ria LEDWABA (LP)
			Thokozani KUMALO (FS)
			Jay REDDY (Futsal)

TECHNICAL; REFEREES; MEDICAL

Chairperson:	Lucas NHLAPO	Other Members:	Fanyana SIBANYONI (NEC)
Deputy Chairperson:	Elvis SHISHANA		Abel RAKOMA (NEC)
Secretariat:	HOD: Technical (TD)		Simon GABOUTLWELWE (NW)
	HOD: Referees Department		Mziwanele WOPA (EC)
	HOD: Academies Department		Thabo MASHILOANE (FS)
	HOD: Coaching Education		Lutfeya ABRAHAMS (WC)
			Sello MOTAUNG (SME)
			Ephraim KRAMER (SME)
			Farouk KHAN (SME)

GENERAL

RESOLUTION #1: 1 July 2012

Strategic Planning Update / Administration Report:

The CEO presented an update on the financial status of the Association and asked Mr Alan Brews from StratAlign to present the outcomes of the Culture Values Survey that was conducted amongst all staff earlier in the year.

Culture Values Survey Presentation

Mr Brews presented his report on the outcomes of the Culture Values Survey, combined with the 360 Degree Performance Management System, the written report having been previously distributed to NEC Members. Overall, he reported that there was a very negative view of the culture of the organisation and that people believe that the Association cannot get its act together. He reported that there was a high perception of disempowerment amongst the staff. He also reported that there was low self-esteem in the organisation, with people believing that the Association cannot achieve its objectives. He stated that people felt that fairness was not assured in the organisation and there was a strong feeling that people were disempowered.

Mr Brews reported that there were a few positive signs in that people wanted to see the organisation transformed and that they were looking for a higher level of fit and building a better brand image and that there was a plea for better recognition of people in the organisation and a strong feeling that the organisation needed financial stability because the financial condition created a great feeling of job insecurity. He also recommended decisive and swift change from the leadership at the top to transform the organisation. He recommended that the Association obtain the services of a good labour lawyer to advise on whatever action the NEC planned and not to rush into making changes but that acceleration of the process was nonetheless necessary and to recognise that rushing and accelerating change are two different things.

In reply to Mr Brews' presentation, NEC Members made the following remarks:

- i. Was there not a better way than the Section 189 process to make the changes? Mr Brews replied that voluntary severance packages, negotiations with all role-players and a few other methods are alternatives;

The Chairperson thanked Mr Brews for his presentation.

Presentation of the CEO's Financial Recovery Plan

The CEO made the following points in his presentation:

- i. He reported that the Association had a significant increase in expenditure in the run-up to the 2010 FIFA World Cup™ and that expenditure continued to increase at an unsustainable rate;
- ii. The drop-off in FIFA and LOC funding also contributed to the decline in revenues and that current secured revenue was not keeping pace with the planned expenditure;
- iii. The Association reported increased revenue in the previous financial year, R108 million of which was a once-off receipt of assets and that there was a serious liquidity crisis visible in August 2011. We did not do enough to close the gap during the past year;
- iv. Significant expenditure cuts were introduced despite more national team activity during the period;
- v. That a loss of R26 million is projected for this financial year;
- vi. That, if the buses were sold in the current financial year, and if the SABC contract was signed, a surplus of R24 million could have been reported in the current financial year;
- vii. That certain revenue was anticipated but not realised;
- viii. That a combination of secured and probable income and massive cost reductions could lead to a better financial picture;
- ix. That previous built-in costs such as broadcast advertising, insurance costs, depreciating assets, staff costs and numerous other

costs will be drastically reduced in the coming year;

- x. New sponsors and broadcast partners need to be secured urgently;
- xi. The Hyde Park property needs to be commercialised and the Raphael apartment needs to be sold and the Bafana Bafana brand needs to be exploited in the run-up to the 2013 AFCON;
- xii. The Association needed to create a bare-bones budget based on secured revenues;
- xiii. Reduce the asset base to save on depreciation and insurance and that we agree a fleet management solution with Avis to save on costs of managing our fleet of vehicles. However, the revenue was not included in the revenue projections;
- xiv. Reduce professional consulting fees;
- xv. Reduce the staff costs from R65m to around R35 million;
- xvi. Renew sponsorships and broadcast rights deals and grouping products to find brand sponsors for clusters of properties;
- xvii. Rent out office space;
- xviii. That grants to Membership will be paid on a monthly basis as a fixed cost;
- xix. That we may have to cancel entire programmes that are unsponsored;
- xx. That the proposed indicative budget represents a cut of R80 million in expenditure, based on secured revenue;
- xxi. We need to request additional development funding from the PSL;
- xxii. That we need to pursue a consolidated application to the Legacy Trust;
- xxiii. That we need to get better access to SETA funding, government resources and the NYDA, among other things.

In response to the CEO's presentation, the following points were raised:

- i. That the Avis proposal was discussed with the Chairman of the Commercial Affairs Committee and that it was agreed that it should not be pursued;
- ii. That the cost monitoring and budgeting process has already started;
- iii. That the Regions' grants must be sourced from other sources such as the Legacy Trust as there are no sponsors for this purpose;
- iv. That the NEC should just note the CEO's report because the Commercial and Finance Committees' chairpersons have questioned the figures presented;
- v. That extra work should be done in the next 30 days to get a better view of the overall needs of the Association and meet again within the next month to get the complete view of the finances of the Association;
- vi. Ms Mahlangu requested that the Women's Football Committee also provide input into the appointment of Ms Ledwaba since it impacts the women's football programme. The Chairpersons of Finance, Women's Football and Commercial Affairs will meet to finalise the matter.

The meeting approved the organogram presented by the CEO on condition that the cost of same be presented to an Extraordinary NEC Meeting to be convened within a month.

**RESOLUTION #2: 30 June/1 July 2012 (reconvened 18 August 2012)
2013 AFCON LOC:**

Chief Nonkonyana presented the report of the 2013 Orange Africa Cup of Nations South Africa Local Organising Committee (the LOC) and conveyed the sincere apologies of the CEO of the LOC due to prior commitments he had in Durban.

On a motion by Chief Nonkonyana, seconded by Dr Khoza, the meeting agreed:

- i. That the report of the LOC as presented be withdrawn and that the CEO of the LOC must present future reports in person, in particular at the next NEC meeting to be held before the SAFA Annual Congress;
- ii. That reports must be presented only after the Board of the LOC had agreed to avoid Members of the Board disavowing the report or claiming not to be aware of its contents.

RESOLUTION #3: 30 June/1 July 2012 (reconvened 18 August 2012)

Appointment of Head Coach:

- i. On a motion by Mr Rakoma, seconded by Mr Shishana, the NEC unanimously approved the appointment of Coach Gordon Igesund as the Head Coach of the Men's Senior National Team with the subsidiary resolutions listed below;
- ii. The NEC resolved for the CEO to engage Coach Komphela with a view to him being appointed as the Technical Director of the Association, based on his excellent presentation on the technical improvements required to make the sport successful in the country;
- iii. The NEC approved the general conditions of the Coach's contract as presented by the CEO, and specified the performance criteria as listed in Section IV of this decision below;
- iv. The NEC approved the performance criteria of the Head Coach: Men's Senior National Team as follows:
 - a. At a minimum, reach the semi-final stage of the 2013 Orange Africa Cup of Nations Final Tournament;
 - b. Win the group stage of the 2014 FIFA World Cup™ qualification rounds;
 - c. Qualify for the 2014 FIFA World Cup™;
- v. The NEC agreed that the Head Coach: Men's Senior National Team must report to the Technical Director;
- vi. The NEC agreed with the recommendation of the Technical Committee that the Technical Committee must specify the conditions under which the Coach may appoint his Assistant Coach.

In response to requests from Mr Mazibuko and Dr Khoza, the CEO reported for the record the head Coach's terms of engagement as follows:

- i. It is a performance-based, limited duration contract of employment, effective 1 July 2012 and terminating normally on 30 August 2014;
- ii. He would be paid a gross monthly salary of R407,000.00 per month, not inclusive of pension and other benefits;
- iii. Performance bonuses for 2013 AFCON will be paid as follows: a win bonus of R950,000.00; 2nd place bonus of R450,000.00; 3rd place bonus of R350,000.00; 4th place bonus of R250,000.00; 5th – 8th place bonus of R250,000.00. There will be no bonus if he does not take the team past the group stage.

In reply, Coach Igesund thanked the NEC for his appointment and Coach Komphela thanked the NEC for the opportunity granted to him and pledged his support for Coach Igesund.

RESOLUTION #4: 30 June/1 July 2012 (reconvened 18 August 2012)

World Cup Organising Committee South Africa: The meeting agreed by acclamation that the Minute of the NEC Meeting of 31 March 2012 reflect that the 2010 FIFA World Cup Organising Committee South Africa was in the process of winding down and that it had not shut down.

- i. That a letter was sent to the Regions informing them when grant payments could be expected. However, payments were not made as expected due to cashflow constraints and the CEO reported that these payments would be made on Monday, 2 July 2012;
- ii. That a report will be prepared for the Internal Audit Committee on the legal status of the Association as discussed in a previous meeting;

- iii. That the President of the Association met with FIFA about the role of the Emergency Committee and reported to all NEC Members of the NEC.

RESOLUTION #5: 28 September 2012

Budget 2012/13: On a motion by Dr Oliphant, seconded by Mr Baartman the meeting approved the budget with the understanding that the realistic figure that must be presented to Congress, is R271m, with a projected R45m to be raised within the next nine months. The NEC would then have to conduct a midterm review for an adjustment of the budget and expenditure based on the financial situation at the time of the review. The budget was also approved by the AGM and the cost monitoring process by the NEC is ongoing.

RESOLUTION #6: 19 July 2013 (scheduled for 29 June 2013)

Budget 2012/13: Mr Mtumtum requested an update on whether any funds were raised after the R271m was approved by the NEC and AGM as the budget for 2012/13. In response to Mr Mtumtum, the President reported that members had received regular financial updates from the Administration

RESOLUTION #7: 28 September 2012

NEC Honorarium: Dr Petersen was mandated to convene a meeting of REMCO with another independent member to discuss honorarium and report on progress by close of business on the same day. Members of the NEC were encouraged to propose the name of an independent person to Dr Petersen. Dr Mark Bussin, Chairman of 21st Century 21 Pay Solutions Group, was co-opted for this purpose as the third member of REMCO and its recommendation was adopted by the AGM.

RESOLUTION #8: 28 September 2012

CAF Elections: On a motion by Chief Nonkonyana, seconded by Mr Mchunu, Dr D Jordaan was nominated as the delegate who must contest the vacant position at the CAF elective congress in 2013. Dr Oliphant was appointed to lead the campaign team for this purpose and co-opt additional campaign team members if necessary. The bid for election of Dr Jordaan to the CAF Executive was unsuccessful.

RESOLUTION #9: 28 September 2012

Representation in SASCOC: Mr K Nematandani, Ms N Mahlangu and Mr M Mubarak were nominated by the NEC to serve on SASCOC. Mr G Sam was nominated for the position of SASCOC President. Mr K Nematandani, Ms N Mahlangu, Mr M Mubarak and Mr G Sam were nominated to SASCOC.

RESOLUTION #10: 14 November 2012

Reallocation of funds from the FIFA Goal Project to the High Performance Centre: On a motion by Mr Mazibuko, seconded by Dr Jordaan, the meeting approved the reallocation of the FIFA GOAL Project funding to the High Performance Center to support the Women's Football Academy and by so doing rescinded the decision of 10 January 2010 regarding the allocation of the USD 400,000.00 to the School of Excellence project.

RESOLUTION #11: 14 November 2012

Dissolution of the SAFA Bojanala Regional Executive Committee (REC): On a motion by Mr Govindasamy, seconded by Mr Lerefolo, the NEC approved the immediate dissolution of the SAFA Bojanala Regional Executive Committee (REC) and the appointment of Messrs Govindasamy (c), Mtumtum, Lerefolo and Masitenyane to oversee a process leading to the installation of a permanent REC for SAFA Bojanala within the next 90 days from the date of this meeting. The REC was dissolved and an elective Regional Congress took place in February 2013 where a new REC was elected.

RESOLUTION #12: 7 December 2012

Approval of the 2013 Major Event and Governance Meeting Calendar: On a motion by Mr Rakoma, seconded by Mr Govindasamy, the NEC approved the 2013 Major Events and Governance Calendar as presented by the Administration.

RESOLUTION #13: 7 December 2012

Role of Vice Presidents in the Committees:

- i. At various points in the meeting, Vice Presidents Nonkonyana and Mazibuko expressed a concern that they do not get invited to the Committee meetings.
- ii. The meeting also noted that the terms of reference and role of the Vice Presidents in the Committees was not clear and that the Legal Committee must develop terms of reference for the role of the Vice-Presidents in respect of the clusters of committees.

RESOLUTION #14: 22 March/6 April 2013

CAF Elective Congress Report: The meeting approved that Mr Lerefolo be refunded his expenses incurred in attending the

conference in Morocco and thanked him for promoting the Association's objectives at the CAF Congress.

RESOLUTION #15: 19 July 2013 (scheduled for 29 June 2013)

The meeting accepted a motion by Mr Mazibuko that the contract of Ernst & Young should be reviewed if they are unable to provide company secretarial support (minute-taking) at NEC meetings.

RESOLUTION #16: 19 July 2013 (scheduled for 29 June 2013)

Committee Reports (Formulation of the recommendations from Committees):

- i. Dr Jordaan proposed that the drafting of the resolution should not create an impression that the NEC will approve the recommendation. He said it should read the NEC approved / does not approve.
- ii. The CEO clarified that the current formulation is in terms of an instruction from the NEC. It can still be amended in the minutes and key decisions if the NEC does not approve the recommendation.
- iii. The President concurred with the CEO. The current formulation will therefore stand.

AD-HOC COMMITTEE ON RESTRUCTURING

RESOLUTION #1: 30 June/1 July 2012 (reconvened 18 August 2012)

Mr Lerefolo presented the report of the Ad-Hoc Committee based on the presentation (attached). In his presentation he made the following points:

- i. That the committee had great difficulty in securing information they required to fulfil their mandate;
- ii. That they had been unable to get a report of the work done by Ms Nomsa Mosuwe in 2010;
- iii. That there were a number of issues where they asked the Administration to look into reducing costs;
- iv. That they asked to examine the role of consultants and realised that work had been done but that it took too long;
- v. That the committee looked into how to strengthen the provinces so that they can assist in delivering on the mandate of the Association;
- vi. That the number of committees need to be streamlined;
- vii. That a Section 189 process be undertaken to create a more efficient administration;
- viii. That the committee engaged Ernst & Young to serve as the Association's Financial Platform to stabilise the Association's financial management system for at least one year. The Financial Platform will take responsibility for company secretarial matters, internal auditing and general management of the finance function of the Association;
- ix. That the NEC strongly consider reviewing the number of committees to reduce the cost of the governance structure;
- x. That the committee requests the Ad-Hoc Committee's mandate to August 2012 to complete the work that it started;
- xi. That there are two resources the Association should have: 1) A Company Secretary, and 2) an Internal Auditor to report directly to the NEC;
- xii. That consultants are used to deliver due to a lack of capacity in the Association.

Following the presentation of the Ad Hoc Committee on Restructuring, Members contributed the following points:

- i. That the Financial Platform of the 2010 FIFA World Cup™ did not replace the responsibilities of the CFO and that the CFO should be retained;
- ii. That the mandate of the committee be extended;

On a motion by Mr Govindasamy, seconded by Dr Oliphant, the meeting agreed to the following:

- i. To conditionally approve the new organogram presented by the Ad Hoc Committee and to convene an Extraordinary NEC Meeting within one month to finalise the matter of the organisational structure;
- ii. That the Ad-Hoc Committee continue to investigate a suitable model for the administrative organogram for the Association;
- iii. That the Ad-Hoc Committee implement Section 189(A) of the Labour Relations Act in terms whereof the restructuring of the Association will take place in accordance with the suitable administrative organogram envisaged by the Ad Hoc Committee;
- iv. That the Ad-Hoc Committee, together with the President, shall forthwith conduct a performance evaluation of the CEO and

such process to be completed within 21 days hereof;

- v. That the Ad-Hoc Committee shall make recommendations for the re-constitution and clustering of the various standing committees of the Association;
- vi. That the NEC endorses the need to strengthen the administrative capacity of the provinces;
- vii. The meeting resolved that Ernst & Young (a) be engaged to manage with the CFO and the CEO the financial platform of the Association; (b) provide company secretarial services to the NEC; (c) provide internal auditing and procurement assistance to the Association.

RESOLUTION #2: 28 September 2012

The meeting approved a recommendation from the Ad-Hoc Committee that the restructuring process should be concluded by the end of November 2012.

RESOLUTION #3: 14 November 2012

On a motion by Dr Jordaan, seconded by Mr Mtumtum, the meeting agreed to accept the reports from the CEO and the Ad-Hoc Committee on Restructuring despite the reports not having been circulated prior to the meeting. On a motion by Mr Lerefolo, seconded by Mr Mtshatsha, the report of the Ad-Hoc Committee was adopted as presented, along with all the comments and promises that have been made in relation to the report.

RESOLUTION #4: 7 December 2012

On a motion by Dr Oliphant, seconded by Mr Maforvane, the meeting approved the list of committee cluster members as recommended by the Ad-Hoc Committee on Restructuring. The Chairperson requested that the Ad-Hoc Committee on Restructuring inform Members of the role of the Vice-Presidents in relation to the various committee clusters as agreed in a previous NEC Meeting.

RESOLUTION #5: 7 December 2012

On a motion by Mr Lerefolo, seconded by Mr Mazibuko, the meeting condoned the submission of the Ad-Hoc Committee's update on the restructuring.

RESOLUTION #6: 7 December 2012

On a motion by Mr Lerefolo, seconded by Mr Prince, the meeting rescinded its decision to appoint NEC Members to chair the Remunerations and Internal Audit Committees, taken at the 18 August 2012 sitting of the NEC Meeting of 30 June 2012. The meeting also approved the appointment of Ms Nomsa Mosuwe as the Chairperson of the Remunerations Committee.

RESOLUTION #7: 7 December 2012

On a motion by Mr Lerefolo, seconded by Mr Tshabalala, the meeting agreed that the Medical Committee be transferred from the Competitions, Football, Youth, Women, Futsal, Medical and Beach Football Cluster of Committees to the Technical and Referees Cluster of Committees. This was carried out and the Medical Committee was represented at the last Technical and Referees Committee.

RESOLUTION #8: 19 July 2013 (scheduled for 29 June 2013)

- i. The President directed that the life span of the Ad Hoc Committee must be concluded because this was not intended to be a permanent committee.
- ii. The meeting decided that the issues contained in the report of the Ad Hoc Committee be referred to the Emergency Committee.

COMMERCIAL, MARKETING & TELEVISION ADVISORY BOARD, MEDIA, STRATEGIC STUDIES, INTERNATIONAL AFFAIRS CLUSTER

RESOLUTION #1: 7 December 2012

On a motion by Ms Mahlangu, seconded by Mr Mazibuko, the meeting agreed to withdraw the report of the Commercial, Marketing & Television Advisory Board, Media, Strategic Studies and International Affairs Cluster of Committees. Dr Jordaan must lead a delegation of SAFA officials to discuss the possible renewal of the Mercedes Benz contract within the next week. The meeting did take place. The contract with Mercedes Benz was terminated in December 2012.

RESOLUTION #2: 22 March/6 April 2013

- i. The current plans to host a match in honour of the 95th birthday celebration for Mr Nelson Rolihlahla Mandela be referred back to the Committee for further processing. The Association is negotiating to host the Annual Nelson Mandela Challenge on 14 August 2013 and the Nelson Mandela 95th Birthday Celebrations jointly with the Minister of Sport on 17 August 2013.
- ii. The NEC approves the Skills Exchange Programme proposed by the Zimbabwe Football Association.
- iii. The NEC approves the invitation to participate in the COSAFA Cup, but due to a lack of funds, this must be confirmed by the special meeting of the Heads of Committee Clusters scheduled for 14 April 2013. Participation in the 2013 COSAFA Cup has been confirmed.
- iv. The NEC approves the principle that we may host the 2014 FIFA Under-17 Women's World Cup should FIFA place a request to the Association, but a detailed budget must be prepared and all costs are to be covered by FIFA. The letter of expression of interest has been sent to FIFA.
- v. The NEC approves the fixture between the Women's Senior National Team and the Uzbekistan Women's Senior National Team as discussed with Sasol.

COMPETITIONS, FOOTBALL, YOUTH, WOMEN, FUTSAL, MEDICAL AND BEACH FOOTBALL CLUSTER

RESOLUTION #1: 18 August 2012

Futsal Committee Report:

Mr Baartman presented the report of the Committee and the report was dealt with as follows:

On a motion by Mr Baartman, seconded by Mr Tshabalala, the meeting approved the report of the Committee as follows:

- i. The Futsal Committee requests the NEC to approve of a meeting between the Chairman and Deputy Chairman of the Futsal Committee and the Chairman of the Youth Affairs and Football Development Committee to discuss how the Futsal Development Programme may be rolled out together with the Grassroots Football Programme and to present a report for approval by the NEC at its next meeting;
- ii. The SAFA CEO must apply for FIFA Futsal development funds as agreed by the NEC at the FIFA-NEC Strategic Planning Workshop on Robben Island on 9 – 10 January 2010.

RESOLUTION #2: 18 August 2012

Beach Football Committee Report:

Mr Shishana presented the report of the Committee and the report was dealt with as follows:

On a motion by Mr Shishana, seconded by Mr Rakoma, the NEC approved the following:

- i. That Regional Members' reports submitted to the PECs must also be copied to the Head of Department: Youth Affairs and Chairman of the Beach Soccer Committee;
- ii. That schools and universities must be approached so that they can be involved with the development of Beach Soccer;
- iii. That women should be encouraged to establish women's Beach Soccer teams.

RESOLUTION #3: 18 August 2012

Youth Football Committee Report:

On a motion by Mr Maforvane, seconded by Mr Rakoma, the meeting:

- i. Agreed that a letter must be written by SAFA to SASFA requesting a written response on how the age cheating issue

involving a school in Komatipoort was resolved;

- ii. Agreed that Members of the Youth Football Committee should be part of the SASFA Provincial Structures;
- iii. Agreed that the Membership Affairs Department must investigate whether members of SASFA are part of SAFA structures at both regional and local level and verify if SASFA members are invited to all SAFA tournaments;
- iv. Agreed that the Youth Referee Course for 110 youths under the age of 17 from the 53 regions should be conducted by no later than end of September 2012. The course will accommodate one woman and one man per Region;
- v. Accepted for noting only the proposal that the Youth Football Committee must draft a National Youth Development Programme to assist and guide Regions with their proposals for the submission to the Legacy Trust Fund and referred the matter for further action under the Technical Master Plan;
- vi. Accepted for noting only the proposal that a task team comprising of the four (4) members of the Youth Football Committee and Head of the Department must meet for two (2) days to develop a youth football proposal for submission to the Legacy Trust Fund and referred the matter for further action under the Technical Master Plan;
- vii. Accepted for noting only the proposal that Members of the Youth Football Committee must assist and advise members of the Local Football Associations on how to access the Legacy Trust Fund;
- viii. Approved the proposal that the youth development programmes implemented by the Legacy Trust Fund must form part of all the Youth Football Committee Meetings;
- ix. Approved the proposal that capacitated youth referees must officiate at the U17 Tournament scheduled for December 2012 and at the upcoming SASFA tournaments;
- x. Accepted for noting only that a letter should be written by SAFA to SASFA notifying them of the approved decision by the NEC that the SAFA Youth Football Committee will oversee all SASFA competitions;
- xi. Accepted for noting only that the Chairman of the Committee, Mr Mzwandile Maforvane should interact with the COO, Mr Dennis Mumble, to clarify the response of the NEC on the decision of the chairman and deputy of the Youth Football Committee meeting with the Emergency Committee about the Transnet School of Excellence;
- xii. Accepted for noting only that the finalisation of the terms of reference for members of Youth Football Committee deployed during SAFA youth tournaments shall be completed in the next youth committee;
- xiii. Accepted for noting only that the presentation by South African Football Players Union was noted by the committee and that a decision will be made by the committee for consideration to NEC.

RESOLUTION #4: 7 December 2012

On a motion by Mr Masitenyane, seconded by Mr Prince, the meeting adopted the following:

- i. The NEC hereby agrees that the partnership between SAFA and LoveLife should be renewed for 2013. The Legal Department is currently drafting the Memorandum of Understanding between LoveLife and South African Football Association.
- ii. The NEC hereby approves the 2012/2013 Youth Football Programme as endorsed by the Competitions Committee. The implementation of the U13 and U15 Boys and Girls National Leagues will commence in April 2013.
- iii. The NEC hereby approves the 2013 Beach Football programme as endorsed by the Beach Football Committee. Implementation of Beach Soccer is still on hold as a result of lack of funding.
- iv. The NEC hereby approves that the Beach Football Inter-Provincial Tournament must take place in Mossel Bay, Western Cape in March 2013. Funding has been secured from the Legacy Trust Fund and the tournament will take place in April 2013 and preparations are ongoing.
- v. The NEC hereby approves the 2013 Futsal programme endorsed by the Futsal Committee. Only the Futsal Inter-Provincial Tournament will take place in Durban around June 2013.
- vi. The NEC rescinds its previous resolution that the Second Division clubs must not pay Referees travelling fees and directs that the administration must effect the outstanding amounts urgently. A circular has been issued to all the Teams and currently

Teams are paying in at the fields of play then claiming from SAFA.

- vii. The NEC approves that all outstanding payments for the SAB, Nedbank Cup, Absa Women's League and Sasol League be paid as soon as possible. This has been effected and payment made to the relevant parties but some regions are still to pay the relevant Teams.
- viii. The NEC approves the Competitions calendar in principle as presented by the Committee. The calendar has been circulated to the PECs through the Provincial Secretaries.
- ix. The NEC approves the SSD League budget as recommended by the Cluster Committee Chairpersons led by the Vice-President Dr Jordaan. The approved budget is now in operation and the Teams will be paid travelling subsidy according to the provisions of this approved budget.
- x. The NEC hereby ratifies the following recommendation of the Competitions Committee with Members being assigned responsibilities as follows:
 - a. Mr Vincent Tseka – Women's Football matters;
 - b. Mr Patrick Mabasa – Youth Football Development;
 - c. Mr Anthony Reeves – Competitions matters.
- xi. Mr Reddy is hereby not authorised to proceed with the submission of his proposal on gender verification.

RESOLUTION #5: 22 March/6 April 2013

- i. Representatives of the Competitions, Youth, Women, Futsal and Beach Cluster under the leadership of Mr Vincent Tseka should visit the HPC to gather information pertaining to the hosting of the women's teams at the HPC. The delegation visited the HPC. Its report is contained in the Committee's report to the NEC.
- ii. The NEC confirmed that the U13 and U15 Boys and Girls National League be played up to Provincial Level until funding is made available for National Championships. The league is indeed played up to provincial level subject to confirmation of funding for national championships.
- iii. The NEC directs the Administration to ensure compliance with the Arbitration ruling involving Super Eagles FC in the Limpopo stream of the SAFA 2nd Division League by including the team in the stream at the commencement of the 2013/14 season of the League. The League will have 17 teams in the 2013/14 season to accommodate Super Eagles FC.

RESOLUTION #6: 19 July 2013 (postponed from 29 June 2013)

- i. The NEC approved that women should be appointed as Heads of Delegation, even if they understudy the current pool of HODs who are all NEC Members.
- ii. The NEC approved that provincial representatives can join Dr Petersen in meetings of prospective sponsors taking place in their Regions.
- iii. The selling of clubs by Regions is not permitted.
- iv. The NEC did not approve the recommendation of the Committee that Referees who do not submit reports should be fined. Such match officials should instead not be appointed again.
- v. Mr Nhlapo reported that the Referees Committee had taken a similar decision.
- vi. Items 5 to 13 in the Committee's report were all noted.

EMERGENCY COMMITTEE

RESOLUTION #1: 7 December 2012

On a motion by Mr Mazibuko, seconded by Dr Khoza, the meeting agreed to refer the Emco report for Emco's consideration before

submitting it to the next NEC Meeting.

RESOLUTION #2: 19 July 2013 (postponed from 29 June 2013)
Administration Report:

- i. The meeting noted that the Administration report contained many issues which have been dealt with by the Committees.
- ii. The NEC also directed that the Administration report must deal exclusively with administrative matters. All issues that fall within the mandate and scope of the Committees must be dealt with by the Committees.
- iii. The CEO pointed out that the report was not presented for debate but rather for noting as it contained reports on the status of decisions taken by the NEC, and which were initially proposed by committees. He further requested approval of the recommendations contained in the report.
- iv. The decisions requested in the Administration Report should be referred to the Emergency Committee.

FINANCE AND PROCUREMENT COMMITTEE

RESOLUTION #1: 30 June/1 July/18 August 2012

Mr Mazibuko presented the report of the Finance and Procurement Committee (Finco) on 1 July 2012 as follows:

- i. That the CFO had taken ill and could not attend the meeting to assist with this report;
- i. That the meeting between Finco and the Administration took place the night before and agreement was reached on the report to the NEC;
- ii. That the organogram needed a lot of work and that further research was needed to determine the cost;
- iii. That Finco needed to get approval from the NEC to sign a document seeking a facility from Bidvest to the value of R20m;
- iv. That Finco included all of its reports in a supplementary meeting pack given to the NEC;
- v. That Finco had no objection to the appointment of Ms Ledwaba as a consultant provided that she is able to raise funds for the Association. Dr Jordaan objected to the matter being presented to Finco as it was a commercial matter that was not presented to the Commercial, Marketing and Television Advisory Committee;
- vi. That the SODA was inconsistent with the procurement policies;
- vii. That NEC Members were requested to provide input into the procurement policies that were previously distributed to NEC Members.

On a motion by Mr Nhlapo, seconded by Dr Jordaan, the meeting approved the report of the Finance and Procurement Committee as presented by Mr Mazibuko.

On a motion by Ms Mahlangu, seconded by Mr Lerefolo, the meeting did not approve the appointment of Ms Ria Ledwaba as the Project Manager of the Association's women's football programme at the High Performance Center (HPC), until it had been presented to the Commercial, Marketing & TV Advisory Committee.

RESOLUTION #2: 28 September 2012

The meeting approved a recommendation from the Ad-Hoc Committee that the Finance and Procurement Committee should continue to be responsible for the Human Resource function.

RESOLUTION #3: 7 December 2012

The Chairperson of the Finance and Procurement Committee reported that there was no significant change to the report the Committee presented at the 14 November 2012 Extraordinary NEC Meeting.

RESOLUTION #4: 22 March/6 April 2013

A special meeting be convened on 14 April 2013 with the respective Cluster Chairpersons to discuss the current financial challenges faced and provide recommendation to the NEC on the way forward. The meeting of EMCO and Committee Chairs took place.

RESOLUTION #5: 19 July 2013 (postponed from 29 June 2013)

- i. On a motion by Dr Jordaan, seconded by Dr Khoza, the meeting decided to refer the report prepared by Mr Lerefolo to the Finance Committee with the expectation that the Committee will meet by 26 July 2013 to formulate a report they can own and submit to the Emergency Committee.
- ii. Due to the urgency of the financial matters, the Emergency Committee will deal with the contents of the report.

RESOLUTION #6: 19 July 2013 (postponed from 29 June 2013)

Following an extensive discussion on the status of recommendations of the Committee Chairs regarding financial controls and the budget review process, it was agreed that the report of the Committee Chairs will be referred to the Finance Committee and thereafter, the Emergency Committee.

JOINT LIAISON COMMITTEE (JLC)

RESOLUTION #1: 18 August 2012

As this committee did not meet, no report was submitted. However, Chief Nonkonyana raised the following matters in respect of items to be addressed by this committee:

- i. The Club Licensing matter must be resolved as soon as possible;
- ii. The Association needs to engage the NSL about the corporatisation of the League;
- iii. The Association needs to pay attention to the matters of the national First Division as reported in the media;
- iv. Appointment of Provincial Coordinators by the League must also be addressed;
- v. The matter of journalists being paid must also be raised with the League.

Members further raised concern about the lack of reports from the Joint Liaison Committee. However, the Chairperson ruled against any further discussion on the matter since these were matters to be dealt with by the JLC first and then brought to the NEC for further input. On a motion by Mr Shishana, seconded by Dr Khoza, the meeting agreed that the matters raised by Chief Nonkonyana must be referred to the Joint Liaison Committee.

RESOLUTION #2: 7 December 2012

On a motion by Mr Mazibuko, seconded by Chief Nonkonyana, the meeting agreed that the JLC report be withdrawn due to the absence of certain items from the report and that the JLC meet next week to finalise its report and have it circulated to all NEC Members

RESOLUTION #3: 19 July 2013 (postponed from 29 June 2013)

- i. On a motion by Mr Govindasamy, the NEC approved the Committee's recommendation that a Task Team on club licencing consisting of Messrs Motaung, Matthews, Nonkonyana, Govindasamy, Masitenyane, Mumble and Ms Madlala should organise a club licensing workshop and include any relevant persons if necessary, pending availability of funds.
- ii. The meeting concurred with Mr Lerefolo's proposal that the recommendation to ensure compliance with the CAF and FIFA Regulations on friendly matches should be considered a matter of emphasis because the Association is complying anyway.
- iii. The NEC ratifies the decision to participate in the 2013 COSAFA Cup.
- iv. The committee's recommendation on the application by Ajax Cape Town FC to play a friendly match was also ratified.
- v. The NEC agreed that the League should not cancel its fixtures during the CHAN 2014 tournament due to the FIFA directive that all national leagues should conclude by 18 May 2014 to accommodate the 2014 FIFA World Cup.
- vi. The President stated that a strong team needs to be selected for CHAN 2014 and it should not be affected by the fact that the League will be running simultaneously.
- vii. The NEC approved the recommendation that the development grant be increased to R9m + CPI + 2%.
- viii. The recommendation on the 6+5 principle (the FIFA principle on foreign vs local players in domestic league clubs) was approved. Mr Govindasamy requested that it must always be emphasised that the principle is in the interest of development.

RESOLUTION #1: 18 August 2012

Mr Prince presented the report of the Membership Affairs Committee and the matter was dealt with as follows:

On a motion by Mr Prince, seconded by Mr Khupe, the meeting approved the report of the committee with the changes stipulated below:

- i. The Administration, through the Safety and Security Department, must update the NEC on the final details of the 150 laptops allegedly stolen from SAFA House in 2010;
- ii. The Academies' matters is referred to the Ad Hoc Committee on Restructuring;
- iii. The restructuring process must make provision for greater support of the provincial structures, including providing a transport solution for all Provincial Secretaries;
- iv. The matter of the salaries of the Provincial Secretaries is hereby referred to the Ad Hoc Committee on Restructuring;
- v. That the proposal that the Administration must present proper Financial Accounts to the NEC due to the fact that the Association is failing to meet its obligation on Grants is withdrawn by the Committee;
- vi. SAFA must apply for funds from the 2010 FIFA World Cup Legacy Trust Fund as an organisation over and above the applications sent by the Regions.

RESOLUTION #2: 18 August 2012

On a motion by Chief Nonkonyana, seconded by Mr Maforvane, the meeting approved the recommendations of the Legal & Constitutional Affairs Committee, with the following stipulations:

- i. That the Legal & Constitutional Affairs Committee should appoint a sub-committee to assist the CEO in vetting all contracts the Association plans to conclude to avoid delays in the signing of contracts between Committee and NEC meetings;
- ii. That RECs can vote notwithstanding the Standard Statutes that does not allow them to vote as FIFA had clarified the matter;
- iii. That all Members of SAFA are expected to revise their own constitutions in line with the new SAFA Constitution;
- iv. That the Legal and Compliance Department, in consultation with the Legal & Constitutional Affairs Committee, must take responsibility for certification of SAFA Members' constitutions, subject to approval of the NEC;
- v. That the SAFA Code of Ethics, SAFA Electoral Code, SAFA Disciplinary Code and Procedures, SAFA Standard Statutes for Regions and the SAFA Standard Statutes for LFAs, SAFA Regulations on the Status and Transfer of Players are approved;
- vi. That the SAFA Club Licensing Regulations and the Regulations on Players' Agents are noted by the NEC and will be placed before the NEC after consultations have been completed with the parties affected by the Regulations.

RESOLUTION #3: 7 December 2012

On a motion by Mr Rakoma, seconded by Mr Prince, the meeting agreed to the proposals of the Legal & Constitutional, Membership, Players' Status and Dispute Resolution Committees as follows:

- i. Notwithstanding the financial position of the Association, the Committee must draw a programme that will ensure that before the Constitutional Congress all SAFA Members would have been workshopped on the SAFA Statutes. The SAFA Members must be workshopped on the Statutes and application thereof. The financial position of the Association has not improved yet.
- ii. The proposed change to the election cycle of the National Executive Committee, as proposed by the Legal and Constitutional Affairs Committee, is not approved and that the Committee present a proposal whereby the Association's elections are aligned with international norms such as the FIFA election cycle.
- iii. That the SAFA Members must be workshopped on the Statutes and the application thereof. Some Regions are inviting the Administration to assist with the workshopping.

- iv. The Association must not invite the SAWFA (South African Women's Football Association) to apply for membership.
- v. A team of NEC members must be appointed to ensure that SAFA Thabo Mofutsanyana, with the supervision of Head Office, must convene elections from LFAs to the Regional structure, effective 90 days of this NEC Meeting. The meeting further agrees that the Committee report on the status of all Members to ensure they are in full compliance with the Statutes, Rules and Regulations of the Association. The meeting further accepts the addition of Mr Nhlapo to the Task Team appointed to deal with the matter of SAFA Bojanala Region. The Task Team visited SAFA Thabo Mofutsanyana on 09 March 2013. Timelines were set for the Region to prepare for the Elective Congress.
- vi. Mr Poobalan Govindasamy must replace Mr Truman Prince in the Ad-Hoc Committee on Audit and Delimitation. The Ad-Hoc Committee on Audit and Delimitation has not met yet.
- vii. Article 27.5 of the SAFA Statutes must be amended to include who must sign credentials as it is silent unlike the nomination forms for signatories. The CEO will issue a Memo to the Regions as this matter has been brought to the NEC of 23 March 2013 for Noting.
- viii. The number of Associate Members must be reviewed as some exist in the Constitution but are not active.
- ix. Regions that were not compliant to receive the Regional grant in previous years must not receive it as it must be written off.
- x. Revisit rule 30.1 of the National Soccer League read in line with the FIFA Statutes on the Foreign players quota and that the Committee engage the NSL and all other leagues to prevent the classification of players with permanent residence as eligible for fielding as a non-foreigner in a team and that the Committee consider among its proposals a limit on the number of foreign players that can be fielded at any given time. The Committee has resolved that the NSL Statutes will be approved after Members would have made submissions by Friday, 15 March 2013.

RESOLUTION #4: 23 February 2013

Mr Govindasamy presented the report of the joint sitting of the Legal and Constitutional Affairs Committee and the Ethics, Fair Play and Security Committee. After consideration of the report, the NEC resolved that:

- i. SAFA accepts the report from the FIFA investigation team as its own;
- ii. An independent commission of enquiry be appointed in consultation with SASCOC and the Ministry of Sport and Recreation as soon as possible, and that the commission must submit its findings and recommendations within three (3) months of its establishment (proposed by Mr A Ndengezi and seconded by Mr Rakoma);
- iii. The NEC appoints Chief Nonkonyana, together with the Chairman of the Legal and Constitutional Affairs Committee (Mr P Govindasamy) and the Chairman of the Ethics, Fair Play and Security Committee (Mr J Koopman) to interface with the commission on behalf of SAFA;
- iv. Any possible disciplinary measures to await the outcome of the commission;
- v. A letter to FIFA to advise them of the NEC's decision.

RESOLUTION #5: 22 March/6 April 2013

- i. Any player transferred to a higher league must be cleared by both the Club and the Region. Implementation of this matter is ongoing.
- ii. The FIFA Futuro 111 trainees must complete their courses in order to begin training Members in Regions on improved administration skills. Implementation of this matter is ongoing.
- iii. The decision of the Committee on the Mologadi matter that must be referred to the Dispute Resolution Committee by not later than 15 March 2013. The matter has not been referred to the DRC yet.
- iv. The Association must revise the Schedule of Fees that would be applicable to the Premier Soccer League Teams. The revised schedule of fees is included in the Committee's report.
- v. The training programme for the Judicial Panels must be presented in the next meeting. Disciplinary Committees have been established in Limpopo, Eastern Cape, Northern Cape and Western Cape.

RESOLUTION #6: 19 July 2013 (postponed from 29 June 2013)

- i. The proposed Schedule of Fees was referred back to the Committee with an expectation that they would consider the following issues which were raised by members;
 - a) Motivation for the retention or change of each fee
 - b) The need to eliminate frivolous complaints and / or protests
 - c) The affordability of fees for club owners in the 3rd Division.
 - d) The need to deal with complaints by (third party) clubs who were not involved in the match in question.
 - e) The cost of litigation which is too high for the Association.
 - f) The Association does not have a sponsor to deal with these matters.
 - g) Determination of who must bear the costs of each action.
 - h) Prevention of the abuse of the complaints and protests process.
 - i) Consideration whether complaints can be abolished at all.
 - j) The inclusion of the affiliation fee in the schedule
- ii. The Legal Committee was requested to draft the terms of reference for the role of Vice Presidents in Committee Clusters.
- iii. The NEC directs that the Committee should reformulate the recommendation on criterion for election to the NEC.
- iv. The reference to 10 years must be clearly defined to prevent ambiguity and abuse.
- v. The criterion must also be included in the Electoral Code.
- vi. Article 3(3) of the Electoral Code, approved by the NEC meeting of 18 August 2012, was amended to read "The Members of the Committee shall be persons of high integrity and include persons with legal background, electoral and football experience." It must also be referred to the coming Extraordinary Congress for endorsement.
- vii. Article 5(1) of the Electoral Code, approved by the NEC meeting of 18 August 2012, was amended to read "The Committee shall be composed a minimum of seven and a maximum of nine members and must be comprised of persons of high integrity and include persons with legal background, electoral and football experience." It must also be referred to the coming Extraordinary Congress for endorsement.
- viii. The NEC noted that the appointment of an Electoral Committee should have happened three months ago and proceeded to accept the recommendation of the Committee to condone the lapsed time.
- ix. The Committee and the CEO were mandated to identify Members of the Electoral Committee, which immediately after its approval by the NEC via round-robin resolution, will assume responsibility for all the preparations for the Elective Congress.
- x. The following factors must be considered in the appointment of the Committee:
 - a) The Members of the Committee will not be standing for election in SAFA structure whose elections it will oversee;
 - b) Representatives of Regions shall be included;
 - c) Persons with a firm understanding of football and SAFA;
 - d) Persons with a legal background;
 - e) Members of the community
- xi. The NEC noted that the 2012 AGM had decided that there should be a Constitutional Congress and therefore the decision had to be honoured.
- xii. The NEC directed the Administration to organise an Extraordinary Congress to consider the constitutional items deferred by the 2012 Annual Congress, which Extraordinary Congress has to take place by the end of August 2013.
- xiii. On a motion by Mr Kubeka, seconded by Mr Masitenyane, the NEC approved the recommendation that at least 3 women be coopted onto the NEC by the next meeting. The meeting also agreed with a proposal by Chief Nonkonyana to incorporate the principle into the constitution.
- xiv. The meeting also approved the principle that women be appointed as HODs or as understudies to HODs for national team activities, notwithstanding the fact that HODs are normally selected from NEC Members.

- xv. The NEC approved a recommendation of the Legal & Constitutional affairs Committee that a Task Team be established by the Committee to probe the allegation that some members of the REC in Ekurhuleni had embezzled money in the name of organising a COSAFA tournament.
- xvi. The Task Team is expected to gather information and report back to the NEC.
- xvii. The NEC also noted a report from the CEO that the matter had been reported to SAPS and therefore resolved that the criminal investigation must continue.
- xviii. The NEC accepted the Committee's recommendation that the Task Team dealing with the Thabo Mofutsanyane matter must continue with its work. The Task Team must complete its work within 21 days.
- xix. All the other matters referred by the Committee to the NEC for noting were indeed noted.

RESOLUTION #7: 19 July 2013 (postponed from 29 June 2013)

- i. The Rules and Regulations approved by the NEC on 18 August 2012 were noted.
- ii. The CEO and the Committee were mandated to urgently nominate, for approval by the Emergency Committee, three to five people who would constitute a Dispute Resolution Committee that would hear the dispute between Members in Limpopo. The proposed individuals should have a legal and / or football background.
- iii. In the interest of objectivity, the current Dispute Resolution Committee cannot hear the matter because it has already been involved with it.
- iv. The brief of the DRC should be to bring unity in Limpopo Province.
- v. The decision must be communicated to the PEC urgently and PEC members must be encouraged to exercise harmony during this period.
- vi. The Association will not intervene in any action or incident arising from court processes underway in the province.
- vii. Mr Rakoma was advised to refer the letter he reportedly received from the sheriff of the court to the CEO who will advise on further action.
- viii. The NEC further agreed that the DRC shall henceforth not form part of the Legal, Membership and Players' Status cluster of committees and composed of independent persons to be selected by the CEO and the Legal & Constitutional Affairs Committee.
- ix. The Standing Orders were approved by the NEC with an understanding that it should be included in the Definitions section of the SAFA Statutes because there is no reference to it in this section of the SAFA Statutes.

SAFETY, SECURITY AND PROTOCOL, ETHICS AND FAIR PLAY CLUSTER

RESOLUTION #1: 18 August 2012

Security, Protocol and Fair Play Committee Report:

Mr Koopman presented the report of the Committee and the report was dealt with as follows:

On a motion by Mr Koopman, seconded by Mr Chief Nonkonyana, the meeting approved the following:

- i. The Whistle Blowing Policy and launch of the Anti-Corruption Hotline as presented at this meeting;
- ii. That a workshop be held, coordinated by the Legal & Constitutional Affairs and Safety and Security Committee, on the provisions of the Safety at Sports & Recreational Events Act so that all SAFA structures can appreciate the implications of the Act on the finances and other resources of the Association;
- iii. That the NEC be advised on liability cover for football events.

RESOLUTION #2: 7 December 2012

- i. On a motion by Mr Mdlalose, seconded by Mr Nhlapo, the NEC directs the CEO to pursue the alleged 2010 match fixing matter with FIFA and reaffirms its decision that decisive action should be taken against individuals incriminated in the report. The report was referred by the NEC meeting of 03 January 2013 to the Chairpersons of the Security and Legal Committees who have since prepared recommendations which were considered by the extraordinary NEC meeting of 23 February 2013.
- ii. The NEC hereby directs that the Committee request any reports it needs from the CEO to enable it to provide oversight and guidance on various aspects of match organisation, notwithstanding that match approvals and other aspects of match organisation reside with the Commercial, Marketing and Television Advisory Board; Media, Strategic Studies and International Affairs Cluster. The Events Department now reports to this Cluster Committee and the inaugural events update was made at the Cluster Committee meeting of 09 March 2013.
- iii. The NEC hereby directs the Administration to ensure that there is full integration of security risk efforts for away matches and that HODs get status reports ahead of each match. This matter will be taken up at the Events operational planning meetings.

RESOLUTION #3: 7 December 2012

On a motion by Dr Jordaan, seconded by Chief Nonkonyana, the meeting agreed that, should the FIFA report on match-fixing be released before the next meeting the President must convene a team to respond to the report.

RESOLUTION #4: 23 February 2013

Mr Govindasamy presented the report of the joint sitting of the Legal and Constitutional Affairs Committee and the Ethics, Fair Play and Security Committee. After consideration of the report, the NEC resolved that:

- i. SAFA accepts the report from the FIFA investigation team as its own;
- ii. An independent commission of enquiry be appointed in consultation with SASCOG and the Ministry of Sport and Recreation as soon as possible, and that the commission must submit its findings and recommendations within three (3) months of its establishment (proposed by Mr A Ndengezi and seconded by Mr Rakoma);
- iii. The NEC appoints Chief Nonkonyana, together with the Chairman of the Legal and Constitutional Affairs Committee (Mr P Govindasamy) and the Chairman of the Ethics, Fair Play and Security Committee (Mr J Koopman) to interface with the commission on behalf of SAFA;
- iv. Any possible disciplinary measures to await the outcome of the commission;
- v. A letter to FIFA to advise them of the NEC's decision.

A report on the meeting between the Minister and representatives of the Association (Chief Nonkonyana, together with the Chairman of the Legal and Constitutional Affairs Committee, Mr P Govindasamy, and the Chairman of the Ethics, Fair Play and Security Committee, Mr J Koopman, will be presented by Mr Govindasamy).

RESOLUTION #5: 22 March/6April 2013

- i. The NEC directed that the draft Ethics and Anti Corruption Policy should be integrated with the FIFA Code of Ethics and resubmitted at the next NEC meeting for consideration. The amended draft policy which was discussed by the Ethics, Safety and Security, Fair Play and Protocol Committee as well as the Legal Committee is included in the pack.
- ii. The HODs of Legal, Security and Referees Department should meet regularly to identify the risks and propose operational interventions to the CEO or policy interventions to the NEC. The three departments continue to meet regularly.
- iii. Improvement in the internal investigative capacity of the Association through the appointment of an internal investigator or referral of cases to an external investigator(s) or the South African Police Services. The Association uses external resources for special investigations.

RESOLUTION #6: 19 July 2013 (postponed from 29 June 2013)

- i. On a motion by Mr Maforvane, seconded by Mr Don, the NEC approved the policy on Ethics and Anti-Corruption and Fair Play with the proviso that it should incorporate the comments from Chief Nonkonyana and the CEO.

- ii. The NEC noted that the Phil Setshedi matter has been referred to the Legal & Constitutional, Membership, Players' Status and Dispute Resolution Committee.
- iii. The NEC also noted that discussions with the Department of Home Affairs to address age cheating are ongoing.
- iv. The NEC also noted that the access control and accreditation measures at the elective congress will be high priority.
- v. The President directed any Members who wanted to know the high risk status of the elective congress to direct their enquiries to the President.
- vi. The Administration should give regular updates to the President on the preparations for the Congress.

TECHNICAL; REFEREES; MEDICAL CLUSTER

RESOLUTION #1: 30 June 2012

Organising Committee for SAFA Competitions:

Mr Masitenyane presented the report of the Committee and the following actions were taken by the NEC:

On a motion by Mr Masitenyane, seconded by Mr Ndengezi, the meeting approved the following recommendations of the Organising Committee for SAFA Competitions:

- i. In future, the Regional Grant to Regions must be subjected to full participation in SAFA Competitions in an attempt to align it with the national priorities. Failure to do so must result in penalties being deducted from the grant;
- ii. Expelled teams will be treated as relegated teams, meaning that the teams above the expelled ones on the relevant league logs will not be affected by relegation;
- iii. Draft regulations must be developed to manage the sale of franchises in the Provincial and Regional Leagues for presentation at the next Committee Meeting;
- iv. A copy of the Court Ruling on the Louisvale Pirates FC case to be obtained from the Legal Department and circulated amongst the members;
- v. The devolution of the Leagues to the provinces must be completed by end of July 2012;
- vi. The Chairpersons of Competitions (Convenor), Legal, Membership, Referees and Finance Committees to meet to discuss the matter of the establishment of the Disciplinary Committees in the provinces and outstanding payments to clubs;
- vii. That kit must be supplied to the teams in the leagues, if funds permit.

The following items were presented for noting only by the Committee. Therefore, no decision was taken by the NEC on these items:

- i. Louisville Pirates FC has lost the High Court application to have their Vodacom League NC membership reinstated. A copy of the Court Ruling be obtained from the Legal Department and circulate amongst the members of the committee;
- ii. Sponsor's forum meeting was an ad-hoc arrangement and not a permanent structure, thus there is no need for the Organising Committee of SAFA Competitions (OCSC) to have any representative on it. This matter has been closed;
- iii. The Committee expressed its disappointment by the Administration's failure to put a plan in place for the devolution of the Provincial Leagues (Sasol & Vodacom Leagues), including the induction of the Provincial Secretaries. The Chairperson, together with the Women's Football Committee Chairperson and any available member should meet with the President/CEO/COO over this matter urgently, possibly at the Bafana / Ethiopia match in Rustenburg on 3 June 2012;
- iv. That minutes of the meetings held with the Provincial League Teams be included in the next meeting pack, for Committee Members to note progress in Provinces. The Competitions Department to action accordingly;
- v. The Competitions Department to action accordingly. That as per Resolution of the NEC Meeting, the Football Calendar for

Women's Leagues be January 1 to December 31 and the Administration to prepare accordingly and start new season on 1 January 2013;

- vi. Working document to be circulated to Committee Members for their inputs, as soon as same is received from the Organisers. The Committee were advised that a Technical Master Plan Competitions Framework Workshop on the Competitions Framework was held on 15 May 2012, whereby "Experts" of the field were invited and the Chairperson and the Director attended as invites;
- vii. This matter to be discussed further in the meeting of the Chairperson/President/CEO/COO. Committee noted that due to cash flow challenges the 2nd outfits/kits have not been purchased for the Provincial League Teams (Sasol and Vodacom Leagues);
- viii. Administration to keep the Committee informed of progress. As reported by the COO, the Legacy Trust Fund had requested SAFA to submit all their needs as a package not applying for funds individually as department;
- ix. That the Chairperson should engage the Chairperson of the Legal & Constitutional Affairs Committee so as to speed up the devolution of the DCs;
- x. Provincial DCs have not been activated as per the decision of the NEC;
- xi. That the OCSC must be involved in the budgeting processes so that it can execute its oversight role fully. Administration from time to time have the cash flow challenges which affect the Competitions;
- xii. Committee asks for kit for Vodacom teams to be purchased, funds permitting.

A number of Members raised serious concerns about Mr Masitenyane having to process payments for leagues and clubs in advance of the play-offs taking place on Sunday, 1 July 2012 and the general state of the Administration. The Chairperson rules that all matters related to the Administration be discussed in the 1 July 2012 sitting of the NEC meeting.

On a motion by Chief Nonkonyana, seconded by Mr Prince, the meeting approved of an inter-Committee meeting to address the matter of the budgets for competitions and payments to clubs (at the 18 August 2012 sitting).

RESOLUTION #2: 18 August 2012

Sports Medical Committee Report: Mr Nhlapo presented the report of the Committee and the report was dealt with as follows:

On a motion by Mr Nhlapo, seconded by Mr Nemavhola, the NEC:

- i. Hereby approves the SAFA Medical Conference as presented by the Chairperson of the Committee;
- ii. The Business Plan and Budget as submitted by the SAFA Medical Department is referred to the Budget & Cost Monitoring Sub-committee for inclusion in the overall budget;
- iii. Approves the Research Guidelines for Assessment and Approval of Medical Research as presented by the Committee;
- iv. Approves of the planned workshop with the NSL to discuss formal collaboration on Doping Control, Medical Care of Players and Management of Sudden Cardiac Arrest;
- v. Approves the proposal that SAFA comply with FIFA recommendations on Doping Control and will officially collaborate with SAIDS and the National Soccer League (NSL) to develop a SAFA Anti-Doping medium term strategy by September 2012;
- vi. Approves that the SAFA Medical Committee must lead the process of the Sports Science Workshop as a resolution of the SAFA Technical Symposium.

RESOLUTION #3: 18 August 2012

On a motion by Mr Shishana, seconded by Mr Rakoma, the meeting:

- i. Did not approve of the Technical Committee's singular recommendation that two members of the Technical Committee monitor the teams in camp during the last four days of camp. The meeting also agreed that the Technical Director must ensure that the technical reports reach the Technical Committee timeously;

- ii. Agreed that all pre-match motivational addresses to players must be done only at team hotels or elsewhere and not in the team change room.

RESOLUTION #4: 18 August 2012

On a motion by Mr Mchunu, seconded by Mr Prince, the meeting approved the recommendations of the Referees Committee as follows:

- i. The Referees Committee to invite all members of the National Panel of Referees and Match Commissioners to the Higher National Certification course to be held 14 to 18 July 2012 and the decision of the Referees Committee to remove Messrs Kader de Goede and Pius Maduna from the panel;
- ii. The payment facility problems experienced at the PEC level in respect of payment of Referees travelling allowances must be eradicated prior to the start of the 2012-2013 season;
- iii. An increase in the Referees Travelling Allowance from R250 to R350 is and that referees' fees should be built into the clubs registration fees to avoid referees being paid at the grounds;
- iv. No Referees Instructor shall be graduated if the four (4) Activity Reports have not been submitted to the Referees Technical Committee through the Referees Department.

RESOLUTION #5: 14 November 2012

Update on the Launch of the Technical Master Plan: On a motion by Mr Govindasamy, seconded by Mr Prince, the NEC approved the following:

- i. The establishment, in principle, of the SAFA Development Agency;
- ii. That the NEC agrees that Dr Petersen take charge of the SAFA Development Agency;
- iii. That the NEC approves the appointment of Mr Dennis Mumble as the Acting Chief Executive Officer of SAFA on 1 January 2013 when the handover from Dr Petersen is expected to be completed;
- iv. That further details on the structure and function of the entity be determined by a Task Team, led by the President of the Association, incorporating the Ad Hoc Committee on Restructuring and Mr Ndengezi, and that the Agency's terms of reference be congruent with the provisions of the SAFA Constitution. The Task Team was mandated to meet on Thursday, 15 November 2012;
- v. That more than 50% of the Members of the Trust be Members of the National Executive Committee;
- vi. That all these are approved in principle subject to the final details being worked out and all contractual matters being resolved.

RESOLUTION #6: 7 December 2012

On a motion by Mr Nhlapo, seconded by Mr Rakoma, the meeting adopted the following:

- i. The NEC hereby endorses the request for funding of Project Equity as soon as funds become available.
- ii. The NEC hereby endorses the request for funding of Project Phoenix in order to attain organisational goals regarding training and development of referees as soon as funds become available.
- iii. The NEC hereby endorses the transfer of funds from the Referees Technical Committee budget into the fitness testing budget in view of current funding constraints. The funds have been transferred.
- iv. The NEC hereby approves a) The principle that all national team coach appointments must be ratified by the Technical Committee; and b) That the coaches of each team's Head Coach serve as an Assistant Coach at the next higher level national team, wherever possible.
- v. The NEC hereby approves that the Head of Coach Education post be filled only after the appointment of the Technical Director.
- vi. The NEC hereby approves the establishment of a sub-committee, comprising Messrs Nhlapo, Khan, Gaboutlwelwe and Shishana, to provide policy guidance to the Academies Department.

- vii. The NEC hereby approves a) That special efforts be undertaken to improve the mental strength of our national team players through the appointment of a competent service provider; and b) That the role of Sports Psychologist be reintroduced to the national team staffing structure.
- viii. The meeting agrees that a letter must be written to the School of Excellence congratulating them on winning the Kay Motsepe Cup.

RESOLUTION #7: 22 March/6 April 2013

- i. Establishment of a Technical Sub-Committee, consisting of subject matter experts, convened by Mr Farouk Khan, and consisting of the following additional members: Mr Neil Tovey, Mr Clive Barker, Mr Steve Komphela and Mr Ephraim Mashaba. The terms of reference of the sub-committee shall include: AFCON 2013 Technical Report, Vision 2014, Vision 2018, the International calendar for National Teams and oversight of the implementation of the Technical Master Plan. The Technical Sub-committee was established and has met already. The report is included in the Committee's report to the NEC.
- ii. The CEO to appoint an HOD: Medical as soon as possible, pending approval by the special meeting of Heads of Committees scheduled to meet on 14 April 2013. The HOD has not been appointed yet but it remains a priority.
- iii. The draft Anti-Doping Strategy should be presented at the next meeting of the committee. The development of the Anti-Doping Strategy is awaiting the appointment of the HOD: Medical.
- iv. The NEC approves in principle the appointment of cross border Referees for critical matches. Cross border Referees are utilised in vulnerable matches.
- v. The Chairperson of the Technical Committee and the Head of the Academies Department should be included on the SAFA-Transnet School of Excellence Committee, but cannot be included on the Board as that was set up by Transnet. The inclusion of the Chairperson of the Technical Committee and the Head of the Academies Department in the SAFA-Transnet School of Excellence Committee has not been implemented yet.
- vi. The contract of the Head Coach of the Men's Senior National Team is extended to August 2014 with the proviso that Bafana qualifies for 2014 FIFA World Cup™ in Brazil.

RESOLUTION #8: 22 March/6 April 2013

SAFA Development Agency:

- i. The appointment of the three additional Trustees to the SAFA Development Agency is subject to the outcome of the meeting to be held on 14 April 2013 and that special consideration be given to Members who had no/fewer committee assignments. The report of the SAFA Development Agency is contained in the pack.
- ii. The current chairs of the committees utilised by SAFA should be used for the Development Agency subject to competency requirements.
- iii. The President, in consultation with the Legal and Constitutional Affairs Committee, must draft a formal agreement with Dr Petersen setting out his Key Performance Indicators.

final report would be submitted to next NEC meeting. The report of the LOC is contained in the pack.

RESOLUTION #9: 19 July 2013 (postponed from 29 June 2013)

- i. The NEC approved that coaches of national teams should be invited to meetings and workshops of the SAFA Development Agency.
- ii. The NEC decided that the relocation of the School of Excellence requires further consultation with relevant stakeholders.
- iii. The NEC approved a recommendation of the Committee that coaches should submit their reports within seven days of the end of camp.
- iv. The NEC approved a recommendation of the Committee that the plans and programmes of the SAFA Development Agency must be submitted to the Technical Committee.

- v. The NEC approved the restructuring of the Referees Sub-Committee as presented by the Committee.
- vi. The NEC approved that the Head Coach must submit the plan (not the report) of the CHAN 2014 to the Technical Committee. The report will be submitted after the tournament.
- vii. The NEC reconfirmed its decision of 6 April 2013 that the appointment of Referees in the SAFA 2nd Division be centralised at Head Office.

RESOLUTION #9: 19 July 2013 (postponed from 29 June 2013)
SAFA Development Agency:

- i. The following Board members of the SAFA Development Agency were approved: Messrs Masitenyane, Tshabalala, Rakoma, Khorrommbi, the CEO of SAFA.
- ii. The Association should continue providing support to the Agency.
- iii. Mr Baartman expressed a concern over the exclusion of representatives from the Northern Cape from the Boards established by SAFA. The meeting agreed with the President that the matter must be looked into and rectified.

MATCH-FIXING MATTERS

RESOLUTION #1: 23 February 2013

Letter from SASCOC: The NEC resolved that SASCOC should be informed that the following NEC members have been delegated to meet with them on the issues raised: President Nematandani, Vice-Presidents Chief Nonkonyana, Danny Jordaan, Mandla Mazibuko, Irvin Khoza, Mr Lefore Lerefolo, Mr Poobalan Govindasamy and CEO Mr Dennis Mumble. The meeting with SASCOC took place on 05 March 2013.

RESOLUTION #2: 23 February 2013
Press Conference:

- i. The NEC mandated the President to speak about the allegations during the press conference that followed the meeting;
- ii. A delegation be appointed to meet with SASCOC regarding the establishment of an independent commission of enquiry into match-fixing;
- iii. Other matters: The President, together with the Chairmen of the Security, Legal and Finance Committees and the CEO, are to conduct a forensic investigation into who authored the dossier to be delivered to SASCOC.

The press conference took place immediately after the meeting

RESOLUTION #3: 22 March/6 April 2013:
Meeting with SASCOC and Minister of Sport to discuss the match-fixing report:

- i. Chief Nonkonyana presented the report on behalf of the delegation that met with SASCOC and the Sports Ministry.
- ii. After analysis of the report and the correspondence the NEC confirmed that the delegation was mandated to consult to obtain support of SASCOC and the Ministry. It appeared however from the outcome of the meetings that the Association's independence and autonomy was not upheld. Members expressed a strong view that this anomaly needed to be addressed.
- iii. The meeting resolved that a delegation should meet the Minister to clarify the issue, and that there should be a concerted effort to engage SASCOC and further remind them that this was still an internal SAFA member and should be dealt as such. SASCOC should be reminded that an Independent commission of enquiry was agreed with them, and not a judicial enquiry.
- iv. The meeting agreed to enlarge the team that would meet the Minister by adding the following members to the current delegation members: Messrs Ndengezi, Shishana, Maforvane and Ms Mahlangu. Discussion on the matter adjourned. The nominated members attended the meeting with the Minister of Sport.

RESOLUTION #4: 22 March/6 April 2013

Meeting between SAFA President, Minister of Sport and Secretary General of FIFA:

- i. The President reported on the meeting held at the FIFA HQ in Zurich on 5 April 2013 with FIFA's General Secretary Mr Jerome Valcke and the Minister of Sport, Honourable Mr Fikile Mbalula.
- ii. The NEC had mandated the President to propose that an independent commission of enquiry be set up to handle the alleged match-fixing.
- iii. The meeting in Zurich proposed that the matter be investigated by an independent judicial commission of enquiry and that all other matters should be dealt with by the Association.

The Chair therefore proposed the following which was approved by the NEC:

RESOLUTION #5: 22 March/6 April 2013

That the NEC endorses in full the agreement reached in Zurich on 5 April 2013 to establish an Independent Judicial Commission to investigate the alleged matching-fixing scandal with the following additions:

- i. That the scope of the Commission of enquiry be limited exclusively to match fixing as agreed in Zurich;
- ii. That the Association approach government to request that the investigation be completed within three months;
- iii. That the report be presented to the President within one month of being finalised.

Honourable President JZ Zuma is expected to pronounce on the Commission of Enquiry.

RESOLUTION #6: 19 July 2013 (postponed from 29 June 2013)

On a motion by Chief Nonkonyana, the meeting resolved that the Administration must send a letter to the Minister of Sport requesting him to provide an update on the pending commission of enquiry into allegations of match fixing. The meeting noted that the delay in the resolution of this matter is causing great harm to the image of the Association.



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CEO's Report

Mr Dennis Mumble

CEO
South African Football Association

The period under review covers July 2012 to June 2013.

The Association started off the year (July 2012 - June 2013) with a massive restructuring exercise wherein it grouped all Standing Committees into eight (8) clusters to save costs and to ensure better representation for our Regional Members. All Regional Presidents were placed on Standing Committees and the number of committee members was reduced from 230 to 80, resulting in significant cost savings in our governance programme.

The Administration was also given a new organogram by the National Executive Committee (NEC) to implement in the new year and we employed a humane transition from the then 105 staff members to 96 as approved by the NEC. During the period under review, we did not replace 18 staff members who left the Association. Given the current financial position of the Association, it is our intention to reduce the staff complement further to reflect our current operational and financial reality and in line with the budget for the next financial year which will be based on secured revenue only. This is also important to ensure the efficiency and sustainability of the Association in the medium to long term.

However, notwithstanding the tough economic conditions we have been trading in over the period under review, the Association achieved some notable successes in the form of the completion of the Technical Master Plan (TMP) and the establishment of the SAFA Development Agency (SDA) in November 2012. The SDA will provide the Association with all the project management support and fund-raising capability to ensure the success of the TMP.

All departments in the Administration have been instructed to tailor their plans to address the requirements of the TMP and to ensure that all seven (7) streams of the TMP are fully realised in their day-to-day functioning in the organisation. This report will reflect our attempts to do just that.

As we reported in the previous Activity Report of the NEC, the TMP consists of the following components:

1. Define, agree and cascade down through our structures, a **national football philosophy** that will become the technical blue-print for how we want South Africa to play football;
2. Build a **talent identification and development pipeline** that begins with Under 13 talent identification and ensures that we do not leak these talented players as they develop over the years and join our national teams;
3. Bring our coach to player ratio to 1:20, by putting in place a **coach education and deployment system** that will train and license 150,000 coaches over the next ten years;
4. Create a technically sound and administratively strong **competition framework**, starting with Under 13 and Under 15 Leagues at Local Football Association (LFA), Region and Provincial Levels, and building to Under 17, Under 19 and other leagues in the future. This competition framework will be built on club licensing and development principles to ensure that we create a strong club system at all levels. It must also fully integrate with schools sport;
5. Address the **administration and facilities** gap, by working with South African Local Government Authority (SALGA), the Sport and Recreation South Africa, the National Lotteries Distribution Agency ("Lotto"), the Sectoral Education Training Authorities (SETAs) and other key partners to ensure that we have effective administration and sufficient facilities at all levels;
6. Utilise and roll-out appropriate **football technology** to ensure that our development is on a sound footing;
7. Integrate talent development with the best insights from **sports science and medicine** to ensure that developing talent utilises world's best practice in the process.

We are extremely grateful to our wonderful staff who, despite the uncertainty they faced in the restructuring process, have given their best to service our wide array of stakeholders, from sponsors to suppliers, SAFA Members and football supporters throughout the country, among others.

The year under review saw the Association increasing its cooperation with the Fédération Internationale de Football Association (FIFA), the Confederation of African Football (CAF) and the Confederation of Southern African Football Associations

(COSAFA), engaging them in a variety of matters and improving our coordination with FIFA in player registration matters, attending two workshops hosted by FIFA over the past year.

We are eternally grateful to our sponsors and commercial partners, South African Breweries (Castle Lager, in particular), PUMA, ABSA, Sasol, Netcare, Energade, Tsogo Sun, SABC and SuperSport for staying with the Association through thick and thin during what could arguably be the toughest year the Association has faced in its 22-year existence.

We thank Mercedes Benz, in particular, for their long-standing support for the Association and look forward to a future engagement with them in return for that loyalty. Unfortunately, this partnership had to come to an end as the company faced a change in its global sponsorship policy.

Our referees programme continued to produce some of the best officials on the African continent, with our officials being utilised regularly by CAF and our sister federations to officiate in their competitions.

During the past year we also raised the standard of our competitions programme after our long-serving partner, South African Breweries, launched a Future Stars programme intended to identify and develop talented players who can be placed in special programmes to improve their skills and create opportunities for them in professional football and our national teams.

We would like to express our gratitude to the 2010 FIFA World Cup Legacy Trust for the funding support which led to the establishment of the Under 13 and Under 15 Boys and Girls Leagues. The First Under 13 and Under 15 Boys and Girls Leagues kicked off on the weekend of the 11 and 12 May 2013 under the auspices of the South African Football Association. The Association initially targeted 311 Local Football Associations from the 52 SAFA Regional Members as per the application to the 2010 FIFA World Cup Legacy Trust. As a result of the interest generated by the project, the Association ended up with 341 Local Football Associations establishing the Under 13 and Under 15 Boys and Girls Leagues countrywide. This initiative will go a long way in realising the objectives of the Technical Master Plan.

Our men's and women's senior national teams were quite busy during this period, as the National Teams Department's report indicates, but, sadly, our junior national teams could not be as

active as we hoped due to a lack of funding for these programmes as a result of challenging economic conditions that saw an overall reduction in sport sponsorship funding.

However, we are pleased to report an increase in viewership figures as a result of concluding a broadcast agreement with SuperSport during the year under review. After initial fears that airing Bafana Bafana matches on SuperSport would cannibalise the SABC audience, viewership figures show that both SuperSport and SABC audiences grew when they aired Bafana Bafana matches. In fact, the Bafana Bafana versus Mali match in the 2013 Orange Africa Cup of Nations Final Tournament produced record viewership figures on SuperSport when 1,7 million viewers tuned in – the highest ever audience in the history of SuperSport – whilst 5,4 million viewers watched on SABC. Remarkable figures indeed. This bodes well for the Association's future revenue opportunities as the additional broadcast platforms give us more options to provide additional mileage to our sponsors.

One of the most satisfying achievements of the past year is the establishment of the SAFA presence on various social media platforms. Traffic on the SAFA Twitter account, Facebook page and the website has increased dramatically since their establishment. Our new media / social media following now numbers over 60,000. Weekly live interactions on Twitter, where we share vital information with ordinary South Africans and the media, have created an excitement amongst our supporters in a manner not seen before.

The new media strategy is part of a broader strategy to address our audience in a more direct way where our work may be shared with our stakeholders directly. This is in line with FIFA's new approach to also expand its information channels to address the football audience more directly.

We have also launched a plan to engage the traditional media in a principled manner on issues affecting the Association and the sport in general as they are important stakeholders in our game. This has yielded positive results in that negative reports have been reduced to a minimum and the Association's work is presented in a more positive manner.

We are also proud to report that we have commenced the installation of the SAFAnet system roughly modeled on the DFBnet system. The DFBnet system consists of several databases giving the German people access to match reports, a centralised

player database and electronic communication amongst the football community. It is the fourth largest website in Germany. It is our intention to turn this into the most successful website in our country.

Training on the SAFAnet system commenced at the end of the period under review and the first phase will be launched by the end of September 2013.

Whilst we were not able to mount a Level 3 Coaching Course in the year under review, our coaching education programme did continue with course offerings in all nine provinces.

One of the major successes of the period under review is the 2013 Orange Africa Cup of Nations which took place in South Africa from 19 January to 10 February 2013. The South African Football Association established the Local Organising Committee in March 2012. Twelve members of the SAFA NEC served on the Board of Directors of the LOC. We also had a number of SAFA staff members from the Head Office and various Regions deployed to the Local Organising Committee. We are pleased that we contributed to the delivery of what CAF declared to be the most successful edition in the history of the tournament.

The Association will be reporting a period loss for the second consecutive year. The surplus that was projected in the budget that was approved by the Congress on 29 September 2012 was not realised due to missed revenue targets. The Association did not achieve its revenue targets due to difficult global economic conditions and the extreme negativity surrounding the match-fixing report and the anonymous dossier handed over to SASCOC and the Hawks earlier this year.

Most companies have reduced their sponsorship budgets because they are also battling due to the current global recession. Consequently, most of our sponsorship negotiations were not successfully concluded in the period under review. Discussions are on-going with three potential partners but will only be realised in the new financial year.

The loss for the period has resulted in our reserves being depleted further. The Association is still technically solvent though – that is, our total assets exceed our total liabilities. However, any further losses cannot be sustained. It is for this reason that a financial recovery plan has been crafted.

The financial recovery plan focuses on prudent, efficient budgeting, cost reductions, a realistic sponsorship strategy, expansion of broadcast rights, new sponsorship products, new revenue sources (merchandising and licensing, information, etc.), corporate social investment funding and other non-commercial fundraising and strategic partnerships. We are optimistic that this plan will yield the anticipated results.

The surplus from the recovery plan will be ploughed into additional football development activities. The surplus will also be utilised in rebuilding our reserves, thus strengthening our balance sheet.

The Association's total costs were well within the approved budget. The cost-saving drive continues to produce the desired results. Some of the areas where cost savings have already been achieved include: minute-taking, voice recordings, travel and accommodation, car hire, printing, courier, air travel and meetings. Concerted efforts are being made to achieve comprehensive cost savings within all processes of the Association. The other areas where cost savings will be achieved soon include cellular phone costs, insurance premiums, kit printing, advertising boards, venue inspections, SAFA House maintenance, judicial expenses, event draping and event sound equipment.

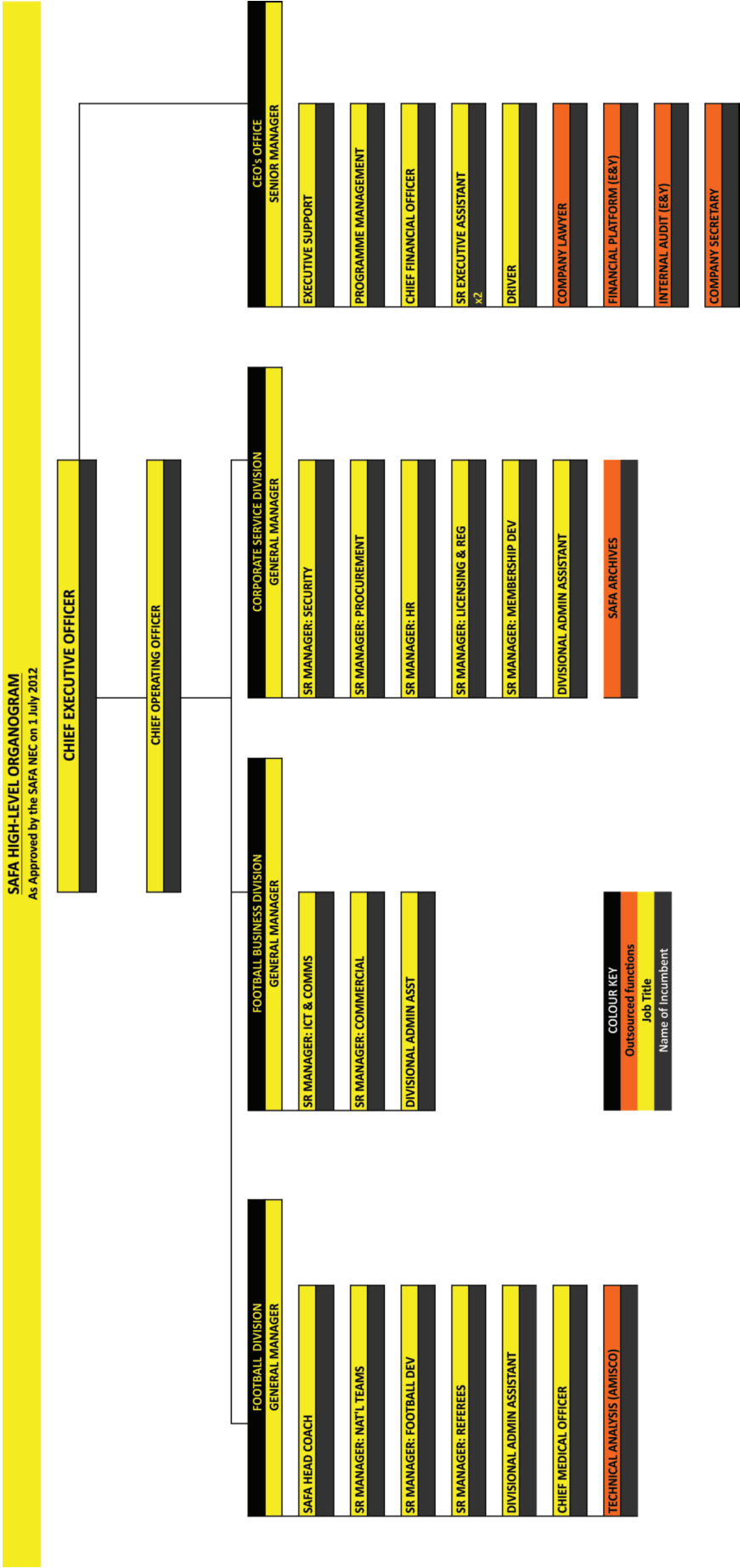
Group Financial Statements have been prepared and include the consolidation of the Africa Cup of Nations 2013 Local Organising Committee South Africa NPC (not-for-profit corporation) ("2013 AFCON OC"). After an assessment of various factors, it was concluded that the Association is presumed to control 2013 AFCON OC and therefore consolidation was necessary in line with the International Financial Reporting Standards (IFRS). The effect of the 2013 AFCON OC consolidation on the Association's profits was to increase our loss by about R6 million. Further details on the consolidation of 2013 AFCON OC are contained in the NEC report which is included in the Annual Financial Statements Report.



Dennis Mumble
SAFA Chief Executive Officer



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Head Office Staff

CEO'S OFFICE

Dennis Mumble	CEO
Mapule Mogane	Personal Assistant to the CEO and Manager: Medical
Mlungisi Ncame	Manager: CEO's Office and Senior Manager: Safety & Security
Gronie Hluyo	Chief Financial Officer
Colbert Machumela	President's Driver
Potso Mohami	Executive Assistant

SAFA DEVELOPMENT AGENCY

Dr Robin Petersen	CEO Development Agency
Hlengiwe Gambushe	Personal Assistant to the CEO

1. FOOTBALL BUSINESS DIVISION

COMMERCIAL AFFAIRS / BRAND MANAGEMENT

Darryl Coutries	Acting HOD: Commercial & Brand Management
Namhla Matandabuzo	Marketing Assistant
Yusef Kodisang	Account Manager

EVENTS

Russell Paul	HOD: Events Management
Thami Mbengashe	Meeting & Conference Coordinator
John Mthunzini	Manager: Events

COMMUNICATIONS AND MEDIA

Dominic Chimhavi	HOD: Communications
Matlhomola Morake	Communications & Media Officer
Gary Mojela	Web Master
Kholofelo Moloisane	Assistant Web Master
Mpho Mosiapo	Receptionist
Joe Maluleke	New Media Specialist

INFORMATION TECHNOLOGY

Theo Phokanoka	Manager: IT Systems
Myron Kavin	Manager: IT Infrastructure
Deon Taljaard	IT Support Administrator

STAKEHOLDER RELATIONS

Morio Sanyane	Director: Stakeholder Relations
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Head Office Staff

2. FOOTBALL DIVISION

COACHING EDUCATION

Christina Phafane Coaching Education Officer

COMPETITIONS

Jeff Monnakgotla	HOD: Competitions
Lucy Ramaube	SASOL League Coordinator
Charles Dlamini	SASOL League Coordinator
Victor Matshogo	Vodacom League Coordinator
Michael Mofokeng	Vodacom League Coordinator
Nobesuthu Totwana	Office Administrator

FOOTBALL ACADEMIES

Steve Pila HOD: Football Academies

KIT DEPARTMENT

Theo Chiliza	Kit Manager
Bongani Sithole	Kit Assistant
Sylvester Smith	Kit Assistant

MEDICAL AND SCIENTIFIC SUPPORT

Mapule Mogane Manager: Medical Department

NATIONAL TEAMS

Lindile "Ace" Kika	HOD: National Teams Administration
Levy Ramajoe	Manager: U23 and Senior Development Teams
Abram Ndawonde	Manager: U17 and U20 National Teams
Dintle Dube	Women's Football Administration Assistant
Barney Kujane	Manager: Men's Senior National Team
Oupa Legote	Driver
Lydia Monyepao	Manager: Women's National Team

NATIONAL TEAMS (TECHNICAL & ADMINISTRATION)

Nomathemba Zitha	Senior Administrator
Stanley Tshabalala	Manager: Technical
Fran Hilton-Smith	Acting Technical Director
Solly Luvhengo	Head Coach: U20 Men
Khabo Zondo	Head Coach: School of Excellence
Ephraim Mashaba	Head Coach: U23 Men



Head Coach: Banyana Banyana
Head Coach: U20 Women (Basetsana)
House Mother HCP
Assistant Coach: U17 Women (Bantwana)
Head Coach: Bafana Bafana
Assistant Coach: Bafana Bafana
Assistant Coach: Bafana Bafana (PT)
Physical Trainer (PT)

Thomas Sadiki HOD: Youth Affairs

Adeel Carelse	HOD: Referees
Miriam Theko	Referees Assistant
Lehlophonolo Manzane	Referees Assistant

FACILITY MANAGEMENT

HOD: Facilities
Facilities Officer
Maintenance Technician
Maintenance Technician

Nannie Coetzee HOD: Human Resources

Pinky Lehoko	GM: Corporate Services
Zanele Twala	Administrator: International Affairs
Zanele Khanyile	Administrator: Corporate Services
Paulette Miezana	International Affairs Assistant
Thabo Khoza	Coordinator: Player Registrations

Nkosinathi "Nathi" Ngcobo	HOD: Legal & Compliance
Bobby Morewa	Legal Adviser
Tebogo Motlanthe	Legal Assistant





Head Office Staff

3. CORPORATE SERVICES DIVISION cont.

LOGISTICS

Dudley Mpulampula
Justice Hlahla
Sheila Duma
Herminah Seleke
Dikeledi Moema
Thapelo Mosikidi
Owen Ngoma

Manager: Logistics
Coordinator: Logistics
Office Assistant
Office Assistant
Office Assistant
Office Support
Office Support

MEMBERSHIP AFFAIRS

Peter Sejake
Moeketsi Mahlatsi
Irene Maphanga
Willem Coetzee
Zacharia Gwala
Patrick Seema
Karabo Monkwe
Simphwe Clans
Isaac Klaas
Bevan Mahlangu

HOD: Membership Affairs
Membership Affairs Officer
Secretary
Provincial Secretary: Northern Cape
Provincial Secretary: KwaZulu Natal
Provincial Secretary: Limpopo
Provincial Secretary: North West
Provincial Secretary: Western Cape
Provincial Secretary: Eastern Cape
Provincial Secretary: Mpumalanga

PROCUREMENT

Manny Hadebe
Dennis Senokoanyane
Veronica Lebona

Manager: Procurement
Procurement Assistant
Travel and Accommodation Officer

SAFETY, SECURITY AND PROTOCOL

Mlungisi Ncame
Percy Makhanya
Connie Thwala

Senior Manager: Safety, Security and Protocol
Security Manager
Protocol and Administration Officer



Human Resources

1. INTRODUCTION

The Human Resources Department has adopted a position statement “to develop leadership capability and invest in the growth of employees by implementing value adding best practice procedures and initiatives.”

2. RECRUITMENT AND SELECTION

During the year of report the Association embarked on a restructuring process. The section 189A process was started on 20 July 2012 and is ongoing. Due to operational requirements and structural changes, some new positions were created.

New Appointments are:

• Mr Gordon Igesund	Head Coach Senior National Team	1 July 2012
• Mr Thomas Madigage	Assistant Coach Senior National Team	1 July 2012
• Mr Serame Letsoaka	Assistant Coach Senior National Team	15 August 2012
• Mr Dennis Mumble	Chief Executive Officer	1 January 2013
• Ms Pinky Lehoko	General Manager: Corporate Services	1 March 2013
• Mr Mlungisi Ncane	HOD Safety and Security and Senior and Manager in the Office of the CEO	1 March 2013

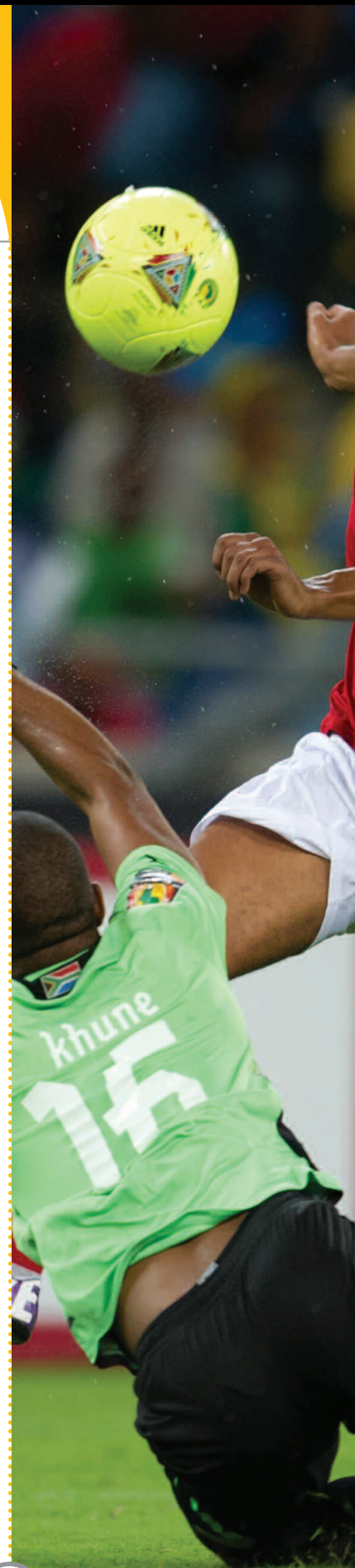
New Acting Appointments are:

• Ms Fran Hilton-Smith	Technical Director
• Mr Darryl Coutries	HOD: Commercial & Brand Management

During the reporting period the following employees left the service of the Association for different reasons.

• Vuvu Malusi	Secretary to the CFO	30 September 2012
• Thuli Mokwena	League Coordinator	30 September 2012
• Simon Ngomane	Head Coach: Development Team	30 September 2012
• Simon Franklin	HOD: Commercial & Branding	31 October 2012
• Jabulani Ndobe	League Coordinator	31 December 2012
• Adeel Carelse	HOD: Referees	31 May 2013

This year was a very sad year in the Association due to the loss of two coaches. Mr Thomas Madigage, Assistant Coach Senior National Team, passed away on 18 October 2012 following a fatal car accident. Mr Angelo Hockey, Futsal Assistant Coach, passed away on 30 October 2012.





Human Resources

3. DISCIPLINARY CASES

The Association had a number of CCMA cases to attend to during the year.

- Kwena Mangope: Unresolved – awaiting appeal hearing.
- Pitso Mosimane: Unresolved – awaiting hearing.
- Nathi Ngcobo: Resolved.
- Adeel Carelse: Unresolved – awaiting arbitration.
- John Mthunzini: Awaiting finalisation of DC hearing.

4. TRADE UNION – BIFAWU

- During July 2011 two trade unions approached the Association with a request to present their constitution to staff members. The two were BIFAWU and SACCAWU. BIFAWU had members in the Association at that point in time.
- During November 2011 membership was verified and negotiations started with BIFAWU to draft a recognition agreement.
- The recognition agreement was signed on Friday 6 July 2012. Currently BIFAWU has 46 members.

5. RESTRUCTURING

The first positions were advertised on 2 November 2012 with a closing date of 6 November 2012. Interviews were done the last week of November and concluded the second week of December 2012. Applicants were also sent for psychometric testing during the same time.

The first positions advertised were:

- General Manager: Football Business
- General Manager: Corporate Services
- General Manager: Football/Technical Director
- Senior Manager: CEO's Office
- Senior Manager: Programme Management Office
- Senior Manager: Referees
- Senior Manager: Human Resources

The second wave of positions was advertised on 16 May 2013 with a closing date of 23 May 2013.

The positions advertised were:

- Senior Manager: Assets and Procurement
- Senior Manager: Football Development
- Senior Manager: Membership Development
- Senior Manager: ICT and Communication



- Senior Manager: Commercial and Events
- Senior Manager: National Teams/Manager Senior Men's National Team
- Executive Administration and Support to President
- Executive Assistant: Office of the CEO
- Provincial Secretaries: 9 Provinces
- Driver/Chauffeur: Office of the CEO

The third wave of positions was advertised on 25 June 2013 with a closing date of 2 July 2013.

The positions advertised were:

- Women's Senior National Team Coach
- Women's Youth Coach/Assistant Coach Senior National Team
- Senior Youth Coach

6. EMPLOYEE WELL-BEING

SAFA has entered into a needs-based agreement with The Careways Group for face-to-face counselling and Life Skills training. The counselling sessions will be managed on a fee per case base. Referrals to this service provider are managed within the HR Department due to confidentiality.

Life Skills training available within the scope of this agreement are:

- Stress Management
- Conflict Management
- Anger Management act.

Counselling services available within the scope of this agreement are:

- Trauma Counselling
- Bereavement Counselling
- Poor Work Performance
- Marriage counselling act.





Commercial Affairs &

1. INTRODUCTION

Many of the Association's current sponsors have been hard hit by the global economic crises and this has caused them to review their sponsorships and in other instances to terminate sponsorship agreements. Our biggest enemy during this past financial year has been the negative publicity that has seen the association in the media for unfounded allegations.

2. STANDING COMMITTEE

The Department supports the Football Business Cluster of Commercial, International Affairs, Strategic Studies, Television Advisory Board cluster of committees whose members are:

- Ms Nomsa Mahlangu – Chairperson
- Mr Aubrey Baartman – Vice Chairman
- Ms Anastasia Tshiclas
- Mr Ravi Naidoo
- Mr Sthembele Khala
- Mr Xolile Kompela
- Mr Karl Afrikaner
- Mr Sandile Zungu
- Dr Danny Jordaan – Cluster Overseer

The Committee met three (3) times during the reporting period on the following dates: 15 November 2012, 16 March 2013 and 20 June 2013.

3. STAFF COMPLEMENT

The department has three (3) staff members: Mr Darryl Coutries, Ms Namhla Matandabuzo and Mr Yusef Kodisang.

4. SPONSORSHIP UPDATE

The past financial year saw the end of a longstanding commercial partnership with Mercedes Benz in December 2012. The relationship ended because of their global change in focus of sponsorships, therefore only sponsoring fashion. Mercedes-Benz SA did not renew their sponsorship and they requested for the return of all the sponsored vehicles including the bus.

The current sponsorship model is split into two categories: Partner package and Supplier package. To date the following companies have confirmed their continued involvement: Castle Lager, ABSA (renewal December 2013), SASOL, Tiger Brands (Energade) and Tsogo Sun. The Association is definitely continuing its efforts to secure additional sponsors during these challenging times.

The expiry dates of our current sponsors are as follows:

- ABSA: 31 December 2013



Brand Management

Bafana Bafana
Men's Senior National Team Sponsors



Banyana Banyana
Women's Senior National Team Sponsor



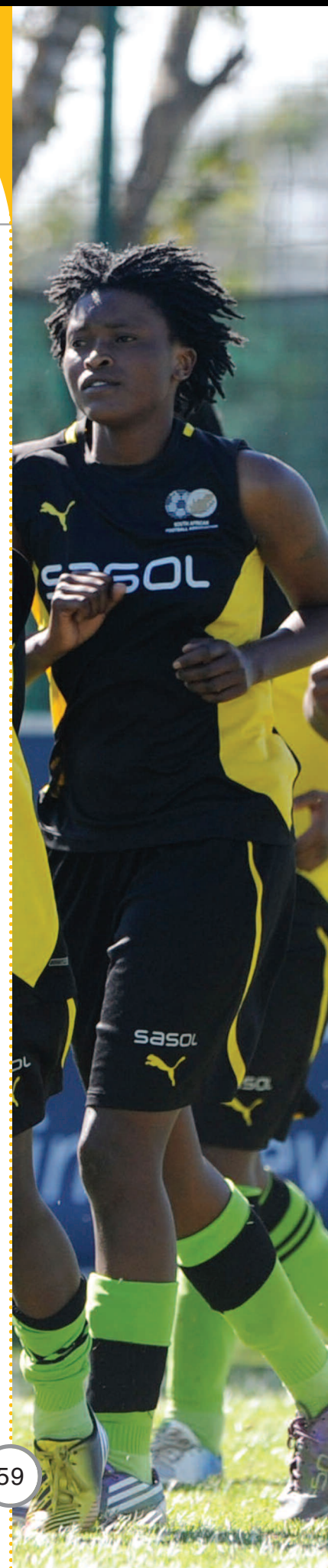
SAFA Competition Sponsors



SAFA Official Suppliers/Partners



SAFA Corporate Social Investment Partner





Commercial Affairs &

- SAB: 30 April 2017
- Tiger Brands: 31 August 2015
- SABC: 30 April 2015
- SASOL: 30 March 2016
- SuperSport: 31 December 2013
- Tsogo Sun: 31 December 2014

5. RIGHTS DELIVERY

The department has managed to deliver on sponsor rights to the best of its ability considering staff constraints. It is expected that this issue will be resolved with the new approved organogram once all positions are filled. The department has created a matrix which gives responsibility to an individual or department to deliver on contractual deliverables.

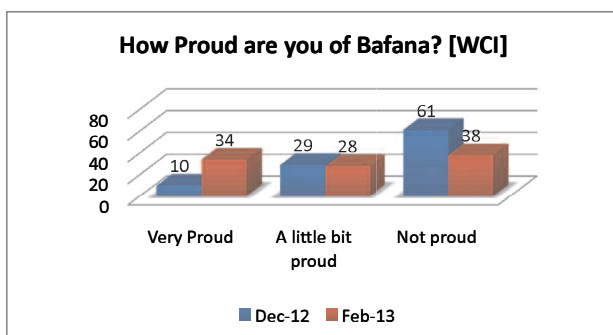
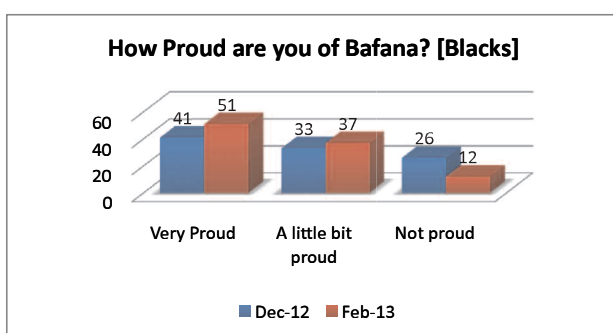
6. BROADCAST

- Live coverage across mediums for all National Teams (i.e. SuperSport & SABC).
- Record high cumulative audiences of over 7 million viewers combined. This includes an average of over 4 million viewers aged 15yrs+ on SABC and an average of 1,4 million viewers on SuperSport. Bafana Bafana achieved the highest viewership ever on SuperSport setting a record of 1,7 million viewers during AFCON.
- SuperSport audience for Bafana Bafana during the AFCON broke all previous records for sport (the 2012 high was 1,4 million viewers).
- While it is still too early to project, the additional coverage should lead to significant increases (estimated 40%) in TV branded exposure for all sponsors and in particular, for ABSA, Castle and Puma.
- While the SuperSport broadcast is at a lower Rate card rate, the number of repeats generally makes up for the initial difference. This, however, is countered by the fact that SuperSport does not have the rights to the Men's Senior National Team's away 2014 FIFA World Cup™ qualifiers.
- Other long-term benefits from SuperSport include additional promo for matches and better picture quality (i.e. HD broadcasts) even when SABC is producing.
- Future benefits include better quality production (SuperSport with HD, extra cameras, better commentary, longer pre & post game etc.), magazine shows (additional exposure will boost awareness), and overall higher association for our sponsors due to increased exposure and branding.
- Areas of concern include magazine show still not on the air and CAF TV.



Brand Management

7. BMI RESEARCH – BAFANA BAFANA



PERFORMANCE MEASURE

HOW DO YOU RATE EACH? (BLACKS)

	Excellent	Fairly good	Average	Not good	Poor
Bafana Performance at 2013 AFCON	28	38	24	6	5
Bafana style of play at AFCON	27	37	21	12	4
Overall quality of the football at AFCON	34	37	20	6	3
The organisation of AFCON	35	41	19	4	1
The quality of the broadcasts on TV	44	36	16	2	1

- Despite also being carried on SABC, Bafana Bafana averaged over 1,5 million viewers (aged +15 years) on SuperSport alone during the 2013 AFCON.
- The +1,7 million viewers for the Quarterfinal vs. Mali set a new record for SuperSport.
- By comparison the largest SuperSport audience for any sport in 2012 was just over 1,4 million viewers.
- According to BMI research, overall SAFA sponsors branded media exposure for the first quarter of 2013 (Jan-April) is up 85% year on year.





8. BMI RESEARCH – BANYANA BANYANA AUDIENCE RATINGS

- At 1,2 million viewers per match Banyana Banyana audiences are comparable to the average PSL audience.
- As illustrated below, when matches are however broadcast on a delayed basis, the impact on the Banyana Banyana Audience Ratings is significant.
- The more recent delayed broadcasts have had a similar impact on Bafana Bafana as well.

BANYANA BANYANA - SABC1 BROADCASTS - All Adults					ALL MEN 16+ yrs	ALL WOMEN 16+ yrs
Sat	2010/10/09	Banyana vs Mali	5.8	1 476 680	6 712 500	5.5 747 175
Sun	2010/10/31	Banyana vs Tanzania	4.9	1 247 540	5.4 641 250	4.5 611 325
Sun	2010/10/24	Banyana vs Zimbabwe	4.0	1 018 400	4.9 581 875	3.2 434 720
Average / Audience 2010 (post FWC)			4.9	1 247 540	5.4 645 208	4.4 597 740
Mon	2011/04/02	Banyana vs Tunisia (delayed)	1.5	407 355	-	-

DATE	STATION	TIME	BANYANA GAMES	TOTAL AR	TOTAL ADULT AUDIENCE	% SHARE
2011/08/27	SABC1	15:06	SA vs Ethiopia (2012 OGQ)	7.6	2 125 433	31.2
2012/03/21	SABC1	14:59	SA vs Ghana (Int. Friendly)	6.6	1 928 152	28.0
2012/06/03	SABC1	22:57	SA vs Nigeria (Int. Friendly)	1.5	438 150	24.5
2012/06/16	SABC	15:00	SA vs Zambia (AWC)	4.9	1 431 290	25.0
2012/06/23	SS7	16:55	Nigeria vs SA (Friendly)	0.1	29 210	0.2

DATE	STATION	TIME	BANYANA 2012 OLYMPIC GAMES	TOTAL AR	TOTAL ADULT AUDIENCE	% SHARE
2012/07/25	SABC1	20:45	SA vs Sweden (Pool Match)	7.4	2 222 886	30.4
	SS4	20:45	SA vs Sweden (Pool Match)	0.8	240 312	3.3
2012/07/28	SABC1	15:45	SA vs Canada (Pool Match)	5.5	1 652 145	25.7
	SS4	15:45	SA vs Canada (Pool Match)	0.76	228 296	3.5
2012/07/31	SABC 1	15:30	SA vs Japan (Pool Match)	4.0	1 201 560	22.4
	SS4	15:30	SA vs Japan (Pool Match)	0.44	131 270	2.4



Finance & Procurement

1. POSITIONING STATEMENT

The Finance and Procurement Department ensures that the Association's finances are managed effectively, limited resources are allocated proportionate to competing needs, relevant reports are provided to management timeously and all the statutory requirements are fully complied with.

2. KEY OBJECTIVES

The Financial Platform was assigned to perform professional services to the South African Football Association from 01 July 2012. The key services include:

- Accounting services

Data capture, reconciliation and summary of monthly financial transactions of the Association. Maintenance of the accounting records and attending to audit requests.

- Bank Administration Services

Monitor the Association's bank accounts, review invoices for compliance with the criteria set by the Association prior to release of payments following Association approval. In case the initial approval of payments by the Association is made without the appropriate documentation to support the payment, or the approval of the payment is not planned expenditure, the Financial Platform will escalate the matter for remediation (for example, the Association providing adequate supporting documentation or stopping the transaction, etc.) of the deficiencies to the Association's management.

- Budgeting and liquidity planning services

Supporting with the preparation of the Association's operational competition and events budgets. Liquidity planning on the basis of the Association's approved operational budgets.

- Procurement and cost control services

Implementation and monitoring of adherence with the Association's approved policies.

- Payroll Services

Preparation of the Association's approved salaries (including variable compensation) and preparation of the Association's monthly payroll to ensure timely payment of salaries and processing of payroll deductions.

- Tax Compliance Services

Preparation of the Association's relevant regulatory or statutory returns in respect of VAT, Direct taxes and employment taxes, etc for the Association's approval and submission as





Finance & Procurement

requested by the Association.

- Policies and Procedures

Review and assist with the updating of the Association's policies subject to approval of the Association.

- Reporting services

Preparation of financial and other reports for the Association's management review and approval for submission to the National Executive Committee and relevant standing committees. To report any identified material non-compliance with the policies and procedures to the Association as appropriate.

- Secretarial

To assist with corporate secretarial compliance and preparation of minutes.

- Monitoring and Control

Co-ordination and control of all work streams and reporting on the results of tasks performed.

3. KEY ACTIVITIES CARRIED OUT AND CHALLENGES

We were faced with the following challenges at the beginning of the year amongst others:

- Cashflow issues;
- Long outstanding creditors;
- Challenges in presentation of quality management reports;
- Lack of control in procurement processes.

The Financial Platform has transformed the Association by bringing calm and stability within the finance and procurement environment by ensuring compliance with the Associations policies and procedures.

Over the past year we have been able to:

- Ensure current outstanding balances in our creditors ageing;
- Timely invoicing and collection of outstanding debtors;
- Weekly payments to players, referees, support staff and regional coordinators through the use of a payment distribution tool;



- Monthly payments of regional grants to compliant regions to ensure development continues at grassroots level;
- Compliance with statutory regulations relevant to the Association;
- Complete and accurate reports to Management and the National Executive Committee and Sub-committees;
- Successful delivery of IFRS compliant consolidated financials and an unqualified audit for the financial year ending 30 June 2013;
- Accurate budgets that speak to the strategic objectives of the Association;
- Value add by advising management on matters relating to the environment within which the Association operates.

With the downturn in the economy and the reputational challenges the Association faced which resulted in lack of new sponsorships and renewal of sponsorships, the Financial Platform managed to effectively manage the limited funds available to fund projects and events.

Strict Budget control was critical in ensuring financial performance targets are met per the approved budget. The association was able to outperform budget and prior year cost numbers.

4. GOING FORWARD

The Financial Platform will continue performing its work as directed by the scope of services and as required by the needs of the Association's management, Regions and National Executive to support the Association in achieving its objectives in the development of football in South Africa.

Through our vast knowledge and skills base the Financial Platform is strategically positioned to continually add value to the association and its regions.





Safety, Security,

1. POSITIONING STATEMENT

To provide world class and professional Safety and Security, Protocol and Accreditation services to SAFA and its official constituencies in a manner that will enhance the image of the Association.

2. STRATEGIC OBJECTIVES

- Develop policies and operational plans for Security, Protocol and Accreditation.
- Security, Protocol and Accreditation for SAFA tournaments, matches of all national teams as well as CAF sanctioned matches of the PSL Teams.
- Identify and eliminate potential and actual risks to the achievement of SAFA's mission and work closely with Government State Security Department to gather and manage information pertaining to risks that may adversely affect the realization of the SAFA Statutes.
- Ensure compliance with applicable provisions of the SAFA Statutes, FIFA Code of Ethics, FIFA Safety Regulations, Article 151 of CAF Disciplinary Code, Safety at Sports and Recreational Events Act and any other and regulations on safety and security matters.
- Security at SAFA House and other SAFA-owned properties.
- Prevention, investigation and sanction of corruption.
- Assist the Local Organising Committee of AFCON 2013 with the delivery of protocol, accreditation and security services.

3. STANDING COMMITTEE ON ETHICS, SAFETY AND SECURITY, FAIR PLAY AND PROTOCOL

The Department supports the Ethics, Safety and Security, Fair Play and Protocol Committee. Members of the Committee are Mr. Jan Koopman (Chairperson), Mr Jeremiah Mdlalose, (Deputy Chairperson), Ms Ntombifuthi Khumalo, Mr Gerald Don, Mr Linda Fatyela, Mr Teenage Lesie, Mr Boya Chetty, Mr Soso Mashiloane and Mr Thulani Gumbi. The Committee met four times during the reporting period.

4. PERSONNEL MATTERS

The Department comprises the following staff members:

- Mr Mlungisi Ncame – HOD: Safety and Security
- Mr Percy Makhanya – Security Manager



Protocol & Accreditation

- Ms Connie Twala – Administration and Protocol Officer

Mr Ncame was seconded to the Local Organising Committee of the 2013 Orange Africa Cup of Nations with effect from 01 April 2012 to 29 February 2013 where he served as the Chief of Security, Accreditation and Protocol.

5. ANTI-CORRUPTION INITIATIVES

- The Department worked very closely with the South African Police Services and the National Prosecuting Authority on the arrest, prosecution and sentencing of Mr. Philemon Setshedi who was sentenced to an effective three year imprisonment for violating the provisions of the Corrupt Activities Act when he attempted to influence the outcome of a match during the 2011 Vodacom Playoffs.
- The FIFA report on match-fixing was handed over to the Association in December 2012. After numerous exchanges between the leadership of the Association, the Minister of Sport and FIFA, it was agreed in April 2013 that the President of the Republic of South Africa will be requested to establish a judicial commission of enquiry to investigate the matter.
- The Department continues to work very closely with the Referees Department to identify and intervene in vulnerable matches and other suspected cases of match fixing. This cooperation has resulted in numerous decisive interventions during the reporting period.
- In July 2012 the NEC approved the Whistle Blowing Policy which was the basis for the establishment and management of a 24 hour Anti-Corruption Hotline.
- The HOD of Safety and Security, together with the leadership of the Association, attended the COSAFA-Interpol Integrity workshop from 25 – 26 August 2012. The purpose of the workshop was to educate the participants about ways to identify, prevent and prosecute match fixing.
- The Association's Ethics and Anti-Corruption Policy was approved by the NEC in June 2013.

6. SERVICES AT MATCHES AND TOURNAMENTS

The Department provided security, accreditation and protocol services at the following events:

- SAFA Tournaments
 - i. Second Division Playoffs
 - ii. SAFA Regional Women's Playoffs
- Men's Senior National Team (6 Matches, including 1 World Cup Qualifier)
 - i. vs Mozambique, 11 September 2012 – Mbombela Stadium





- ii. vs Zambia, 14 November 2012 – FNB Stadium
- iii. vs Malawi, 22 December 2012 – Moses Mabhida Stadium
- iv. vs Norway, 08 January 2013 – Cape Town Stadium
- v. vs Algeria, 12 January 2013 – Orlando Stadium
- vi. vs Central Africa Republic, 23 March 2013 – Cape Town Stadium

- Women's Senior National Team (3 Matches)
 - i. vs Zimbabwe, 13 October 2012 – Dobsonville Stadium
 - ii. vs Botswana, 10 December 2012 – Moruleng Stadium
 - iii. vs Mozambique, 09 June 2013 – KaNyamazane Stadium
- U20 Men's National Team (3 Matches, including 2 CAF Youth Championship Qualifiers)
 - i. vs Congo, 11 August 2012 – Milpark Stadium
 - ii. vs Botswana, 11 September 2012 – Mbombela Stadium
 - iii. vs Nigera, 21 September 2012 – Mbombela Stadium
- U17 Men's National Team (2 CAF Youth Championship Qualifiers)
 - i. vs Zambia, 13 October 2012 – Dobsonville Stadium
 - ii. vs Ghana, 17 November 2012 – Sinaba Stadium

7. SECURITY AT SAFA HOUSE

The Department has continued to manage the company that provides security at SAFA House and conducted continuous reviews of security at SAFA House.

8. CHALLENGES

- Budget constraints.
- Staff shortages.

9. PRIORITIES

- Assist the LOC with the delivery of protocol and security services for CHAN 2014.
- Continuous improvement of security and occupational safety at SAFA House.
- Strengthening of anti-corruption initiatives.
- Implementation of the 24 hour anti-corruption hotline.



Communications

1. OVERVIEW

- There are four members comprising the Communications Department, namely Dominic Chimhavi (HOD), Matlhomola Morake, Gary Mojela and Kholofelo Moloisane.
- The Communications Department stands to protect and promote the image of the Association, help improve communication among various stakeholders whether internally or externally.
- In times of crisis, the duty of the Communications Department is to help restore the positive image of the organisation and factually inform stakeholders by activating several of the Association's media platforms.

2. KEY ACTIVITIES

2.1 New Media Platforms

- We have activated, with resounding success, our social media platforms and to date we have recorded very positive outcomes.
- At the same time, the Association has provided the public with a platform to hear first-hand information from SAFA House on what developments are taking place. Among the regular guests are the SAFA President, the CEO and Bafana coaches but the platform is available to any official with items of national interest to share with members of the public.
- We have also used the medium to provide near-live updates for all of our competitions as well as live updates for Bafana Bafana and other national team matches.
- Live interaction with various key individuals within the Association's various properties takes place every Friday between 10h00 – 11h30.
- Combined numbers across all new media platforms – @SAFA.net, @Bafana Bafana.net and Facebook – stands at around 45 000.

2.2 Newsletter

- As part of enhancing communication, we also launched the bi-weekly internal Newsletter Bulletin for all of our stakeholders such as LFAs, Regions, Sponsors and internal staff to update them about all developments and activities of the Association.

2.3 Anti-Corruption Hotline

- A 24 hour independent Anti-Corruption Hotline +27 80 077 7228 has been





Communications

launched for members of the public to report any corrupt activity within football.

- The Communications Department produced and pushed the development through various platforms like press conferences, pamphlets and press releases as part of an awareness drive.
- The Anti-Corruption Hotline is now the official signature of all of SAFA staff's official e-mails as we maintain the awareness on a daily and regular basis.

2.4 Website

- We gave our official website a facelift by creating space for all of SAFA's properties. However, the website's Content Management System (CMS) is outdated and will be replaced in the new year.
- There has been an increase in the number of stories carried daily and various media houses have been picking most of their headlines from the website.
- We have also increased traffic to give more value to our sponsors and other critical stakeholders such as fans and to send out and drive other messages from the Association.
- The endeavour to make it more user-friendly is to make it a viable tool for repositioning the Association.

2.5 Alternative Media

- In a bid to enhance SAFA's brand, we have sought editorial space among business mediums as a way of changing traditional mindsets.
- We have created space for the CEO, President and other major role players in the Association such as coaches and Technical Directors to have a voice within business mediums.

2.6 Launch of the Under 13 and Under 15 Boys and Girls National Leagues

- In April 2013 SAFA launched the Under 13 and Under 15 Boys and Girls National Leagues. This historic innovation which is aimed at promoting the participation of boys and girls in football across the country is a critical component of the SAFA Technical Master Plan which was developed in 2011.
- The programme kicked off in many SAFA LFAs in May 2013 and the roll out will be under the supervision of several coordinators from the respective areas.
- Dignitaries attending the launch included the SAFA President, Acting Technical Director, Bafana Bafana coach Gordon Igesund and Bafana Bafana captain Itumeleng Khune.



- A lot of effort and resources were put into the Media Day which was capped by the match involving some of the youths from Soweto and the result was widespread coverage which has been ongoing ever since.
- The SAFA Development Agency is tracking the progress of the Leagues nationally.
- Results so far have shown massive interest among media, especially provincial and regional media houses.

3. MAJOR ACHIEVEMENTS

- Social media has enabled the Association to interact directly with its stakeholders from LFAs, Regions and sponsors to soccer lovers.
- With its timely effect, social media enables one to reach the target audience at an appropriate time and the feedback has been phenomenal from the public.
- The Newsletter is a platform which allows the Association to communicate its own information to stakeholders and staff. As brand ambassadors of the Association, informed staff can relay true information to the outside world.
- The website has seen a rising number of soccer lovers and media using it as a source of information.

4. Conclusion

The new media is the future of all establishments and once the new structure is implemented, we expect to grow the space as the correct and full-time people are appointed. This is the space which is going to change the face of SAFA forever.





International Affairs,

1. INTRODUCTION

The main function of this Department is to process the daily requests for international transfer certificates, attend to the registration and transfer of players, and coordinate the CAF Inter-clubs Competitions and communication between the Association and sister Federations in the FIFA family.

2. STANDING COMMITTEE

The Department supports the International Affairs Committee which is part of the Football Business Cluster of committees. The International Affairs Committee develops policies and also approves international programmes of the National Teams. The members are: Chairperson – Ms Nomsa Mahlangu, Messrs. Aubrey Baartman, Ravi Naidoo, Karl Afrikaner, Xolile Kompela, Sthembele Khala, Sandile Zungu and Ms. Anastasia Tschlas.

3. STRATEGIC OBJECTIVES

- To positively position the Association internationally through efficient administration and effective stakeholder management.
- To facilitate the international transfer and registration of players, as well as facilitate the accreditation of player's agents through FIFA's examination process.
- To optimally coordinate CAF courses and projects that are conducted in SA, including supporting all National teams and departments during international events.
- To enhance SAFA's partnership with government's international relations department.
- To enhance the Association's relations with other member associations of FIFA.

4. KEY ACTIVITIES

4.1 International Transfers and Registration of Players

- The Association's registration window periods are as follows:
 - a. January
 - b. 1 July to 02 September 2013
- There has been great improvement in the number of South African players playing their trade in Europe. One hundred and fourteen players were transferred to overseas clubs and 92 came to South Africa.



Compliance & Registration

4.2 FIFA Transfer Matching System (TMS)

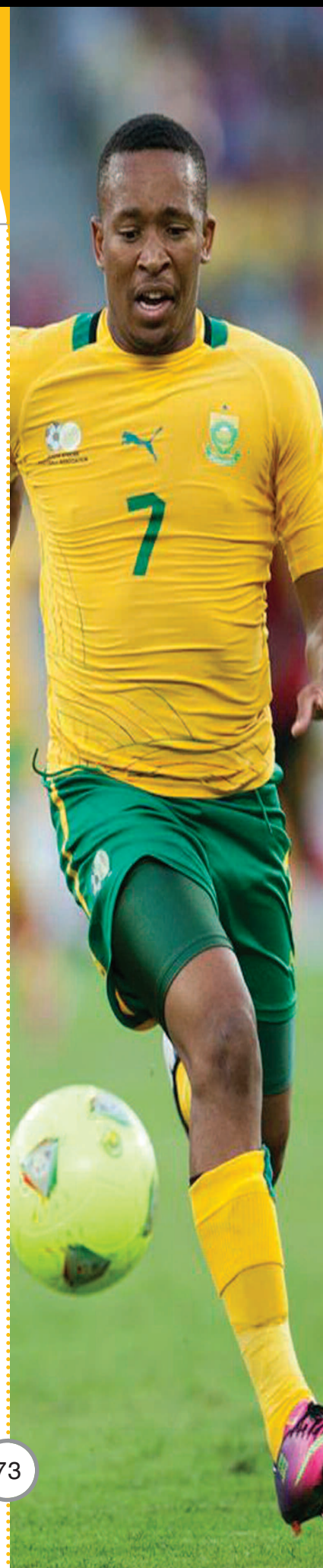
- This web-based system was introduced by FIFA in 2008 with a pilot phase and the system is now used for all international football transfers. The system has been redesigned and it is now user friendly and secure. The system will be deployed in two phases according to the different user groups, i.e. Clubs, Associations and FIFA.
- SAFA has trained and will continue to train and give more support to NSL teams on the new system. A total of 32 are fully trained and 8 clubs attended refresher courses or were newly trained (Sivutsa Stars FC, Chippa United FC, Polokwane City FC, Platinum Stars FC, Supersport United FC, Milano United FC, Bidvest Wits FC, Orlando Pirates FC).
- The Head of Department Ms Pinky Lehoko and TMS Officer Ms Zanele Twala attended and presented a report at a TMS Conference in Casablanca, Morocco from 27 – 29 May 2013. They presented as an Association that has successfully trained more clubs within CAF.

4.3 Accreditation of Players Agents

- The department has facilitated the examination of Players Agents in consultation with FIFA and also monitored the conduct and operations of the accredited Agents. The exam was held on 4 April 2013.

The following persons have been accredited:

- Mr Michael Makaab
- Mr Thamsanqa Xulu
- Mr Alexei Bondarenko
- Mr Khalied Allie
- Mr Jazzman Mahlakganne
- Mr Mike Dokunmu Fola
- Ms Karabo Mathang
- Mr Nileshe Narandas (withdrew his license)
- Mr Seabata Mohapi
- Mr Sipho Shaven
- Mr Ben Kokela
- Mr Ryan Hartsliel
- Mr Bheki Khathide
- Mr Mamoloko Sekoakoa
- Mr Elliot Nzama
- Ms Erika Bester
- Mr Taunyane Hlapolosa
- Mr Sharan Singh





International Affairs,

4.4 Accreditation of Match Agent

Mr Rasthoem Simons of Simsport International has been endorsed by the Legal Committee as a FIFA Match Agent.

4.5 FIFA/CAF Programmes

As part of the FIFA Member Association Professionalisation Programme and capacity building, we submitted applications to both FIFA and CAF for various courses to be conducted by our Association.

The FIFA Instructors Seminar took place from 18 – 22 July at Southern Sun OR Tambo Hotel in Johannesburg.

This was an interactive Seminar with instructors from the Gabarone FIFA Development Officer's Region. One of FIFA's objectives is to improve the game of football globally in the light of its unifying, educational, cultural and humanitarian values, particularly through youth and development programmes.

4.6 International Relations

- The Department had a meeting with a delegation of Brazil Government officials on 19 February 2013. This meeting, which was facilitated by the South African Ministry of Sport and Recreation, was requested by the Brazilians to share knowledge and experience in respect of the 2010 and 2014 FIFA World Cups™.
- The Association entered into a cooperation agreement with the Burkina Faso Football Federation. This agreement includes, but is not limited to, skills exchange programmes, friendly matches, development programmes and access to resources. Some of our administration staff visited Burkina Faso for a week as part of the skills exchange programme, namely Mr Lindile Kika, Ms Paulette Meizan and Mr Dominic Chimhavhi. The South African Men's Senior National Team played Burkina Faso during the Nelson Mandela Sports and Culture Day on 17 August 2013 at FNB Stadium. These are some of the benefits that we enjoy from the relationship we have with the Burkina Faso Football Federation.
- The Department is in discussions with the Zimbabwe Football Association concerning a cooperation agreement. Our good relationship with ZIFA is evident in the number of friendly matches our Women's Team plays against them, including their annual Unity Cup in December.
- The Department met with Embassy representatives of Congo Brazzaville on 2 July 2013 and discussed a possible cooperation agreement with its football federation.



Compliance & Registration

4.7 International Committees

The Association continues to enjoy a healthy relationship with FIFA, CAF and COSAFA through daily interaction with the international football bodies. The following members are serving on various international football bodies:

NAME	ORGANISATION	COMMITTEE
Mr Kirsten Nematandani	FIFA CAF	Fair Play and Social Responsibility Organising Committee for the African Cup of Nations
Dr Irvin Khoza	FIFA CAF	Club Football Interclub Competition
Chief Mwelo Nonkonyana	CAF COSAFA	Legal Affairs & Players Status Appeals & Statutes
Mr Mandla Mazibuko	CAF COSAFA	Match Commissioner Finance
Dr Danny Jordaan	FIFA CAF COSAFA	Organising Committee for the FIFA World Cup™ Marketing Marketing
Mr Alpha Mchunu	CAF	Match Commissioner
Dr Molefi Oliphant	FIFA CAF	Appeal Executive, Referees, Organising Committee for Women's Football, Emergency and Standing Committee
Ms Fran-Hilton Smith	FIFA COSAFA	Organizing Committee for the U-20 Women's World Cup Technical

4.8 CAF Inter-club Competitions

Two of our PSL clubs represented South Africa in the Orange CAF Inter-club Competition for 2013. The following teams were entered as follows:

- SuperSport FC participated in the Champions League but they were knocked out in the last 16.
- Orlando Pirates FC qualified to the group stages of the Champions league.

5. CHALLENGES

- The Government legislation on issuance of work permits for foreign players.
- The increasing number of unaccredited "players' business managers".
- Customs tax on all training and teaching material, especially the Adidas apparel from





International Affairs

CAF and FIFA.

- Difficulties regarding live broadcast of CAF Inter-club matches.
- Lack of a dedicated football/government unit dealing with government sport legislation impacting on football.

6. MAJOR ACHIEVEMENTS

- Timely registration and transfer of players internationally.
- Successful examination process of players' agents and ongoing monitoring of operations.

7. BENEFITS DELIVERED TO THE ASSOCIATION'S MEMBERS

- Training of NSL teams on the use of FIFA TMS tools, and providing support thereof.
- Facilitating international transfers for amateur players from the Regions.
- Registration of NSL teams for the CAF Inter-club competitions, convening and facilitating match coordination.
- Facilitation of Government support through our Embassies when teams are playing outside the country.
- Orientation of PSL Club officials in the rules and regulations of CAF Champions League.

8. KEY OBJECTIVES

- To create an awareness programme on the benefits of being an accredited players' agent.
- To offer player agent's exam preparation workshop as an effort to reduce the rate of failure.
- To facilitate legislation or policy to deal with unaccredited personnel masquerading as players' agents.
- To facilitate a dialogue with government departments through Sports and Recreation to deal with matters identified in the challenges above.
- To highlight the live broadcast challenges of the CAF Inter-club matches by facilitating discussions and policy generation at the Joint Liaison Committee (JLC).
- To review and facilitate the implementation of cooperation agreements with sister federations.



Legal & Compliance

1. INTRODUCTION

The Legal and Compliance Department is a support Department to various Departments within the Association with the Competitions Department being the main one. The core business of the Department is to regulate football in this country through the management and implementation of efficient, fair and transparent legal and judicial services.

2. POSITIONING STATEMENT

The positioning statement of the Department is as follows:

- To provide efficient legal support to the Association's constitutional structures (Regions, LFAs and NEC) on referral;
- To ensure the Association's compliance with various legal regulatory frameworks of the governing federation;
- To manage all aspects of the Association's Competitions judicial processes;
- To give legal support to the CEO.

3. HUMAN RESOURCES

The Department comprises of the following members:

- Nkosinathi Ngcobo, HOD (on suspension)
- Robert Morewa, Legal Advisor (on suspension)
- Tebogo Motlanthe, Legal Assistant

4. KEY STRATEGIC OBJECTIVES

The following were identified by the Department to be the key strategic imperatives for the year under review:

- To prevent costly litigation against the Association and minimise legal costs which continue to be high as indicated in previous financial reports;
- To protect the Association's brand legally in all engagements with the outside world;
- To ensure compliance on critical commercial engagements of the Association;
- To ensure that the fines imposed by the judicial panels are collected timeously and to create a no-cost judiciary.





Legal & Compliance

5. ACHIEVEMENTS

- Resolution of litigious matters internally as opposed to relying on costly external legal services.
- The Association's litigious matters have been reduced significantly.
- The competition's judicial processes finalisation period has improved although there is still need for improvement.
- The activation of provincial disciplinary panels in Limpopo, Western Cape, Northern Cape, Eastern Cape and KwaZulu Natal has assisted in dealing speedily with the competition's judicial matters.

6. CHALLENGES

- The roll-out of the provincial disciplinary committees is done in other provinces and the delay is caused by the fact that other provincial representatives did not submit names.
- Due to financial constraints, the workshop for provincial panels is still outstanding.
- Disputes amongst SAFA Members are also noticeable and to a large extent emanate from non-compliance with the constitutional provisions when it comes to disciplinary matters at regional and local levels. These have an effect on the smooth administration of football as they develop into full disputes.

A breakdown of the matters which were dealt with during the year follows.

7. COMPETITIONS JUDICIAL PROCESSES STATISTICS

•	Free State	
–	National Disciplinary Committee	14
–	National Appeals Board	4
–	Arbitrations	2
•	Gauteng	
–	National Disciplinary Committee	6
–	National Appeals Board	0
–	Arbitrations	0
•	KwaZulu Natal	
–	National Disciplinary Panel	0
–	National Appeals Board	4
–	Arbitrations	2

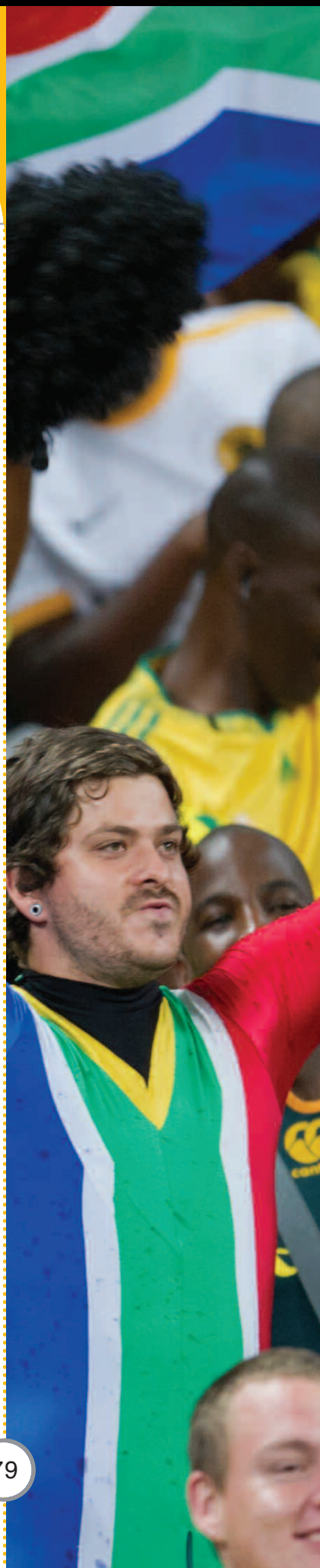


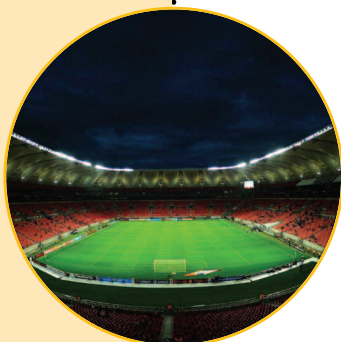
•	Mpumalanga	
–	National Disciplinary Panel	18
–	National Appeals Board	4
–	Arbitrations	1
•	Limpopo	
–	National Disciplinary Committee	0
–	National Appeals Board	4
–	Arbitrations	1
•	North West	
–	National Disciplinary Committee	16
–	National Appeals Board	3
–	Arbitrations	2
•	Northern Cape	
–	National Disciplinary Committee	0
–	National Appeals Board	2
–	Arbitrations	0
•	Western Cape	
–	National Disciplinary Committee	3
–	National Appeals Board	1
–	Arbitrations	1
•	Eastern Cape	
–	National Disciplinary Committee	0
–	National Appeals Board	0
–	Arbitrations	0
•	Dispute Resolutions Committee Referrals	6
•	National Soccer League	
–	Appeals Board Hearing	4
–	Arbitrations	3

8. LITIGIOUS MATTERS WORTH NOTING AGAINST THE ASSOCIATION AND CONSTITUENT MEMBERS

The Association was involved in a number of litigious matters with various parties. Some matters were commercial in character and some emanated from labour disputes between the Association and employees. These two areas always have a potential for both financial and reputational risks if not properly managed.

It is also worth noting that a lawsuit claim has been brought by Fli-Afrika which emanates from the cancelled contract pertaining the 2010 FIFA World Cup™.





Membership Affairs

1. POSITIONING STATEMENT

The Membership Affairs Department services the entire Membership, acting as their conduit at Head Office, by assisting in the general development and welfare of all Members.

The Department strives to promote harmonious relationships between Members and the SAFA Head Office by serving as a platform for all matters relating to the Association's Members.

2. KEY STRATEGIC OBJECTIVES

- Development of a strategy and action plan of programmes to be implemented in capacitating the SAFA Members throughout the Republic of South Africa on Administration, Finances, Commercially and Technically.
- Development of strategy and action plan for monitoring compliance on SAFA activities.
- Ensure that SAFA Members comply in accordance with the SAFA Statutes.
- Development of a strategy and action plan for stakeholders' participation in SAFA activities.
- Development of a strategy and action plan ensuring that the Associate Members are actively involved in the development of football in line with the Association's objectives.

3. STANDING COMMITTEE ON MEMBERSHIP AFFAIRS

- The following are members of the Committee: Mr Poobalan Govindasamy, Mr Truman Prince, Mr Henry Mosese, Mr Monde Montshiwa, Mr Vincent Ramphakgo, Adv Norman Arendse, Mr Zazi Radebe, Mr Abel Rakoma, Mr Zola Zibi and Ms Ntokozo Nkosi. The Committee met four (4) times during the reporting period on the following dates:

- 30 November 2012
- 09 March 2013
- 08 June 2013

4. 2010 FIFA WORLD CUP LEGACY TRUST

The following football turfs were handed over to SAFA Regions:

- on 16 November 2012 the artificial turf was handed over to SAFA Sekhukhune;
- on 17 November 2012 the artificial turf was handed over to SAFA Mopani;
- on 17 November 2012 the artificial turf was handed over to SAFA Vhembe.



5. WORKSHOPS AND STATUTES ALIGNMENT

- Having adopted the SAFA Statutes on October 2011, the Members were accordingly advised to align their Statutes, as a result thereof the following Members invited both the Membership Affairs Department and Legal and Compliance Department to assist them on this:
 - SAFA Thabo Mofutsanyana
 - SAFA uMgungundlovu
 - SAFA Joe Gqabi
 - SAFA uMkhanyakude

6. ELECTIONS

- The following Members have had their elections concluded:
 - SAFA Buffalo City
 - SAFA Bojanala
 - SAFA OR Tambo

7. FINANCIAL COMPLIANCE

7.1 Qualified statements

- The auditors would express an opinion on a transaction that could not be supported by documentation. The cause of such an opinion could either be on a received amount or on an expenditure incurred.
- The following Members have submitted their Audited Financial Statements for 2011 and have received Qualified Audit, namely: SAFA Capricorn, SAFA Cape Winelands, SAFA Cape Town, SAFA Overberg and SAFA iLembe.

7.2 Unqualified statements

- The Auditors would express an opinion that indicates that the finances of the institution are properly accounted for.
- The following Members have submitted their Audited Financial Statements and have received unqualified Audit, namely:

SAFA Waterberg, SAFA Vhembe, SAFA Mopani, SAFA Xhariep, SAFA Fezile Dabi, SAFA Lejweleputswa, SAFA Ehlanzeni, SAFA Gert Sibande, SAFA Eden, SAFA John Taolo Gaetsewe, SAFA uMgungundlovu, SAFA Zululand, SAFA Ugu, SAFA uThukela, SAFA Amajuba, SAFA Ethekweni, SAFA Sedibeng, SAFA Johannesburg, SAFA Ekurhuleni, SAFA Metsweding, SAFA Dr Kenneth Kaunda, SAFA O R Tambo, SAFA





Membership Affairs

Alfred Nzo, SAFA Chris Hani, SAFA Amathole and SAFA Joe Gqabi.

7.3 Disclaimers

- The Auditors opinion expressed would imply that no records or documentation supported the transactions.
- The contents in the preceding paragraphs were authored before 01 June 2013.

8. COMMUNICATION PROTOCOL

- It is apparent that some members do not service or resolve their matters expeditiously. Some seek relief elsewhere. This practice of not exhausting internal processes must be addressed. The Department will work harder to assist members to utilise internal processes to resolve disputes.

9. AFCON MATCHES ATTENDANCE

- Members were allocated match tickets to attend matches at the venues that hosted the AFCON 2013. It must be noted that this was not plain sailing as we experienced challenges regarding the ticket distribution.

10. REGIONAL DISPUTES

- The Dispute Resolution Committee presided over the OR Tambo Elective Congress and is yet to issue a verdict. An independent DRC will deal with matter forthwith.
- The National Executive Committee appointed a task team to ensure that the SAFA Thabo Mofutsanyana Region must be aligned accordingly and at the time of writing this report the task was not complete.



Stakeholder Relations

1. EXECUTIVE SUMMARY

- The Stakeholder Relations Department is in its second year of existence within the Association. From its inception, the Department focused on developing strategies based on the football stakeholder matrix. Another key objective was to familiarise the Department's mandate to both the internal and external stakeholders.
- The Department is now implementing its plans in areas of organisational development, training and development, coaching and mentorship, relationship building and fundraising through CSI funding.
- The reporting period focuses on training initiatives under the auspices of the Cathsseta, a Sector Education Training Authority Chamber focusing on Sport, Recreation and Fitness. The report includes a completed training project and two other proposed training programmes for which the adjudication is in July 2013 and training is expected to commence in September 2013.
- The report is also focusing on organisational development; a lot of resources have been invested in the establishment and support of organisations like the Supporters Association, the Legends Association and the Coaches Association. These organisations are at different stages of development and the Department is providing the necessary support.
- The Department has also played a role in positioning the Association in community projects like the recent "Take A Stand Campaign" Against the Abuse of Women and Children. SAFA joined the Nelson Mandela Children's Fund and other Civil Society groups in a march to highlight the abuse of women and children.
- The report details a comprehensive picture of the Department's activities and the effective management of our stakeholders.

2. CATHSSETA

2.1 RPL Sport Administration Course

- The Cathsseta-sponsored Recognition of Prior Learning (RPL) Sport Administration course for SAFA members has been completed. The training was conducted by an accredited Cape Town based service provider called Exercise Training Academy (ETA).
- We have 20 participants who have successfully completed the course and were duly declared competent in different fields of sport administration. The other 22 participants were not declared competent for a variety of reasons, the most common of which was the submission of incomplete Portfolios of Evidence.
- A number of interventions were made by ETA with limited success. It is, however, important to note that we had 14 successful candidates initially, and the number





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increased to 20 after the support interventions.

- The 20 successful candidates were rewarded with accredited certificates in sport administration. The project close-out report is finalised and the Association has an opportunity to identify other training needs for the employees and members.

2.2 Computer Skills Training

- The Association has submitted a computer skills training proposal to Cathsseta following a needs analysis with internal stakeholders. The beneficiaries of this course are the 25 players of the National Under 17 Women's team based at the High Performance Centre (HPC), as well as the coaches and legends who are 20 in total. The computer skills training course will benefit the players in their school assignments, and it will also prepare them for advanced coaching tactics that are usually conducted through high tech presentations.
- The coaches and legends have also indicated a need to acquire the computer skills considering the ever changing technological trends. The venue for the players' computer skills training is the HPC in Pretoria, and SAFA House in Johannesburg is the training venue for the coaches and legends.
- The envisaged commencement date is September 2013.

2.3 The National Lottery Board (NLB) Governance Programme

- The National Lottery Board (NLB) is experiencing challenges in terms of reporting by the beneficiaries, and as a possible intervention there is a plan to utilise unemployed graduates to assist the lotto beneficiaries with reporting, finances and project management.
- Three of the SAFA regions have benefitted from the 2013 allocation. In our meeting with the Training and Development Department of the NLB, the South African Graduates Development Association and Cathsseta, we agreed to stage a pilot project, the training of which will be guided by Cathsseta. Follow up meetings are scheduled to scope the training programme.

3. NELSON MANDELA CHILDREN'S FUND

- The Nelson Mandela Children's Fund is the official Corporate Social Investment (CSI) partner of the Association. The Association will continue to give the Fund prominent publicity in all its event promotional material.
- On 18 July 2012 the Association, together with the Local Organising Committee of AFCON 2013, partnered with the official CSI partner of SAFA for the 67 Minutes for Mandela Project. The staff and leadership of the two organisations visited the Yeoville Boys Primary School where we did minor renovations. Former professional



players also conducted coaching clinics for the soccer team of the school.

3.1 Nelson Mandela Challenge

The 18th edition of the Nelson Mandela Challenge between Bafana Bafana and the AFCON 2012 Champions Zambia took place at the Soccer City Stadium on 14 November 2012. In keeping with the continued support for the Fund, the Association donated R1 million (one million rand) from the proceeds of the match to the Fund.

3.2 Take a Stand Against Abuse of Women and Children

- The scourge of rape and the blatant abuse of women and children in our country is a worrying phenomenon. Men, and in particular youth, are the perpetrators of these heinous crimes.
- As the people tasked with leading and administering football in the country, we can't stand by and watch potential professional and national team players going astray. This is the reason that SAFA joined the Nelson Mandela Children's Fund and other civil society and religious groups in a march to highlight the abuse of women and children. The march was staged in Soweto and a pledge to join forces to combat the abuse of women and children was handed over to the Gauteng Premier Nomvula Mokonyane.
- The Association has given an undertaking to use its available platforms to constantly remind people to take a stand against the abuse of women and children. Captains will read messages before match kick-off and messages will be flighted on tv and radio promos, stadium big screens, during interviews and on LED boards. This is how the Association will take a stand with a constant message to "Stop Abusing Women and Children".

4. SOUTH AFRICAN SPORTS CONFEDERATION AND OLYMPIC COMMITTEE (SASCOC)

- Stakeholder Relations Department had progressive engagements with SASCOC which necessitated effective implementation and execution of projects. The Zone VI Games is one such project which was eventually executed by our National Team's Department with pleasing results; our national Under 17 men's team was crowned champions of the Zone VI Games (football) hosted by Zambia in December 2012.
- We also ensure the Association's full participation in the deliberations of SASCOC's National Coaching Framework and other related projects like the Capacity Development Programme.
- We have also completed the SASCOC membership forms and submitted all required



SAFA
reaching new frontiers



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documentation. The association has complied and we are members of SASCOC in good standing.

- The Association also nominated Messrs Mubarak Mohammed and Mr Gideon Sam to be elected at the SASCOC AGM.

5. SOUTH AFRICAN MASTERS AND LEGENDS FOOTBALL ASSOCIATION (SAMLFA)

- The unification of the three structures representing former professional players was successfully concluded. The unity process culminated in a very successful media launch at SAFA House on 25 September 2012.
- The media conference was addressed by representatives of the three unified structures, namely Jacob Buddah Mathate, Vusi Computer Lamola and Nkosi 'Let Them Dance' Molala, with President Kirsten Nematandani speaking on behalf of SAFA.
- The key message of SAMLFA included a pledge to support SAFA's development programmes and the Volunteer Corps programme involving schools launched by Sports Minister Fikile Mbalula. A motion to change the name from South African Masters Football Association (SAMLFA) to South African Masters and Legends Football Association (SAMLFA) was successfully tabled at the previous SAFA Congress.
- We worked closely with the SAMLFA Committee members to assemble a team of legends to play against their German counterparts. Transport, accommodation, appearance fees and other logistics of both teams were spot on. The SA legends won the very entertaining match that was played at the Peter Mokaba Stadium as a curtain raiser for Kaizer Chiefs and Supersport United. The match was also played as a tribute to the late assistant national team coach Thomas Madigage. It was televised live on Supersport and the viewership ratings were impressive. SAMLFA also honoured the legendary Nelson Teenage Dladla who was an assistant coach to Clive Barker.
- Another legends match was scheduled in Durban as part of the promotion for the 2013 AFCON. The match was played as a curtain raiser for Bafana Bafana's international friendly match against Malawi.
- This time around the organisation of the match was demanding considering that we had to assemble two legends teams, namely the South African legends and the African legends invitation. It all worked out at the end and the SA legends won 3-1 in a match that was televised by the SABC. SAMLFA also used the opportunity in Durban to honour the Legendary Cedric Sugar Ray Xulu. He was roped in as an assistant coach to Clive Barker for the second match against the Durban legends the following day; he was also honoured by the Mayor of Ethekwini and his Mayoral Committee.



- SAMLFA has embarked on roadshows that involved all nine provinces. The roadshows were in preparation for a National Congress that will be held at a date still to be announced. Aspen sponsored SAMLFA to conduct the roadshows, which included coaching clinics in the Free State and Northern Cape. The roadshows were done jointly with the South African Coaches Association (SAFCA).

6. SOUTH AFRICAN FOOTBALL SUPPORTERS ASSOCIATION (SAFSA)

- SAFA's mediation in uniting the three supporters' structures was at an advanced stage, an interim constitution was drafted and organisational processes including registration of members were finalised.
- The process was unfortunately halted due to issues relating to the name SAFSA as a registered Trade Mark.
- SAFA was threatened with litigation and the matter has since been referred to the Association's attorneys.
- While the name SAFSA is in dispute, the interim committee of the Supporters Association resolved to register the organisation under a new name, the National African Football Supporters Association (NAFSA).
- NAFSA is registered as a Non-Profit Making Organisation (NPO), and we are currently embarking on the Organisational Development Process. These processes include constitutional review, membership recruitment strategies, operational systems, processes and procedures.

7. SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION (SALGA)

- Football development programmes are anchored in the municipalities countrywide, and in line with the Association's Mission Statement, forming partnerships with government at all levels if of great importance.
- It is in this context that we engaged in talks with the South African Local Government Association (SALGA) to explore possibilities of collaboration in football development. SAFA's objective with this initiative is to ultimately sign a Memorandum of Understanding with SALGA.
- We are focusing on the following areas to form a basis for the agreement:
 - a. To regularise the use of football facilities in the municipalities for the benefit of the regions and LFAs.
 - b. To set up a municipal competitions construct that will be administered jointly by SAFA and SALGA.





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- c. To redirect resources that are used by municipalities for once-off pre-season tournaments to a mass-based National Football Development programme.

This matter is work in progress.

7. ENVIRONMENTAL POLICY

- FIFA and now recently SASCOC are urging member associations to play an active role in environmental matters (SASCOC has a survey that is in line with the SADC protocol for members to complete). SAFA has so far participated in the Earth Hour campaign following a request from FIFA.
- SAFA has also participated in the World Environmental Day celebrations by supporting SAFA Tshwane and its LFAs in cleaning the Odi Stadium. The event enjoyed good publicity on TV, radios and in print media.

8. CONCLUSION

- The Stakeholder Relations Department is reaching out to many partners of football. The Department is also making necessary interventions to unlock blockages that retard progress in football and organisational development. We encourage meaningful partnerships. Our diversity management strategy has yielded positive results in a number of projects and programmes that we work on.
- There are challenges facing the Stakeholder Relations Department, mainly because it is a new role in corporate governance that guides companies and organisations to consider stakeholders' inputs in the decision-making processes.
- It is a new corporate culture, and it is embraced mainly by organisations with a learning culture.



Facilities Management

1. INTRODUCTION

- The main function of this Department is general maintenance of all SAFA facilities, SAFA House, Hyde Park House and Raphael penthouse.
- This Department is guided by the Occupational Health and Safety Act as well as by other building occupancy Regulations.

2. KEY OBJECTIVES FOR 2012/2013

- To provide and maintain workspaces that are reasonably practical, safe and without risk to health.
- Taking steps to eliminate or mitigate any hazards or potential hazard to the safety and health of employees.
- To ensure compliance with the act and conduct regular inspections and investigations on the state of the facilities.
- To put in place a health and safety committee.

3. KEY ACTIVITIES

- A meeting with occupational health and safety practitioner. From this meeting a total of 31 compliance items that are outstanding for SAFA House, Hyde Park House and the Raphael House were identified. This list has been our guide as it covers both the compliance and operational parts of the Department.
- The structural defects and the compliance defaults have both been brought to a minimum which makes it possible for us to have the organisation fully compliant within the next 12 months.
- A meeting with the original contractors of SAFA House to gain an understanding of the building and work that was done during construction so that we have a clear understanding and can anticipate future problems.
- Partitioning of open plan offices to create more offices for the staff of the AFCON 2013 LOC.
- Space allocation for all at SAFA House.





4. MAINTENANCE

- Upgraded the air-conditioning system at SAFA House.
- Back-up generator serviced and upgraded to a level of 99% reliability.
- Fire and Smoke detection system serviced.
- Storm water pipes serviced by professionals.

5. SKILLS DEVELOPMENT

- The in-house Maintenance Technician attended a refresher electrical course and obtained a refrigeration technician certificate.

6. KEY OBJECTIVES FOR 2013/2014

- Renewal of occupational certificate.
- Train fire marshals and first aiders.
- 100 % compliance with the Occupational Health and Safety Act.



Event Management

It is common knowledge that almost all activities within the Association constitute an event and as such the Event Management Department is generally responsible for the overall logistics and delivery of these events in a manner that would be commensurate with the image that the Association wishes to project.

1. POSITIONING STATEMENT

The Department shall use its best endeavours:

- To deliver each and every event for the Association in accordance with internationally accepted best practices, and to further ensure that various events delivered will be done with relative uniformity so as to further enhance brand identity externally for the Association.
- To create an environment amongst the various stakeholders that would be conducive to the successful delivery of all events and to ensure a high level of trust, respect and cooperation.
- To deliver the various events in an effective, cost efficient manner.
- To ensure a transfer of knowledge at regional level in the presentation of local events.

2. HUMAN RESOURCES

The Department has two staff members, Mr Russell Paul (HOD) and Mr John Mthunzini, and mostly relies on contract staff for the successful execution of events.

3. STANDING COMMITTEE

The Department liaises with the Ethics, Safety & Security, Protocol and Fair Play Committee as well as the Commercial, Marketing, TV Advisory Board, Media, Strategic Studies, and International Affairs Committees.

4. KEY ACTIVITIES 2012/2013

As part of its delivery process, the Department was tasked with engaging and negotiating staging rights with the various Host Cities, primarily for Bafana matches, to ensure that the Association received adequate and appropriate funding from the proposed Host Cities to stage these matches.

Herewith below is a list of the National Team Matches staged during the 2012/13 period:

- Men's Senior National Team (6 Matches, including 1 World Cup Qualifier)
 - i. vs Mozambique, 11 September 2012 – Mbombela Stadium
 - ii. vs Zambia, 14 November 2012 – FNB Stadium
 - iii. vs Malawi, 22 December 2012 – Moses Mabhida Stadium





Event Management

- iv. vs Norway, 8 January 2013 – Cape Town Stadium
- v. vs Algeria, 12 January 2013 – Orlando Stadium
- vi. vs Central Africa Republic, 23 March 2013 – Cape Town Stadium
- Women's Senior National Team (3 Matches)
 - i. vs Zimbabwe, 13 October 2012 – Dobsonville Stadium
 - ii. vs Botswana, 10 December 2012 – Moruleng Stadium
 - iii. vs Mozambique, 9 June 2013 – KaNyamazane Stadium
- U20 Men's National Team (3 Matches, including 2 CAF Youth Championship Qualifiers)
 - i. vs Congo, 11 August 2012 – Milpark Stadium
 - ii. vs Botswana, 11 September 2012 – Mbombela Stadium
 - iii. vs Nigeria, 21 September 2012 – Mbombela Stadium
- U17 Men's National Team (2 CAF Youth Championship Qualifiers)
 - i. vs Zambia, 13 October 2012 – Dobsonville Stadium
 - ii. vs Ghana, 17 November 2012 – Sinaba Stadium

5. SERVICES FOR AFCON 2013

In addition to the normal event activities for the period under review, the Events Department also played an integral role in the planning and delivery of a successful 29th Orange Africa Cup of Nations – SOUTH AFRICA 2013. The HOD of Events served as the Tournament Director as well as the Chief of Competitions for this event. Planning in earnest started in April 2012, with the Tournament running from 18 January to 10 February 2013.

6. MAJOR ACHIEVEMENTS 2012/2013

The major achievements can be regarded as having successfully delivered all of the events (and matches in particular) in accordance with the best international/world standards. Moreover, in respect of the matches, all matches and related operations were delivered in accordance with the FIFA/CAF standards, with no complaints levelled at the Association from any Match Commissioners directly or via FIFA and or CAF.

In respect of the successful 29th Orange Africa Cup of Nations – SOUTH AFRICA 2013, and much the same as the 2010 African Women's Championships, CAF pronounced the 29th Orange Africa Cup of Nations – SOUTH AFRICA 2013 as the best ever Africa Cup of Nations ever held.



7. BENEFITS TO MEMBERSHIP 2012/2013

Notwithstanding time constraints and the different circumstances of each event, the Events Department, with the support of the Membership Department, always strives to ensure that Regions are involved in the events taking place in their Regions.

In this regard, Regions have been engaged to provide, amongst others, the following services for matches:

- Youth programme children (flag bearers and ball kids)
- Drivers
- Competitions area support
- Team Liaison Officers
- Security Coordinators

In addition to this, we have endeavoured to engage the Regions in various operational meetings held within their region, three days prior to the staging of the matches.

As a result of these type of engagements, the International CAF and FIFA Match Protocols are now better understood by more constituent groups within and outside SAFA as a result of the sharing of event running orders and their participation in match coordination meetings.

8. KEY OBJECTIVES 2013/2014

In an effort to strengthen and support the Regions in their own events management/staging, the Department has proposed to embark on a training/orientation session in each of the Provinces (bringing together the various Regions) on match staging elements.

This operation would largely assist the Association by minimising its operations at international matches as support and input could be relied upon from the respective region on match days.





IT Systems

1. KEY OBJECTIVES

The key objective of the IT Systems Department is the transformation of all manual and auto-fragmented operations within SAFA and its membership into automated platforms. This will result in seamless integrated operational work flows across all SAFA structures, through the ongoing development and rollout of SAFA's tailored intranet namely, Safaonline.

2. ACTIVITIES ACCOMPLISHED: ENHANCED SECURITY (PLAYER REGISTRATIONS & PLAYER CARDS)

2.1 Activity 1: Safaonline: Biometrics (Fingerprints Scanning) Enabled Registrations Module

Safaonline has just taken a major step in innovation and the fight against corruption by introducing the Biometrics (fingerprint-scanning) Technology from Morpho.

The renowned Morpho system is now the world leader by market share, speed, scalability and accuracy. Its proven technology complies with ISO and NIST standards and enjoys the trust of eminent users such as the United States of America Federal Bureau of Investigations (FBI), International Criminal Police Organisation (Interpol), SAPS and civil agencies around the world.

Benefits and Scope of Impact

These integrated Biometrics solutions along with other Safaonline's built-in security processes will help combat and completely eradicate age cheating and other fraudulent activities around the player registration, player movement, player monitoring and thus ensure proper management all of football entities and stakeholders.

Safaonline's Biometrics-enabled Registration Module is freely available online for use by all authorised SAFA structures countrywide including Regional offices, LFAs, Special Members (PSL), SASFA (Schools leagues) and all other associate members.

Major Departmental Achievements Through This Activity

- These advancements are therefore expected to result in the elimination of age cheating, dual registrations and all related fraudulent irregularities that marred the administration at Head Office and across all SAFA's Regional/LFA Offices.
- These measures will consequently reduce complaints and legal protests.
- Also, the required cross-validation and authentication exercise at any operational flow will no longer be confined to the often disputable signatures, but rather on finger-prints/minutiae, that can be captured locally or remotely.



- Furthermore, these advancements now provide vast possibilities for redefining registration workflows and shortening of the lengthy manual registration and other administrative processes, thus greatly improving the effectiveness of the Association.
- Having introduced these strong security features and measures around Safaonline through the use of Biometrics advancements and other processes, the dream of a secure “Centralised National Registration and Administration System” for all football activities in the country has become a reality.

2.2 Activity 2: Safaonline: Holographic Imprinted Cards Production

The IT Systems Department has secured a Universal Holographic Trademark for the Association. This holographic trademark is embossed with very high security features that cannot be copied or reproduced.

Benefits and Scope of Impact

These measures, when used in conjunction with the biometrics-enabled registration, can be applied across all cards on all SAFA approved registrations to put an abrupt end to the irregular reproduction of player cards, and hence mark an end to fraudulent registrations at both ends. The use of holographic laminated cards for other football entities will also help to ascertain the positive identity of accredited referees, accredited coaches, player agents etc. given the stringent security features on them.

The implementation of the two security measures at both ends of the registration process (i.e. biometrics-enabled registration process and the production of holographic laminated cards) will eradicate all fraudulent and related irregularities around player registrations for which monitoring processes that have thus far resulted in considerable commercial losses and consequent disruptions in the Association’s football development programmes.

2.3 Activity 3: Safaonline: National Fixtures Admin Module

The Fixtures Admin Module provides a uniform and centralised platform through which fixtures from all SAFA member associates are generated, modified and administered throughout.

Benefits and Scope of Impact

All SAFA Regional offices, LFAs and Members can now safely migrate to Safaonline’s centralised fixtures management system to conduct their day-to-day fixture administration across all their Leagues.

The central management of fixtures throughout all SAFA’s Regional and LFA offices over one uniform online tool will enforce transparency and provide traceable accountability in the administration of all SAFA-sanctioned leagues and competitions. League and competition results, logs and fixtures, across all SAFA structures, can be centrally accessed and viewed by





IT Systems

the media and general public through SAFA's official website, namely www.safa.net.

Regional Leagues: Migrated from fragmented systems to Sifaonline's Centralised Comp Admin Module

Province	Regional Office	Migrated League Name
KwaZulu Natal	Umgungundlovu	SAB & ABSA
Northern Cape	Frances Baard	SAB & ABSA
Mpumalanga	Gert Sibande	SAB
	Enhlanzeni	ABSA
	Nkangala	SAB
Gauteng	Tshwane/Metsweding	SAB & ABSA
	Sedibeng	SAB
	Johannesburg	SAB & ABSA
Eastern Cape	Nelson Mandela Bay	SAB
	Cacadu	SAB
Limpopo	Capricorn	SAB
Free State	Lejweleputswa	SAB & ABSA
	Mangaung	SAB
	Thabo Mofutsanyana	SAB
North West	Dr Kenneth Kaunda	SAB & ABSA
	Bojanala	SAB
	Dr Ruth Mopati	ABSA
	Ngaka Modiri Molema	SAB & ABSA
Western Cape	Overberg	SAB & ABSA

LFA Leagues: Migrated from fragmented systems to Sifaonline's Centralised Comp Admin Module

Province	Regional Office	LFA	Migrated League Name
North West	Ngaka Modiri Molema	Mahikeng	U13 & U15
		Tswaing	U13 & U15
Eastern Cape		Mbhashe	U15
		Mnquma	U13 & U15
Mpumalanga	Gert Sibande	Albert Luthuli	U13

2.4 Activity 4: Sifaonline FMS Module: Financial Management System

The new FMS module has been completed but the roll out has been put on hold by Ernst & Young who are now running SAFA's finances. This new version has been built with even more tightened security measures and many more system functions drawn from the Infoweb's development team, general users and finance users.



It has been seamlessly integrated with Safaonline's procurement system and therefore provides seamless operational workflow between the users, the Procurement Department and the Finance Department. To date this system is accessible only to Head Office staff.

Benefits and Scope of Impact

These enhanced seamless intra-departmental interoperability results will improve the operational efficiencies and productivity within Head Office. Therefore this will eradicate all work duplications and cut the fragmented paper based around the requisition handling process. This new system has been built in line with SAFA's approved procurement policies and therefore serves to enforce these very policies.

2.5 Activity 5: Safaonline DMS Module: Documents Management System

The DMS module provides highly secure online storage for small and voluminous documents for ease of reference, large documents exchange and for archiving purposes. DMS also facilitates documents collaboration, handles version control and facilitates online documents sharing upon appropriate allocated documents/folder permissions, on all stored documents for all SAFA structures and administrators.

Benefits and Scope of Impact

This module could be used in various profile-mode e.g. user-defined-profile, region-defined-profile, LFA-defined-profile to securely store official documents like the constitution, meeting minutes, monthly/quarterly/annual financial statements for ease of cross reference. Recently it has been used to circulate the minutes to the NEC instead of sending hard copies through to them.

Loss of documents often resulted in undesirable disruptions with very far reaching negative consequences like regional elections not being held timeously and the subsequent loss of regional grants. The DMS will therefore help eradicate document losses at SAFA Head Office and across all regional and LFA offices.

3. SAFAONLINE CHALLENGES

Safaonline has been in use by Head Office, regional and LFA offices for over seven years and throughout this time the system has produced the desired results and exceeded expectations. The Safaonline FMS Module has handled transactions that could well be over R 1-billion for the Association. Safaonline was assessed by FIFA delegates who reached the conclusion that this system has greatly enhanced the efficient and effective administration of the Association.

4. FUTURE DEVELOPMENT OF SAFAONLINE

The below modules are still outstanding or to be developed further in order to facilitate interoperability across all SAFA structures:





IT Systems

DEVELOPMENT

- Safaonline: FMS Version: 4 Rollout
- Safaonline: National Biometrics Registration Rollout
- Regional Admin Module Version: 2
- Referees Module Changes
- National Call Centre Module
- National Calendar System Version:2
- Document Management Solution
- National Biometrics Registration Rollout
- Committees Administration Module
- Safaonline: National Biometrics Registration Rollout
- Regional Admin Module Rollout and changes
- Kit Module
- National Player performance/information tracking
- Safaonline: National Biometrics Registration Rollout
- Kit Module Rollout
- Fleet Management and Rollout
- Referees Module Rollout
- HR and Leave Management Rollout (staff, contractors, officials)
- Safaonline: National Biometrics Registration Training & Rollout
- National Event Management
- National Call Centre Module (phase 2) and dept integration
- Supplier Management Version:3
- Safaonline: National Biometrics Registration Training & Rollout
- Budget Management Version: 3
- Event management Rollout
- Fingerprint expansion part
- Legal Module Development
- Coaches Module Development
- Marketing Module Development
- Committees Administration Module
- Kit Module changes
- Coaches Module Testing Training & Rollout
- Insurance Management (Medical info) Development
- National Team Module (kit integration & procurement (TRO) and payments, events module)
- IRP5s for National Team members
- Systems fine tuning and changes
- Systems fine tuning



IT Infrastructure

1. POSITIONING STATEMENT

The IT Infrastructure Department is committed to providing a world class, stable IT Infrastructure environment, that provides for the highest available uptime and availability of data and voice, as well as server, software, and application environments possible to all SAFA staff members, at all times. The Department is committed to migrating and transforming SAFA's fragmented and semi-automated operations into one stable, centrally managed infrastructure environment that is accessible from anywhere, at any time. We will strive to provide the highest level of support and problem resolution available, to all staff members, and to provide a world class IT Infrastructure working environment.

2. KEY ACTIVITIES

- Ensuring that the 2010 FIFA World Cup Legacy Trust has continued connectivity and support, as well as access to external partners. The 2010 FIFA World Cup Legacy Trust is operational on the SAFA network in SAFA House and utilises the SAFA Internet connectivity for access to internet and mail. The Trust will continue to function in this manner.
- Dedicated permanent connectivity between SAFA HQ and the 52 SAFA Regions ensuring continued secure connectivity for the Regions. The update in this regard is as follows:
 - a) Approximately 80% of the regional offices have had DSL line installations completed, however no implementation has yet been completed. The remaining sites are in "project phase" with Telkom, as currently no services are available at these sites. Telkom is investigating all possible solutions for these remaining sites. Also still to be completed is the creation of an Internet account for SAFA for use with these 52 sites, which will be centrally managed by the IT Infrastructure Department. Once created, this will be rolled out to the Regions that have had installation of lines completed, and these Regions will then be live.
 - b) Investigations for available solutions for sites without current services.
 - c) Creation of SAFA Internet account by Telkom in order to configure and rollout to installed sites.
 - d) This project is currently on hold due to Telkom's inability to complete and other solutions and providers are being investigated.
- The contract with Internet Solutions (IS) expired in March 2010. Discussions between SAFA and Internet Solutions have taken place. This "contract" will remain in effect as a month-to-month contract until terminated by either party. SAFA Commercial to engage and enter into new contract with new provider, although this relationship has soured and is very tentative, and could be terminated at any time by IS, thereby leaving SAFA without services.


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IT Infrastructure

- We engaged in discussions with Dimension DATA/Microsoft for the procurement of Microsoft Licensing to ensure that all SAFA laptops and desktop PCs are properly licensed and covered.
- Migration of all current SAFA servers (which are old and problematic) to the 2010 FIFA World Cup LOC legacy server infrastructure to ensure continued connectivity and application availability. However, the OC Legacy Infrastructure is old and failing, and it is therefore a requirement to procure a new server infrastructure to ensure continued availability and access to applications and services. The biggest challenge faced in this regard is application downtime availability.
- SLAs provided by third party suppliers to SAFA in order to ensure services rendered are maintained at high level. Many SLA contracts have been cancelled by SAFA due to non-delivery of service from suppliers. In instances where the contracts have not been renewed, the services are rendered internally, notwithstanding that this is neither efficient nor productive in the long term.
- The current SAFA House print solution is old and in need of replacement. We have engaged multiple providers, and received proposals based on SAFA's requirements. This will provide for a number of new desktop devices, high volume multifunction devices, and well as a new production device for the SAFA print room. This will alleviate much pressure and costs placed on the current environment.
- We have selected one provider from these and the proposal has been approved by the CEO, as well as Financial Platform. However, Financial Platform have now advised that the amount approved is beyond the CEO's level, and needs to be discussed at Finco or to follow tender process. This is not correct though, and is currently being discussed with Financial Platform.

3. MAJOR ACHIEVEMENTS

- Completion of migration of old to new environments, appointments of new service providers to ensure world class IT working environments, as well as termination of suppliers that were below par.
- Continued IT Infrastructure support to all SAFA staff members, including but not limited to desktop (pc/laptop), voice, mobile, Audio Visual, Conferencing, print, etc.
- Assistance with IT support, connectivity and maintenance to the AFCON 2013 LOC staff.
- Assistance with implementation of new E&Y (financial platform) connectivity and Pastel.



4. BENEFITS TO ASSOCIATE MEMBERS

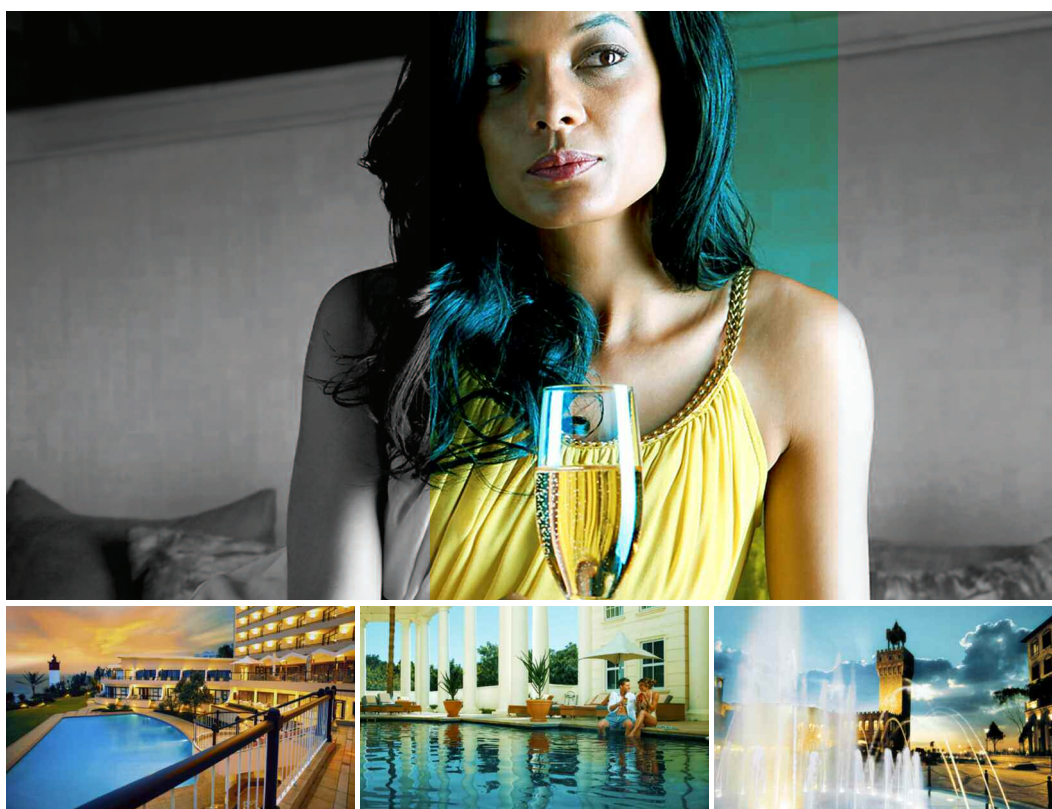
- As mentioned in previous statements, the benefits to Associate Members (including HQ and Regional staff), have been wide spread. From a new network infrastructure providing high speed, stable and secure connectivity, to a soon to be completed rolled out server/application environment which will provide high spec servers on which SAFA applications will be installed, SAFA staff will be able to work in and rely on a stable application environment.

5. CHALLENGES

- Budget constraints are the biggest challenge faced by the Department.

6. KEY OBJECTIVES

- Conclude all outstanding SAFA/Supplier SLA contracts.
- Conclude discussions between SAFA and providers for IT Infrastructure environments.
- Conclude rollout of connectivity implementation for 52 SAFA Regions (dependent on SAFA/IS contract).
- Conclude contract for and rollout of new SAFA House Print Solution.



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Competitions

1. EXECUTIVE SUMMARY

The Competitions Department as the implementation unit of the Association's contractual sponsorship deliverables carries a huge responsibility which requires competency and commitment, while it still serves the membership with diligence and paying attention to detail.

2. POSITIONING STATEMENTS

• VISION

– To be an efficient, financially viable and successful Department working harmoniously with stakeholders.

• MISSION

– To deliver successful competitions with trust and integrity to stakeholders.

• VALUES

- Observe the laws of the game.
- Commit to excellence in competitions by men and women.
- Maintain and enhance equity in all competitions, activities and programmes.
- Administer, promote, develop and deliver competitions through alliances.
- Denounce corruption, drugs, racism, violence and other dangers to the game.

3. COMPETITIONS, YOUTH AND WOMEN'S FOOTBALL COMMITTEES

- Following reconstruction by the NEC, the following people were confirmed as new members of the Competitions, Youth and Women's Football: Chairperson – Mr Sam Masitenyane, Deputy Chairperson – Mr Vincent Tseka, Mr Theodore Khupe, Mr Anthony Reeves, Mr Patrick Mabasa, Mr Jay Reddy, Mr Kwenza Ngwenya, Ms Ria Ledwaba, Mr David Zulu, Mr Paul Mathabathe and Ms Thokozani Khumalo.
- The Committee held meetings on 17 November 2012, 9 March 2013 and 8 June 2013.
- As the monitoring unit of all competitions, the Committee discharged its duties and responsibilities as outlined in the Association's Constitution with diligence during the period under review.



4. HUMAN RESOURCES

At the end of 2012/13 season the following people constituted the Department staff complement:

- Balebetse Monnakgotla: HOD: Competitions Director
- Lucy Ramaube: SASOL League Officer
- Nobesuthu Totwana: SASOL League Officer
- Michael Mofokeng: SAFA Second Division (SSD) League Officer
- Victor Matshogo: SAFA Second Division (SSD) League Officer
- Charles Dlamini: SAB & RWL Leagues & SSD League Officer

Staff Members who left SAFA employment voluntarily:

- Thuli Mokwena: Absa Women's League Officer (September 2012)
- Jabulani Ndobe: SSD League Officer (December 2012)

5. SAFA TECHNICAL MASTER PLAN'S (TMP) PILLAR OF "NATIONAL COMPETITIONS FRAMEWORK"

In line with the SAFA TMP, Competitions becomes the bedrock of development, thus acting as a training ground in the following categories:

- Various levels of Referees Training should be linked to various competitions and leagues (e.g. referees who officiate at LFA level should have Introductory, Regional Level – Intermediate and Provincial – Advance Certificates);
- Various levels of Coaches Training should be linked to various Competitions and Leagues (e.g. coaches who are coaching at Regional level should have Introductory, Provincial – Level 1);
- Theta Basic Administration & SAFA Online trained persons should be engaged as coordinators of Leagues and Competition in Regions;
- Opportunity for Talent Identification – create a pool of players from the National Teams during National Tournaments;
- Life Skills programmes during National Championship (e.g. career guidance, HIV Aids & Financial Management training).





Competitions

6. COMPETITIONS PROGRAMMES

The Competitions Department administers and manages the following competitions:

Programme	Outcome of programme
1. SAFA Second Division (SSD) League (Men)	- Promotion to National First Division (NFD) - Leveraging opportunities for Sponsors
2. SAB Regional League (SRL) (Men)	- Promotion to SSD League - Talent identification for National Teams - Leveraging opportunities for Sponsors
3. Nedbank Cup (Men)	- South African version of FA Cup - Producing the top 8 Teams joining PSL Teams for last 32
4. SASOL League (SL) (Women)	- Talent identification for Banyana Players - Leveraging opportunities for Sponsors
5. SAFA Regional Womens League (RWL)	- Promotion to SASOL League - Talent identification for National Teams

6.1 SAFA Second Division (SSD) League

Following on the decision by previous commercial partners not to renew the sponsorship of the League, the Association took over the overall funding of this competition for the 2012/2013 season. The second phase, or National Play-Offs, took place from 22 – 28 July 2013 and were hosted by SAFA Ekurhuleni in Daveyton and Tembisa. Below is the detailed outcome of the Tournament.

	Name of Teams	Province
1.	Mthatha Bucks FC	Eastern Cape
2.	Maluti FET College FC	Free State
3.	Vardos FC	Gauteng
4.	Amajuba United FC	KwaZulu Natal
5.	Baroka FC	Limpopo
6.	Mbombela United FC	Mpumalanga
7.	Young Stars FC	Northern Cape
8.	Polokwane City Rovers FC	North West
9.	Cape Town All Stars FC	Western Cape



Results

1.	Mthatha Bucks FC	- 0	4 -	Baroka FC
2.	Young Stars	- 1	4 -	Mbombela United
3.	Maluti FET College	- 2	2 -	Vardos FC
4.	Amajuba United	- 1	3 -	Polokwane City Rover
5.	Young Stars	- 1	3 -	Cape Town All Stars
6.	Mbombela United	- 1	4 -	Baroka FC
7.	Cape Town All Stars	- 0	1 -	Baroka FC
8.	Maluti FET College	- 2	0 -	Polokwane City Rovers
9.	Mbombela United	- 1	0 -	Mthatha Bucks
10.	Amajuba United	- 1	3 -	Vardos FC
11.	Vardos FC	- 3	0 -	Polokwane City Rovers
12.	Amajuba United	- 1	5 -	Maluti FET College
13.	Baroka FC	- 3	1 -	Young Stars
14.	Mthatha Bucks	- 2	3 -	Cape Town All Stars
15.	Mthatha Bucks	- 4	2 -	Young Stars FC
16.	Cape Town All Stars	- 3	1 -	Mbombela United

Logs Group A

Team	P	W	D	L	GF	GA	GD	Points
1. Baroka FC	4	4	0	0	12	2	10	12
2. CT All Stars	4	3	0	1	9	5	4	9
3. Mbombela United	4	2	0	2	7	8	- 1	6
4. Mthatha Bucks FC	4	1	0	3	6	10	- 4	3
5. Young Stars	4	0	0	4	5	14	- 9	0

Logs Group B

Team	P	W	D	L	GF	GA	GD	Points
1. Maluti FET College	3	2	1	0	9	3	6	7
2. Vardos FC	3	2	1	0	8	3	5	7
3. Polokwane City Rovers	3	1	0	2	3	6	- 3	3
4. Amajuba United FC	3	0	0	3	3	11	- 8	0

- Maluti FET College and Baroka FC were the two teams promoted to the National First Division (NFD) League for 2012/3 Season.





Competitions

6.2 SAB Regional League (SRL)

The Association renewed the partnership with the sponsor on 26 June 2013 for the next cycle of five years. Below is the detailed outcome of the season following the SAB League activities across the country for period under review.

NAME OF PROVINCE TEAMS	SAFA REGIONS	REGIONAL WINNERS	PROMOTED
1. EASTERN CAPE	ALFRED NZO AMATHOLE CACADU CHRIS HANI Nelson Mandela Bay O.R. TAMBO JOE QQABI	The Stars FC Willowvale United Jbay Milan Football Club New Nation FC Real City FC Madikizela All Stars FC Junior Chiefs FC	Jbay Milan FC Real City FC
2. FREE STATE	FEZILE DABI LEJWELETSWA MOTHEO T. MOFUTSANYANA XHARIEP	Sasol Juventus FC Real Hearts FC Central University FC Mighty Wits FC Roots United FC	Real Hearts FC Central University FC
3. GAUTENG	EKURHULENI JOHANNESBURG METSWEDING SEDIBENG TSHWANE WEST RAND	Ama BEE FC Flaminco FC Young Riders FC Real Hearts FC Jdr Stars FC Trapzon FC	Jdr Stars FC Trapzon FC
4. KWAZULU NATAL	AMAJUBA ETHEKWINI ILEMBE SISONKE UGU UMGUNGUNDLOVU UMKHANYAKUDE UMZINYATHI UTHUKELA UTHUNGULU ZULULAND	Newcastle Express FC Westville Old Boys FC Real Magic FC New Stars FC Commodores FC Pillars F.C Bafana's FC Tigers FC FC Drakensburg FC Thuthuka FC Dumbe Real Madrid FC	FC Drakensburg FC Thuthuka FC
5. LIMPOPO	CAPRICORN MOPANI SEKHUKHUNE VHEMBE WATERBERG	TBC, Judicial Disputes Winners Park FC Masokolara FC Joe Express FC Ocean Birds	TBC TBC TBC TBC TBC
6. MPUMALANGA	EHLANZENI GERT SIBANDE NKANGALA	Forek Academy FC eMzinoni All Stars FC Vezikgono FC	Forek Academy FC Vezikgono FC



7. NORTHERN CAPE	FRANCOED BAARD John Taolo Gaetsewe NAMAKWA PIXLEY-KA-SEME SIYANDA	Jacksa Spears FC Rovers FC Black Mountain FC BC Rangers FC Hungry Lions FC	Jacksa Spears FC Hungry Lions FC
8. NORTH WEST	BOJANALA Dr Ruth Segomotsi Mompati NGAKA MODIRI MOLEMO SOUTHERN (DR K KAUNDA)	Dikwena Stars FC Smau FC Sitlagole United FC United Scientist FC	Sitlagole United FC United Scientist FC
9. WESTERN CAPE	BOLAND/ CAPE WINELANDS CAPE TOWN CENTRAL KAROO EDEN OVERBERG WEST COAST	United Pirates FC Zeesha AFC Barcelona FC Oriented Birds FC Young Leaders FC Diaz Leeds FC	United Pirates FC Zeesha AFC

6.3 Nedbank Cup

The South African version of the FA Cup continues to provide upsets with the SSD League team Maluti FET College beating PSL Champions Orlando Pirates in the Last 32 stage of this competition. Below is the detailed outcome of the Nedbank Cup at SAFA Level.

No.	Prov.	SAB League Winners	SSD League Winners	Overall Prov Winner	Final Stage Elimination
1.	MP	Super Rangers FC (SAFA Gert Sibande)	Mbombela United FC	Mbombela United FC	Eliminated at the last 32
2.	EC	Swartkops Valley Utd. FC (SAFA Nelson Mandela Bay)	Tembu Royals FC	Tembu Royals FC	Eliminated at the last 16
3.	FS	Porto FC (SAFA Mangaung)	Maluti FET College FC	Maluti FET College FC	Eliminated at the last 16
4.	GP	Trapzon FC (SAFA West Rand)	Vardos FC	Vardos FC	Eliminated at the last 32
5.	KZN	Real Senzeni FC (SAFA Amajuba)	Island FC	Island FC	Eliminated at the last 32
6.	LP	Manchester FC (SAFA Capricorn)	Magesi FC	Magesi FC	Eliminated at the last 32
7.	NW	ABC FOOTBALL CLUB (Ngaka Modiri Molema)	Moretele Gunners FC	Moretele Gunners FC	Eliminated at the SAFA Mini-Play-offs
8.	WC	Royal Blues FC (SAFA Central Karoo)	Cape Town All Stars F	Cape Town All Stars FC	Eliminated at the last 32
9.	NC	Jacksa Spears FC (SAFA Frances Baard)	Kakamas Juventus FC	Jacksa Spears FC	Eliminated at the last 32



Competitions

6.4 SASOL League (SL)

- The League season got into full swing in the month of April 2013 following the teething problems associated with kick-off of the season in March 2013 as result of the switch in the season from July – June to January – December. There is notable progress in all the provinces in so far as participation is concerned. The official launch of the Sasol partnership for the next four year cycle was held on Monday 24 July 2013.
- The 2013 SASOL League National Championship is to be held in Klerksdorp from 25 November to 1 December 2013 and hosted by SAFA Dr Kenneth Kaunda, North West as part of the Women's Football Festival.

Number	Provinces	Number of Teams
1.	Eastern Cape	16
2.	Free State	11
3.	Gauteng	15
4.	KwaZulu Natal	16
5.	Limpopo	15
6.	Mpumalanga	16
7.	Northern Cape	16
8.	North West	12
9.	Western Cape	16
	Total	133

6.5 SAFA Regional Women's League (RWL)

- This is the all important feeder League to the Sasol League which kicked off in most of the SAFA Regions. However, participation is very poor due to the withdrawal of the sponsor Absa at the end of the 2011/12 season. The 2013 season is being funded by the 2010 FWC Legacy Trust.
- The annual SAFA Regional Women's League U19 Championship commenced on 9 August 2013 as part of the National Women's Day Celebrations and was hosted by SAFA Fezile Dabi Region in Kroonstad.

7. CONCLUSION

- The Competitions Committee and Department achieved their mandate and were able to live-up to the challenges and successfully managed to deliver on the SAFA's contractual sponsors' deliverables.



Football Development

1. EXECUTIVE SUMMARY

- The Football Development Department comprises of three core components, namely, Youth Affairs, Futsal and Beach Soccer. Initially, there were three Committees that were responsible for the development of policies on the development of youth football, Futsal and Beach Soccer.
- The Competitions, Youth and Women's Football Cluster Members are: Chairperson - Mr Sam Masitenyane, Deputy Chairperson – Mr Vincent Tseka, Mr Theodore Khupe, Mr Anthony Reeves, Mr Patrick Mabasa, Mr Jay Reddy, Mr Kwenza Ngwenya, Ms Ria Ledwaba, Mr Paul Mathabathe and Ms Thokozani Khumalo.

2. POSITIONING STATEMENT

- To ensure that Beach Soccer and Futsal are developed in the 52 SAFA Regions through the establishment of Regional Leagues;
- To empower administrators, Futsal and Beach Soccer referees and coaches through Refereeing and Coaching Courses;
- To ensure that youth play football through the establishment of youth leagues;
- To ensure that children between 6 – 12 years are introduced to football through grassroots programme;
- To enhance the knowledge of youth through Life Skills programmes;
- To assist needy and disadvantaged children by providing social responsibility programmes.

3. KEY ACTIVITIES

3.1 Grassroots Programme and Youth Development

- Two (2) Youth Development programmes were held in Mabopane and Soweto in August 2012 and November 2012 respectively, focusing on Life Skills and basic coaching clinics which were conducted by GIZ, an organisation linked with the German Football Association. The purpose of the programme was to empower coaches on training in Life Skills around HIV prevention, violence prevention, environment awareness, etc.
- The SAB also launched a Future Stars Project with the primary objective being to identify talent and expose it to Premier League Clubs coupled with assessing the strength of the SAB league. Provincial scouts were identified to conduct talent searches in the different provinces.





Football Development

- An application was also made to the Legacy Trust Fund to fund the envisaged U13 and U15 National Leagues. The application was approved in February 2013 and the Leagues were launched on 29 April 2013 with the kick-off being the weekend of 11 and 12 May 2013.
- The application for the SAFA U13 and U15 Boys and Girls National League.
- The said Leagues are administered by LFA Administrators who have been supplied with working tools such as laptops, cellular phones, 3Gs, scanners and card printers.
- The SAFA U13 and U15 Boys and Girls National League was launched at Nike Centre in Soweto where two (2) primary schools from the Pimville/Klipspruit area provided two teams each, one U13 girls team and one U15 boys team, to play against each other as part of the launch.
- Both schools were provided with new soccer kits for the four (4) teams that participated in the launch. Amongst the role models that graced the occasion was the number one goalkeeper of Bafana Bafana and Kaizer Chiefs Football Club, Mr Itumeleng Khune.
- As a result of the interest generated by members of the public, the initial plan was to cater for 311 Local Football Associations but the Association ended up with 341 Local Football Associations participating in the different age groups.
- For the first time in the history of the Association, we will have 52 SAFA Regions hosting the Inter-Local Football Associations Championships during the month of October 2013 at the fifty-two (52) different venues across the country for the following age groups:
 - a. U13 Boys;
 - b. U13 Girls;
 - c. U15 Boys;
 - d. U15 Girls.
- The Inter-LFAs Championships will culminate with each province hosting the Provincial Championships during the month of November 2013.
- The Life Skills programme will be implemented by loveLife in partnership with the Association at the ABSA Championship around September 2013 in Kimberly. The process of renewing the partnership for the 2013 season has started as approved by the Cluster Committee and NEC.
- Several workshops on the drafting of the LTDP (Long Term Development Participation) document by SASCOC in consultation with Federations were held by SASCOC and the launch was in November 2012.
- For 2012/2013 season, only three (3) Cluster Committee Meetings were held on the



following dates:

- 30 October 2012
- 09 March 2013
- 08 June 2013

3.2 Futsal

- The Second Basic Course on Futsal Coaching and Refereeing initially scheduled for August 2012 did not take place due to lack of funding. However, some of the participants that attended the first course in Johannesburg from 22 – 25 March 2012 reported on activities taking place in their respective regions. In Soweto, a Futsal league has been established and is played on Thursdays every week.
- An application was made to the Legacy Trust Fund in September 2012 to fund the Futsal Championship to be held around June 2013 either in Pietermaritzburg or Durban.
- The application was approved and the 2013 Futsal Inter-Provincial Championship has been scheduled to take place in Limpopo from 15 – 19 October 2013.
- The above-mentioned championship will be used to select players for the Futsal National Team in preparation for the 2014 Futsal World Cup Qualifiers.
- Several meetings have been held with potential sponsors to fund the Futsal leagues and many corporates have shown interest in sponsoring futsal.
- Three (3) Cluster Committee Meetings were held on the following dates:
 - 30 October 2012
 - 09 March 2013
 - 08 June 2013

3.3 Beach Soccer

- The Second Basic Beach Soccer Coaching and Refereeing Course initially scheduled for September 2012 in Durban was not conducted due to lack of funding. However, several participants from Ethekeweni sourced a sponsor and held a mini-Beach Soccer Tournament for their youth.
- An application was made to the Legacy Trust Fund to fund the Beach Soccer Inter-Provincial Tournament to be held around March/April 2013 in George, Western Cape.
- The application was approved in February 2013 and the Beach Soccer Inter-Provincial Championship has been scheduled from 19 – 22 September 2013 in Mossel Bay, Western Cape.





Football Development

- The above-mentioned Championship will be used to select players for the Beach Soccer National Team in preparation for the 2015 Beach Soccer World Cup qualifiers.
- Negotiations are still on-going with potential sponsors who are interested in funding a Beach Soccer League.
- Three (3) Cluster Committee Meeting was held on the following dates;
 - 30 October 2012
 - 09 March 2013
 - 08 June 2013

4. CHALLENGES

- Lack of sponsors to establish regional leagues of Futsal and Beach Soccer for the sport to grow.
- Lack of equipment for the grassroots programme delays the implementation of the programme at the regions.
- Lack of facilities such as beach soccer turfs and Futsal courts/fields affects the development of Futsal and Beach Soccer.
- Lack of human personnel in the field of beach soccer and Futsal has a negative impact on its development.

5. MAJOR ACHIEVEMENTS

- The approval to renew the partnership between loveLife and the Association to collaborate in the implementation of the Life Skills programme.
- The appointment of the part-time Head Coaches for Futsal National Team and Beach Soccer National Team.
- The establishment of the Provincial Grassroots structures in certain provinces to facilitate the process of developing Provincial Grassroots Programmes.



6. BENEFITS TO THE ASSOCIATION'S MEMBERS
(REGIONAL, ASSOCIATE AND SPECIAL)

- SAFA Regions, especially from coastal provinces, have benefited from both the Basic and FIFA Advanced Beach Soccer Coaching and Refereeing Course conducted in February 2012 since most of the participants were from coastal provinces.
- The partnership between loveLife and the Association has benefited Regions, Associates and Special Members since they can all receive assistance in areas of Life Skills without paying.
- The Basic and FIFA Advanced Futsal Coaching and Refereeing Courses which were conducted have benefited the SAFA Regions because there are now three qualified coaches and three qualified referees in each province which the regions can rely on for development of Beach Soccer and Futsal.
- The appointment of Thabani Zondo, a Beach Soccer Referee from KwaZulu Natal, as one of the referees for the Beach Soccer Brics Tournament in Richards Bay, KwaZulu Natal.

7. KEY OBJECTIVES

- To kick start the U17 Boys and Girls National Leagues to cater for the current U13 and U15 boys and girls campaigning in our U13 and U15 National Leagues.
- To establish the regional leagues of Futsal and Beach Soccer which will culminate in Inter-Provincial Tournaments held to select players for the National Teams.
- To provide four (4) courses for Futsal and Beach Soccer Coaching and Refereeing, especially to regions that did not have participants in the previous courses conducted.
- To implement the grassroots programmes in regions which did not host any of the programmes conducted previously.
- To continue to implement Life Skills Programmes in collaboration with loveLife at all our youth tournaments.





National Teams

1. EXECUTIVE SUMMARY

- The National Teams Department comprises of nine National Teams, namely: Senior Men's Team (Bafana Bafana), Under 23 (Olympic Team), Under 20 Men, Under 17 Men, Senior Women's Team (Banyana Banyana), Under 20 Women, Under 17 Women, Futsal National Team and Beach Football National Team.
- These nine National teams are being managed by five staff members, namely Mr Barney Kujane, Ms Lydia Monyepao, Mr Levy Ramajoe, Ms Dintle Dube and Mr Abraham Ndawonde. Some of the staff members have to manage two teams.

2. KEY STRATEGIC OBJECTIVES

- To draw up individual National Team calendars.
- To ensure that there is a budget based on approved calendars.
- To facilitate call up letters of players both abroad and local.
- To develop a good working relationship with all major stakeholders.
- To ensure that we have the necessary support staff when in camp.

3. CHALLENGES

- Lack of sponsors for all National Teams.
- Lack of matches for most of the teams, more especially junior teams.
- Understaffing with team managers having to manage more than one team.
- Some teams do not have full time coaches.

4. NATIONAL TEAMS' ACTIVITIES

• Men's Senior National Team (Bafana Bafana)

07/09/2012	Brazil	0 – 1 (Loss)	Friendly
15/09/2012	Mozambique	2 – 0 (Win)	Friendly
12/10/2012	Poland	0 – 1 (Loss)	Friendly
16/10/2012	Kenya	2 – 1 (Win)	Friendly
14/11/2012	Zambia	0 – 1 (Loss)	Nelson Mandela Challenge
22/12/2012	Malawi	3 – 1 (Win)	Friendly
08/01/2013	Norway	0 – 1 (Loss)	Friendly
12/01/2013	Algeria	0 – 0	Friendly
19/01/2013	Cape Verde	0 – 0	AFCON



23/01/2013	Angola	2 – 0 (Win)	AFCON
27/01/2013	Morocco	2 – 2	AFCON
02/02/2013	Mali	1 – 1 (lost 3-1p)	AFCON Quarterfinals
23/03/2013	Central African Republic	2 – 0 (Win)	World Cup Qualifiers
02/06/2013	Lesotho	2 – 0 (Win)	Friendly
08/06/2013	Central African Republic	3 – 0 (Win)	World Cup Qualifiers
16/06/2013	Ethiopia	1 – 2 (Loss)	World Cup Qualifiers

- Under 23 Men's National Team**

The Under 23 Men's team last played on 1 December 2011 against Egypt during an 8 Nations tournament in Morocco.

- Under 20 Men's National Team (Amajita)**

28/07/2012	Congo Brazzaville	1 – 2 (Loss)	AYC Qualifiers
11/08/2012	Congo Brazzaville	1 – 0 (Win)	AYC Qualifiers
08/09/2012	Botswana	4 – 0 (Win)	Friendly
11/09/2012	Botswana	4 – 0 (Win)	Friendly
21/09/2012	Nigeria	1 – 1	AYC Qualifiers
07/10/2012	Nigeria	1 – 3 (Loss)	AYC Qualifiers

- Under 17 Men's National Team (Amajimbos)**

13/10/2012	Zambia	1 – 1	AYC Qualifiers
28/10/2012	Zambia	1 – 0 (Win)	AYC Qualifiers
17/11/2012	Ghana	2 – 3 (Loss)	AYC Qualifiers
01/12/2012	Ghana	3 – 1 (Loss)	AYC Qualifiers
07/12/2012	Malawi	4 – 0 (Win)	Zone VI
08/12/2012	Botswana	3 – 2 (Win)	Zone VI
10/12/2012	Zambia	0 – 0	Zone VI
12/12/2012	Seychelles	4 – 1 (Win)	Zone VI
14/12/2012	Angola	3 – 0 (Win)	Semi Finals Zone VI
16/12/2012	Zambia	2 – 1 (Win)	Zone VI Final

- Women's Senior National Team (Banyana Banyana)**

25/07/2012	Sweden	1 – 4 (Loss)	2012 Olympics
28/07/2012	Canada	0 – 3 (Loss)	2012 Olympics
31/07/2012	Japan	0 – 0	2012 Olympics
13/10/2012	Zimbabwe	1 – 0 (Win)	Friendly
16/10/2012	Zimbabwe	1 – 1	Friendly
22/10/2012	Cameroon	1 – 1	Friendly
28/10/2012	Equatorial Guinea	0 – 1 (Loss)	AWC
31/10/2012	Senegal	1 – 0 (Win)	AWC
03/11/2012	DR Congo	4 – 1 (Win)	AWC
07/11/2012	Nigeria	1 – 0 (Win)	AWC Semifinals





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National Teams

11/11/2012	Equatorial Guinea	0 – 4 (Loss)	AWC Final
10/12/2012	Botswana	3 – 0 (Win)	Friendly
06/03/2013	South Korea	0 – 3 (Loss)	Cyprus Cup
08/03/2013	Republic of Ireland	0 – 1 (Loss)	Cyprus Cup
11/03/2013	Northern Ireland	2 – 1 (Win)	Cyprus Cup
13/03/2013	Northern Ireland	1 – 1 (won 5-4p)	11th/12th Play-offs
09/06/2013	Mozambique	5 – 0 (Win)	Friendly
15/06/2013	Zimbabwe	1 – 1	Friendly

- Under 20 Women's National Team (Basetsana)**

07/12/2012	Zambia	1 – 0 (Win)	Zone VI
09/12/2012	Namibia	0 – 0	Zone VI
11/12/2012	Zimbabwe	5 – 0 (Win)	Zone VI
12/12/2012	Zambia	0 – 2 (Loss)	Zone VI Semifinals
14/12/2012	Namibia	2 – 0 (Win)	Zone VI 3rd/4th Play-offs

- Under 17 Women's National Team (Bantwana)**

Bantwana played their last match on 14 April 2012 against Ghana during the World Cup Qualifiers.

- Futsal National Team**

The Futsal National Team played its last match against Libya on 23 June 2012 which was a World Cup Qualifier.

- Beach Football National Team**

The Beach Football National Team last played on 18 December 2011 during the COPA Tournament against England in Nigeria.

5. MAJOR ACHIEVEMENTS

- The Under 17 Men's National Team winning the Gold Medal at the Zone VI Games in 2012.
- Banyana Banyana reaching the finals of the African Women's Championships in 2012.





Football Division

1. EXECUTIVE SUMMARY

The Technical Department works as a cluster, also encompassing Medical, Academies, Refereeing and Coaching.

2. STANDING COMMITTEE

- The Technical Committee comprises Mr Lucas Nhlapo as the Chairperson with the members being Messrs Elvis Shishana (Deputy), Farouk Khan, Thabo Mashiloane, Lutfeyah Abrams, Mziwanele Wopa, Abel Rakoma and Simon Gaboutlwelwe. The Committee met on three (3) occasions.
- A Technical sub-committee was formed to deal with Technical matters comprising of Mr Farouk Khan (Chairperson), Neil Tovey, Ephraim Mashaba and Clive Barker. This committee met on two (2) occasions and dealt with reports from National Teams amongst other matters.

3. KEY PROGRAMMES

- To identify talent and create a talent pipeline to develop elite athletes as agreed in the Technical Master Plan.
- To develop a National Football Philosophy.
- To have a National Competitions framework.
- To oversee the development of coaches, administrators and referees.
- To oversee the activities of the National Teams and give Technical input and advice.
- To oversee the Amisco analysis of the National Teams and implement the recommendations using the most updated technology to assist our National Teams.
- To implement the latest trends in sports science.
- To oversee the activities of the national coaches when they are not in camp.
- To oversee the implementation of grassroots programmes in the country in conjunction with the Development Agency.
- To oversee the two National Academies and data base all academies in the country and grade them.
- To lift Bafana into the top 5 in Africa and the top 20 in the world.



4. KEY ACTIVITIES

- Ms Fran Hilton-Smith was appointed as the Acting Technical Director. One of her mandates was to deal with the Development Agency and ensure the implementation of the Technical Master Plan.
- The Technical Master Plan implementation is under way with the launch of the U13 and U15 Leagues taking place in May and the plans for training more coaches are under way.
- A FIFA Grassroots course was held as well as a FIFA Goalkeeper course and this will go a long way in assisting us with the implementation of the Technical Master Plan.

5. ACADEMIES

- The two national academies are still functioning. The High Performance Centre in Pretoria is still functioning at a high level with 25 players based there on a full time basis. The bulk of the players are members of the three national teams.
- The School of Excellence needs serious consideration as players are generally not making their way into the National Teams. It was approved that the Chairperson of the Technical Committee and the Head of Academies should sit in on the School of Excellence Board meetings. It is mooted that the school should be moved to a more suitable venue and restructured.
- In conjunction with the SAFA Development Agency, a survey is being conducted of all academies in the country and they will then be graded from bronze, to silver and gold. To date 54 academies have registered.

6. MEDICAL

- The Head of Medical is still not appointed and this is a problem in establishing a functioning structure. Urgent attention is being paid to this.
- The main aim of Medical is to raise awareness about the negative impact of doping amongst all players throughout the country.

7. COACH EDUCATION

7.1 Key Programmes of Coach Education

- To ensure that we produce 15,000 coaches this year in accordance with the Technical Master Plan.
- To ensure that we produce more Coach Educators to carry out the coaching of coaches.





Football Division

- To conduct more Level 2 and 3 Courses.
- To align our programmes with CAF.

7.2 Coach Development

The vision of the Technical Master Plan is to coach approximately 15,000 coaches this year. A survey has been conducted to establish the regional coaches in the 52 Regions so that these coaches can be used as scouts as well as to be incorporated into Coach Education.

- The Department is responsible for the empowering of coaches in the country.
- The Department is aiming to conduct 1 Level 2 Coaching Course (CAF A License), 2 Level 1 Coaching Courses, 1 Youth Coaching Course and 1 Instructor's Course between January and December 2013.
- The Department of Coaching Education is about to reorganise itself in order to prepare the SAFA Coaching Education System. CAF has started to licence all coaches in Africa with the CAF C-Licence. The CAF B-, A- and Pro-Licences will follow consequently.
- The Department is part of a cluster comprising Technical, Referees and Medical.

8. HUMAN RESOURCES

The Department of Coaching Education was headed by Mr Michael Nees based on a co-operation agreement between SAFA, the German FA (in cooperation with the German Olympic Sports Federation DOSB) and the South African and the German Governments. In August 2012 his contract expired and Ms Christina Phafane is now on her own in the Department.

9. PROJECTS & COURSES

- Most of the courses were organised with the financial assistance of the host Municipalities, the Department of Education (DoE), Sports and Recreation South Africa (SRSA) and the SAFA Regions.
- The Department engaged the following South African part-time instructors to assist in conducting the different courses: Urban de Kock, Desmond Lewis, Daphne Mofya, Steve Coetsee, Thabo Dladla, Frans Mogashoa, Katz Naidoo, Edwin Johannes, Elvis Mhlongo, Tracy Pepper, Ishmael Mfazwe, Miriam Tshabalala, Molefi Ntseki, Newton Madondo, Phera Ratlhankana, Raymond Mdaka, Stephen Mhlabane, Themba Ngwenya, Abbobaker Boebie Williams, Dylan Dean, Willem Klink, Martin Mojaki, Amilcar De Oliveira, Maxwell Ndlovu, Duncan Crowie, Nkoko Malefane, Abel Makhubele and Martin Munnick.



- The SAFA Coaching Education Department would like to thank all the instructors who made themselves available for courses throughout the country and would like to thank all supporting institutions and organisations for their assistance in the development of coaching education in South Africa.

- See Point 13. for list of courses conducted.

10. REFEREES

- The continuous training and development of referees continues to be key priority of the Department as referees are the backbone of successful football match-day operations.

11. MAJOR ACHIEVEMENTS

- The Technical Master Plan is underway with the launch of the U13 and U15 Boys and Girls National Leagues across the LFAs in May 2013. The Leagues are funded by the 2010 FIFA World Cup Legacy Trust.
- Data basing of all academies in the country.
- Data basing of all regional coaches.
- Banyana qualifying for Olympics 2012.
- Men's U17 team winning gold at the Zone VI Games in Zambia December 2012.

12. CHALLENGES

- Lack of sponsorship or funding to implement more grassroots programmes.
- Lack of funding for coaching courses.



13. COACHING COURSES CONDUCTED FROM JULY 2012 - JUNE 2013

	REGIONS/INSTUTIONS	PROVINCE	NAME OF COURSE
1	Rand Central LFA	Gauteng	Level 1 (Phase 2)
2	SAFA Capricorn /University of Limpopo	Limpopo	Introductory (Phase 2)
3	SAFA Buffalo City	Eastern Cape	Introductory (Phase 1)
4	SAFA Lejweleputswa	Free State	Introductory (Phase 1)
5	SAFA Uthungulu	KwaZulu Natal	Introductory (Phase 1)
6	SAFA Tshwane (Tusks)	Gauteng	Level 1 (Phase 1)
7	SAFA Buffalo City	Eastern Cape	Introductory (Phase 2)
8	SAFA Cape Town	Western Cape	Introductory (Phase 1)
9	SAFA Lejweleputswa	Free State	Introductory (Phase 2)
10	Rand Central LFA	Gauteng	Level 1 (Phase 2)
11	Rand Central LFA	Gauteng	CAF B License
12	SAFA Thabo Mofutsanyana	Free State	Introductory (Phase 2)
13	SAFA Ethekwini	KwaZulu Natal	Introductory (Phase 1 & 2)
14	SAFA Mopani	Limpopo	Introductory (Phase 1)
15	SAFA Siyanda/SASFA	Northern Cape	Introductory (Phase 1)
16	SAFA Umzinyathi	KwaZulu Natal	Introductory (Phase 1)
17	SAFA Cape Town	Western Cape	Introductory (Phase 2)
18	SAFA Ethekwini	KwaZulu Natal	Introductory (Phase 1)
19	SAFA Tshwane (Tusks)	Gauteng	Level 1 (Phase 2)
20	SAFA Umzinyathi	KwaZulu Natal	Introductory (Phase 1)
21	SAFA Ethekwini	KwaZulu Natal	Level 1 (Phase 1)
22	SAFA Sekhukhune	Limpopo	Introductory (Phase 2)
23	SAFA Mopani	Limpopo	Introductory (Phase 2)
24	SAFA Ethekwini	KwaZulu Natal	Introductory Phase 2
25	SAFA Uthungulu	KwaZulu Natal	Introductory Phase 2
26	SAFA Tshwane/Tuks	Gauteng	CAF B License-Level 1 Phase 2
27	SAFA Umzinyathi	KwaZulu Natal	Introductory Phase 2
28	DSR & SAFA Umngungudlovu	KwaZulu Natal	Introductory Phase 1
29	SAFA Ethekwini	KwaZulu Natal	Level 1 Phase 2
30	SAFA Ethekwini	KwaZulu Natal	CAF B License
31	SAFA West Rand & Tsogo Sun	North West	Introductory Phase 1
32	SAFA Mopani & Academy of Sport	Limpopo	Introductory Phase 1
33	SAFA Alfred Nzo & DSC	Eastern Cape	Introductory Phase 1 (cancelled)
34	SAFA Ekurhuleni	Gauteng	Introductory Phase 1
35	SAFA West Rand & Tsogo Sun	North West	Introductory Phase 2 (cont)
36	SAFA Umngungudlovu	KwaZulu Natal	Introductory Phase 1
37	SAFA Nelson Mandela Bay	Eastern Cape	Introductory Phase 1
38	SAFA Ekurhuleni	Gauteng	Introductory Phase 2 (cont)
39	DSR & SAFA Umngungudlovu	KwaZulu Natal	Introductory Phase 2 (cont)
40	SAFA Sekhukhune	Limpopo	Introductory Phase 2 (cont)
41	SAFA Nelson Mandela Bay	Eastern Cape	Introductory Phase 1
42	SAFA Cape Town	Western Cape	Introductory Phase 1
43	SAFA Johannesburg	Gauteng	Introductory Phase 1
44	SAFA Frances Baard - Kimberley	Northern Cape	Introductory Phase 1
45	SAFA Xhariep	Free State	Introductory Phase 1
46	SAFA Umngungudlovu	KwaZulu Natal	Introductory Phase 2
47	University of North West/SAFA West Rand	North West	Introductory Phase 1 & 2

TOTAL

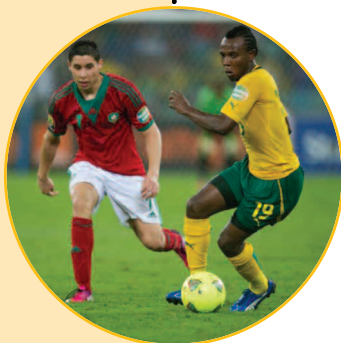
Retake Exam previous Level 2 courses
Retake Exam previous Level 1 courses

Level 2
Level 1

GRAND TOTAL

DATES CONDUCTED	SUCCESSFUL	UNSUCCESSFUL	DROP OUT
6 - 15 July	19	12	
1 - 5 August	9	18	
2 - 5 August	-	-	
9 - 12 August	-	-	
30, 31 August, 1 & 2 September	-	-	
7 - 16 September	-	-	
13 -16 September	25	2	
22, 23, 29 & 30 September	-		
20 - 23 September	22		
21 - 30 September	9	16	3
25 - 30 September	22		
29 September - 2 October	19		
1 - 8 October	26		
2 - 5 October	-		
2 -5 October	-		
18 - 21 October	-		
20, 21, 27 & 28 October	24	4	
22 - 25 November	-	-	
23 November - 2 December	19	12	
29 November - 2 December	-	-	
1 - 10 December	-	-	
6 - 9 December	21	3	
11 - 14 December	23	1	10
10 - 13 January	30	2	5
31 January - 3 February	13	6	10
6 - 8 February	Pending		
15 - 17 March	15	3	8
15 - 18 March	-	-	
16 - 25 March	24	16	
21 - 25 March	27		
21 - 24 March	-	-	
21 - 24 March	-	-	
22 - 25 March	-	-	
23, 24 March, 6 & & April	-	-	
5 - 8 April	19	3	
6 & 7 April, 4 & 5 May	-	-	
13,14, 20 & 21 April	-	-	
18, 19, 25 & 26 May	45	-	
23 - 26 May (cancelled)	-		
23 - 26 May	11	2	1
25, 26 May, 1 - 2 June	-		
30 May - 2 June	-	-	
8, 9, 15 & 16 June	-		
13 - 16 June	-	-	
14 - 17 June	-	-	
15, 16, 22 & 23 June	22	2	
21 - 28 June	20		
	464	102	37
	6		
	37		
	507		





Referees

1. INTRODUCTION

Whilst it is the primary objective of the Referees Department to increase the training and development of referees countrywide, in co-operation with our provincial and regional structures, the Department was unable to fulfill that mandate due to the lack of resources.

2. INTERNATIONAL APPOINTMENTS AND DEPLOYMENTS

The Association was invited to three international courses, namely;

2.1 The FIFA Short-listing Course for the 2014 FIFA World Cup™

- This course was held in Zurich and two of our senior members, Messrs Daniel Bennett and Zakhele Siwela, were invited to attend the course. This course is designed to assess fitness, product knowledge and medical condition. The SAFA Referees acquitted themselves extremely well on the course and both passed the assessment. It is expected that both will be invited to the second level of assessment due in 2013.

2.2 The CAF Elite Referees Course for the AFCON 2013

- This course was held in Egypt and Daniel Bennett and Zakhele Siwela were invited to complete the course, and as with the FIFA Course, it included the assessment of fitness, product knowledge and the medical condition of the nominated referees. In this instance, both Bennett and Siwela passed the assessment with flying colours and were included in the team of referees that officiated at the 2013 AFCON.

2.3 The FIFA Elite Female Referees and Assistant Referees Course

- This course was held in Cameroun where our top female referees were invited to attend. Ms Nomvula Masilela and Ms Assistance Tsokela completed the course and did well in all aspects. They excelled at a fitness and product knowledge level and as a consequence of same, have been included on the CAF Elite Female Referees List.

3. THE CAF AFCON 2013

- Both Daniel Bennett and Zakhele Siwela successfully completed the first phase of the tournament and were included in the complement of referees for the second or knock out phase. Unfortunately, Daniel Bennett had a poor match in the quarterfinal stage and did not receive any further appointments in the tournament.

4. FIFA WORLD CUP 2014 CAF REFEREES ASSESSMENT PHASE

- After having successfully completed the first phase of the FIFA Assessment, both Daniel Bennett and Zakhele Siwela have been invited to complete the last assessment



phase to be held in Morocco. This is the most important phase in that the CAF candidates to be included in the FIFA 2014 World Cup Referees Team will be selected.

5. FIFA INTERNATIONAL PANEL OF REFEREES

- The FIFA 2013 International Panel of Referees and Assistant Referees has been promulgated where it indicates that the SAFA Contingent has increased by the addition of two referees (one male and one female), and two assistant referees, boosting the total from 14 to 17 international referees.
- Ms Beverley Nemaghovani passed the test and was nominated to complement our female assistant referees. Her nomination has been accepted and SAFA now has a full complement of female referees, which essentially means that they can now receive international appointments as a team.
- Ms Sebatso Malope is expected to qualify for nomination in 2015 while Ms Noleen Daniels will qualify for all products of Project Equity.

6. ANTI-CORRUPTION INITIATIVES

- The Department is working closely with the Security, Legal and Competitions Departments to identify and mitigate any risks to the integrity of matches and the results thereof.

7. KEY OBJECTIVES

- One of the main objectives of the Department in the absence of funding is to partner with organisations such as LoveLife and the University of the North West in the conducting of referees courses. To this extent, courses were planned for the month of March using local instructors.
- The ongoing training and development of females (Project Equity) and the further extension of the project.
- The resurrection of referee instructors (Project Phoenix) and the graduation of those referee instructors trained in 2011.
- The institution of a Youth Development Structure (Project Hector) and the successful completion of the project.
- An all-encompassing strategy to bring all referees back into the SAFA Family (Project Inclusivity) through continued efforts to raise the standard of referees at all SAFA Levels.
- To further increase the fitness levels of SAFA referees at all levels of operation.





Referees

8. REFEREES FITNESS TEST

Fitness tests were conducted in all the provinces except Northern Cape in the month of May 2013. Below is the chart that illustrates the results of fitness test. Provinces are not working very hard in promoting women referees.

PROVINCE	NO.OF REFEREES TESTED	NO. OF REFEREES THAT FAILED	NO. OF ASST. REFEREES TESTED	NO. OF ASST. REFEREES THAT FAILED
EASTERN CAPE				
Females	10	8	0	0
Males	50	40	48	19
FREE STATE				
Females	0	0	3	3
Males	15	8	31	13
GAUTENG				
Females	3	3	6	3
Males	21	4	30	13
LIMPOPO				
Females	6	5	2	1
Males	20	6	34	11
KWAZULU NATAL				
Females	3	3	10	10
Males	35	14	5	22
MPUMALANGA				
Females	0	0	1	1
Males	20	13	23	16
NORTH WEST				
Females	3	3	9	8
Males	22	5	24	13
WESTERN CAPE				
Females	1	1	3	2
Males	13	6	28	11

9. CHALLENGES

- Lack of well prepared women referees at all levels.
- Lack of proper and functional referees' structures in the provinces.
- Very few or non-active trained referees' instructors in the provinces.
- Lack of mentorship for up-and-coming referees.
- Late or non-payment of match officials, especially at 2nd division level.
- Lack of data for registered referees at all levels.



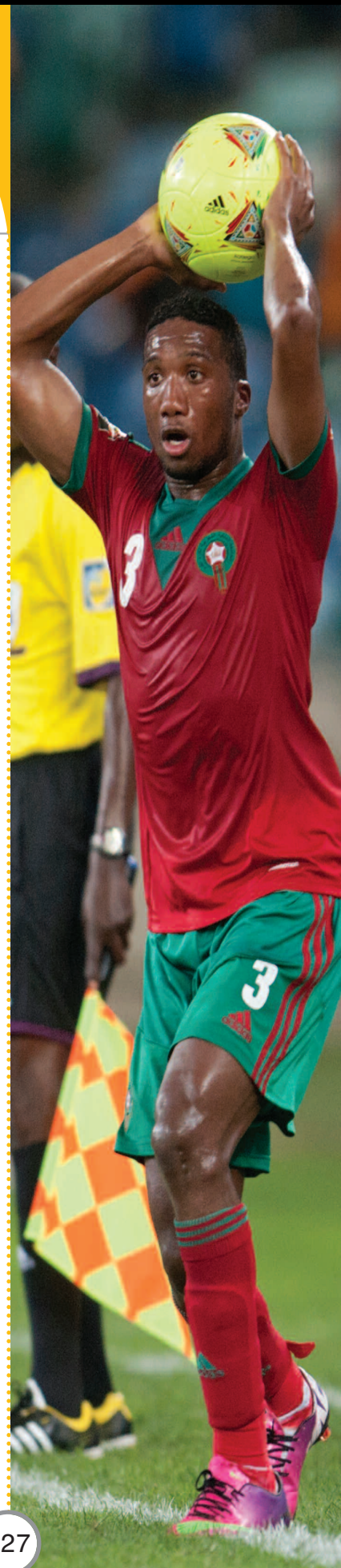
- Lack of sponsorship for referees.
- Buying and issuing of kit to referees at 2nd division level.
- No trained physical instructors and referees assessors in the provinces to officiate 2nd division matches.
- Collaboration of match officials and team officials to determine the scores of matches is still rife at 2nd division level.
- The lack of funding available for training and development.
- The lack of developmental aspects for referees staff members.
- Shortage of staff.

11. INTERNATIONAL PARTICIPATION

- South African Referees have officiated many FIFA and CAF matches and these men and women have done the country proud.
- The following match officials have served for a number of International Matches: Stevens Khumalo, Enock Molefe, Johannes Moshidi, Luvuyo Pupuma, Lwandile Mfiki, Thembisile Windvoel, Daniel Bennett, Victor Gomez, Victor Hlungwani, Khulasande Qongqo, Daniel Volgraaff and Zakhele Siwela. These men in black were joined by a powerful team of women referees, namely Nomvula Masilela, Baiste Manca and Lufuno Nemagovhani.
- Enock Molefe has been invited to officiate in an International Friendly match between England and Scotland in the UK to mark the 150th celebrations of the FA.

12. ACHIEVEMENTS

- The successful completion of the first phase of the FIFA Referees Assessment by Bennett and Siwela.
- The successful completion and attainment of Elite Status by Masilela and Tsokela.
- The successful completion and appointment of Bennett and Siwela to the CAF AFCON 2013.
- The invitation for Bennett and Siwela to participate in the final selection phase of the CAF contingent for the 2014 FIFA World Cup™.
- The completion of a full female team of referees on the FIFA International Panel of Referees.





Medical

1. INTRODUCTION

The Medical Department's role is to service and manage medical services for all National Teams and all stakeholders.

2. POSITIONING STATEMENT

The Science and Medical Department shall ensure that the objectives set out in the SAFA Constitution as it relates to medical and scientific matters shall be fully implemented to the highest standard possible and position the Association as a trailblazer in the football medical and scientific field.

3. KEY ACTIVITIES

- To ensure efficiency, credibility, cost effective and measurable health and medical services at all SAFA events.
- To manage Medical Committee and Sub-committee meetings.
- To provide Medical Services to National Teams.
- To coordinate Doping Control Processes in the Association by Liaison with the SA Institute for Drug-free Sport, Managing of Doping Control Officers and Chaperones, Records and Disciplinary hearings.
- To maintain Adequate Inventory and Accountability of Medical Equipment, Consumables.

4. MAJOR ACHIEVEMENTS

- A number of doping tests have been done for which one athlete tested positive. CAF announced a one year ban from all football for Ms Amanda Sister, a Banyana Banyana player who tested positive for a banned substance (Prednisone) at the 2012 African Women's Championship (AWC) in Equatorial Guinea.
- The original automatic ban of two (2) years was reduced after the Association appealed for leniency to CAF in view of the stand-in Team Doctor's admission that he had erroneously, and without the player's knowledge or consent, administered treatment which included the banned substance. CAF therefore imposed a strong penalty against the doctor.
- The Association has embarked on an educational anti-doping programme in conjunction with the SA Institute for Drug-Free Sport (SAIDS). The programme has already been conducted with MSNT and WSNT on national camps.

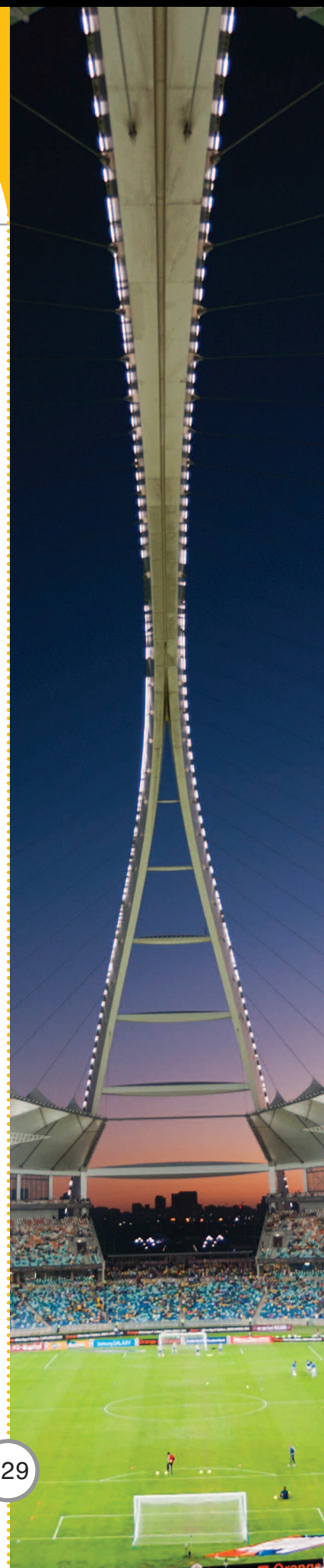


3. CHALLENGES

- Absence of a Head of Department has prevented the Association from implementing many essential programmes.

4. KEY OBJECTIVES

- To work close with Netcare to implement the SAFA/Netcare agreement.
- To kick start medical training programmes in the following areas:
 - a. FIFA's Football for Health Programme;
 - b. Sudden Cardiac Arrest prevention;
 - c. Anti-Doping education;
 - d. General sports science education;
 - e. To improve coordination of events and National Teams Medical Staff.





Technical Master Plan

1. EXECUTIVE SUMMARY

- SAFA spent nine (9) months developing a Technical Master Plan (TMP) to transform South African football and create winning national teams.
- The main objective of the SAFA Technical Master Plan is for our national teams to consistently be in the top 3 in Africa and top 20 in the world.
- The SAFA Development Agency (SDA) was set up to ensure the implementation of the Technical Master Plan throughout the SAFA structures. SDA is headed up by the former SAFA CEO, Dr Robin Petersen.

2. POSITIONING STATEMENT

- The TMP (Technical Master Plan) was built on seven (7) necessary conditions, which we call the "Seven Streams of Success":
 - a. Develop and entrench a uniform South African National Football Philosophy.
 - b. Build a rich and robust Talent Identification and Development pipeline that starts at U13 at a Local Football Association (LFA) level.
 - c. Build and administer a comprehensive National Competitions Framework built on a foundation of licensed and developed clubs.
 - d. Train and deploy sufficient coaches to create a 1:20 ratio of coach to players (150,000 coaches in ten years or 15,000 per annum)
 - e. Upgrade Football Infrastructure and Administration at all levels.
 - f. Identify and utilise the Best Technology at all levels.
 - g. Utilise the best researched and most up to date practice of Sports Science and medicine to ensure full development of players.
- The Technical Master Plan was created for four (4) purposes:
 - a. Transform Football
 - b. Develop Skills
 - c. Create Employment
 - d. Change Communities

3. IMPLEMENTATION OF THE 7 PILLARS

- The SAFA Development Agency (SDA) was set up to raise funds and to assist in the implementation of the Technical Master Plan throughout the SAFA structures.



- SDA is an independent Trust headed up by former SAFA CEO, Dr Robin Petersen.
- SDA is a Trust with SAFA and Business trustees. Business Patrons, including Bobby Godsell, Vincent Maphai, Sandile Zungu, Brian Molefe and Joel Netshitenze have been appointed.
- A Technical Working Group has been set up that meets every fortnight to discuss progress of the Technical Master Plan and to develop actions that will lead to the success of the TMP. The group consist of HODs and representatives from the SAFA Football departments, SAFA Development Agency, Amisco, HPC, University Professors, Dreamfields, GIZ and other parties involved in the implementation of the TMP.

A. Football Philosophy

- The Technical Master Plan illustrates the attributes of current national team players and compares them with the characteristics of players of successful South African national teams.
- A guideline for all coaches on all levels in South Africa has been developed. The guideline is in the form of a manual that shows a clear offensive and defensive concept of play. This has been finalised in draft form by the Technical Sub-committee.

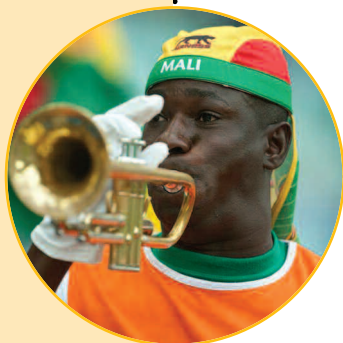
B. Talent Identification and Development

- U13 and U15 Leagues kicked off in the majority of the regions and LFAs.
- 52 Regional Championships are scheduled for October 2013.
- Preliminary talent ID document has been prepared but schools League information is missing.
- Broader provincial, regional and local talent development framework has been determined.
- Finalisation of Academies framework with re-location of SOE and establishing of nine (9) SAFA Provincial Academies.

C. National Competitions Framework

- 2012/13 SAFA Second Division (SSD) League has been successfully concluded. Maluti FET College FC and Baroka FC were promoted to the National First Division (NFD) League for the 2012/13 season.
- SAB and SAFA renewed their partnership on 26 June 2013 for the next five (5) year cycle of sponsorship. Eight out of nine provinces have concluded their 2012/13





Technical Master Plan

seasons. SABCOHA performed an audit via visits to Regional offices to collect data on SAB League administration. Consolidation of findings is in progress.

- The Sasol League got underway in April 2013 with the official launch of Sasol's sponsorship for the next five (5) years taking place on 24 July 2013. Currently a total of 133 teams take part in the Sasol League throughout the country.
- The SAFA Regional Women's League has kicked off with the 201 FWC Legacy Trust coming on board to fund the 2013 season.
- Three hundred and forty-one (341) LFAs have been identified to date via an audit that took place and they have been verified by Membership Affairs.
- Guidelines on the structure and format of the U13 and U15 Leagues have been drawn up and approved by the NEC. This will standardize the format and competition rules for each LFA, region and province.

D. Coaching Education

- Coaching courses were organised with the financial assistance of the Municipalities, Department of Education (DoE), Sports and Recreation South Africa (SRSA) and the SAFA Regions.
- CAF to be approached to align A License/B License with SAFA qualifications.
- More than 40 qualified coaches are interested in becoming coaching educators.

E. Infrastructure and Administration

- Ideal football organisational structure has been identified at national, provincial, regional and LFA levels. Technical staff roles and responsibilities have also been defined.
- The development of a club licensing system is in progress.
- LFA league administrators have been appointed in each LFA for the SAFA U13 and U15 Leagues. They have been supplied with working tools such as laptops, cellular phones, 3Gs, scanners and card printers.
- An audit was done on Regions and LFAs to assess the state of infrastructure and the findings are being consolidated.

F. Technology

- Graphic design to localise the DFBnet system is complete with SAFA logos and images.



- DFBnet System has been populated with information on SAFA structures down to LFA level.
- EOH has agreed in principal to a two (2) year learnership programme in the roll out of the IT system to all the Regions.
- Training of SAFA employees took place from 29 July – 2 August 2013. The training was carried out by Kai Engelke and Heidi Withers from the DFB. The target date for the start of the pilot is 1 September 2013.
- The decision of the Hosting partner is still to be made.

G. Sports Science

- The SAFA Medical Committee has been established to handle all scientific and medical matters. It has formed three (3) sub-committees:
 - 1) Research and Development Sub-committee
 - 2) Doping Control Sub-committee
 - 3) Health and Medical Services Sub-committee
- Research projects are well underway at UJ and HPC to investigate player testing methodologies.
- A manual should be developed on how U13 and U15 girls and boys will be tested. Tests should be conducted with players and a scan will be performed for speed, height and weight. Prof Yoga Coopoo to finalise.
- The top 200 final U13 and U15 squads from the Province will be tested in the following areas: vision, dental, physiology and psychological.

4. CONCLUSION

The roll-out of this Technical Master Plan will create a virtuous cycle of success. It will create, on the ground, in every corner of our country, a systematic and structured programme of development built on participation, capacity building and infrastructure roll-out. It will bequeath strong and competitive national teams that will inspire the nation, build social cohesion, and unite us all in national pride. It will change football and change the nation forever.



Bafana Bafana
Men's Senior National Team Sponsors



Banyana Banyana
Women's Senior National Team Sponsor



SAFA Competition Sponsors



SAFA Official Suppliers/Partners



You're in safe hands

SAFA Corporate Social Investment Partner

