



Strategic Plan and Operational Plan for Basketball (2009-2012)

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Executive Summary

Mission

Context and Assessment of Current State

Vision

Target is to increase our ranking in Africa - to the top five in 2011 ACN and top 3 in 2013. In 2016, the Federation envisage to qualify for the FIBA Olympic qualifying Tournament. We anticipate that by 2016, that we should reap the fruits of our youth programs in both women and men competitions. We also anticipate by 2012 that Basketball get a minimum of 6 hours per week on television production and that we have gain respect and value from the South African Business stakeholders in respect of sponsorship. We also anticipate that our Professional League has grown to the levels that are competitive to the other sporting codes in South Africa. We also anticipate that we also created the a women national league. Finally, we want to create a South African basketball federation that is fully functional with respective policies and procedures in all departments and with an up to date database of the Basketball stakeholders.

Stakeholders

The list of stakeholders in the basketball fraternity:

- Sports and Recreation department
- SASCOC
- National Lottery Board
- Provincial Association
- Affiliate members
- Associate members

Strategic Goals

The strategic goals for basketball are based on a set of high level principles. These principles define a core philosophy that helps ensure decisions on the planning, implementation, and are made consistent with a common strategic direction. They should provide the basis for all levels of decisions within the federation, from the planning of major projects to the implementation of small project tasks. The strategic goals are not drafted to be specifically applicable to any one component of this plan.

The strategic goals for the Federation are:

- **Federation organization structure.** This is mainly focused on the function ability of the federation with regards to administration, finance, legal and other requirements.
- **Development of sustainable programs.** This is mainly focused on the day to day events and clinics to improve high performance in the sport.
- **Building basketball brands.** This is mainly focused in the development of salable brands to our stakeholders to achieve a return in investment.
- **Broaden participation.** This is mainly focused on the mass participation and easy accessibility of the sport to the public.
- **International competitiveness.** This is mainly focused on the federation ability to be a powerhouse in the sports of basketball in African and abroad in different function be it be administration, playing ball, etc.
- **Make basketball a sport of choice in South Africa.** This is mainly focus in the development of basketball to compete with other traditional sporting codes in South Africa as prefer sporting codes by the public.

Strategic Objectives

Strategic objectives are tangible targets for efforts or activity areas that are intended to be the means of achieving strategic goals. They may be specific enough to be applicable to only one activity, or may be applicable across multiple activities. There are normally timeline targets associated with the effort or activity.

Federation organization structure

- Update the constitution and Rule and Regulation of the federation. Timelines:
 - ⇒ October 2008 – Must be sent two weeks before the General Assembly for comments
 - ⇒ October 2008 – Must be approved during the General Assembly
 - ⇒ January 2008 – Completion of the draft Rules and Regulations
 - ⇒ February 2009 – Approval of Rules and Regulations by the General Assembly for implementation on New financial Year for Basketball SA.
 - ⇒ 2009/2012 – Amendments approved during the seating of the General Assembly.

- Develop and Implement Operational, Procurement, Human Resources and Financial policies and procedures. Timelines:
 - ⇒ October 2008 – Develop all policies and procedures and send them the General Assembly for comments two weeks before the seating of General Assembly.
 - ⇒ February 2009 – Approves all policies and procedures at the General Assembly and immediately start implementing them.
 - ⇒ 2009/2012 – Update policies and procedures based on experience and recommendation from the Finance committee and federation auditors

- Establish Corporate Governance structures in the federation to proper perform functional operation of the federation. These structures should be part of the rules and regulations and also govern by the Charters. Timelines:
 - ⇒ October 2008 – Structure to be included in the proposed Constitution and Rule and Regulations and approve by the approval of constitution
 - ⇒ January 2009 – Create charters and mandate for each Commission
 - ⇒ February 2009 – Send nominations for suitable candidates to serve in each Commission
 - ⇒ 2009 – 2012 – Review the reports and functions of each structure during General Assembly

- Building capacity and succession planning in the administration of the federation, provincial structures and districts. Timelines:
 - ⇒ March 2009 – Analyse the structure and start recruiting employees for functions of Basketball SA
 - ⇒ April 2009 – Appointment of new employees and resources for the office
 - ⇒ 2009/2012 – Run training programs for the staff in various areas of administration and management.
 - ⇒ March 2009 – Create template on provincial administration (constitution, financial and hr policies, rules and regulation, league rules, league structures, etc) and also conduct annual audit on provincial structures
 - ⇒ 2009 – Have functional provincial structures - go to AGM's, meet regularly, professional administration, financial functionality and accountability. - 2009 is the year of the province
 - ⇒ 2009 – Assist clubs through the mass participation program with structures, documentation focus on district structures a

- Relationship management and communication channels with stakeholders. Timelines:
 - ⇒ 2008 – Develop and distribute for review a draft strategic communications plan by November 2008
 - ⇒ Finalize communications plan and distribute to provincial association by December 2008
 - ⇒ Develop and distribute for review a draft operational communications plan by November 2008
 - ⇒ Continue to update plan as needed throughout five years ending 2012
 - ⇒ Develop first draft of Five year calendar for Basketball
 - ⇒ Publish Five year calendar in December 2008
 - ⇒ Develop guidelines, templates and samples for writing e-mail messages to be used as a tool by staff – by November 2009
 - ⇒ Review and update Basketball SA web pages on a regular basis –check for branding on pages and up-to-date information
 - ⇒ Discuss and develop list of regular/routine communication vehicles to be used for internal communications: improve the consistency and content in the quarterly reports; and review other types of face-to-face meeting opportunities for value and content.
 - ⇒ Develop and implement communications worksheet to ensure proper review and awareness of major events within Basketball SA.
 - ⇒ Develop and publishing the Basketball SA newsletter for stakeholders while exploring the option of going to an electronic newsletter.

- Develop basketball database using the FIBA organiser. Timelines:
 - ⇒ 2008 – Download the organizer
 - ⇒ February 2009 – Obtain data of players and coaches from of Provincial Associations and overseas players
 - ⇒ February 2009 – Download the Basketball Statistic manual and run clinics in the statistics capturing.
 - ⇒ Start the program of statistics capturing per Provincial Association leagues
 - ⇒ Develop a basketball information centre and library for the use of the stakeholders and provincial associations

- Develop structures and process of financially sustainability. Timelines:
 - ⇒ January 2009 - Review of the draft 2007/2008 financial statements
 - ⇒ February 2009 – Approval of the Annual Financial Statements for 2007/2008
 - ⇒ February 2009 – Approval of the four-year budget by the General Assembly
 - ⇒ April 2009 – Promote a culture of payment of affiliation fees from the provinces
 - ⇒ April 2009 – Develop process in collection of to players registration fee from Provincial and district structures
 - ⇒ June 2009 – Organizing Pastel E-business to be included in Website and promote Basketball SA product merchandising through website
 - ⇒ March 2009 – Sign a respectable TV rights contract with interest broadcasters
 - ⇒ July 2009 – Review the professional league relationship and profit sharing arrangement
 - ⇒ April 2009 – Restructure marketing agents commission to be attractive to attract sponsorship

Development of sustainable programs

- Develop coaching programs, coaches accreditation system with appropriate coaching manuals per levels. Timelines:
 - ⇒ 2008 – Develop above for approval by Coaching Commission using the booklet “Basketball for Young Players”
 - ⇒ 2009 – Send our programs for approval to FIBA
 - ⇒ Establish a Coaching commission to monitored the coaching programs and run coaching clinics
 - ⇒ Develop Unit Standards in the basketball coaching for the accreditation system to be qualification registered with SAQA.

- Develop mini basketball and youth programs in conjunction with the Coaching commission. Timelines:
 - ⇒ 2008 – Develop mini basketball programs
 - ⇒ Supply all mini basketball program to Schools and run clinics on the implementation of the programs
 - ⇒ Incorporate career planning, education and lifeskills in the youth basketball programs
 - ⇒ Run mini basketball festivals to promote the mini basketball programs in conjunction with eg Kasi Tour
 - ⇒ Alliance the mini basketball program with the mass participation programs.

- Write a proposal on the talent identification programs. Timelines:
 - ⇒ 2008 – Apply through SASCOC assistance from FIBA in running a talent identification programs in South Africa.
 - ⇒ 2009 – Run our talent identification programs per the 5 year calendar.
 - ⇒ 2010/2011 – Realign the talent identification programs with the high performance programs by the SRSA

- Write a proposal on the national team programs. Timelines:
 - ⇒ 2008 – Apply through SASCOC to FIBA on the following Olympic solidarity programs;
 - Development on the national sports structure
 - Olympic scholarship for coaches
 - Coaches clinics

Building basketball brands

- Categorise brands for all our programs and structure, for example Platinum Brand - National Team Both Men and Women, Gold Brand - The National League. Timelines:
 - ⇒ Develop Categories for sponsorship - like title sponsor, title supplier for things like travel and accommodation
 - ⇒ Establish our target markets and develop packages that are marketable to our target market
 - ⇒ Design and publish new logo for each Brand including style guide by end of March 2009
 - ⇒ Develop templates and set up online forms in Basketball registration and affiliation fees for provincial associations
 - ⇒ Develop and publish guidelines for development of basketball SA brands by the end of March 2009
 - ⇒ Review and recommend standards for brochures for Basketball Brands.
- Develop marketing plans for our brands and align each brand with specific sponsor and Strategic partner
 - ⇒ Work with Marketing and Legal Committee to develop effective marketing plans for Basketball brands
 - ⇒ Develop and publish samples of Powerpoint templates to be used by Provincial Associations in marketing Basketball Brands for presentations by January 2009
 - ⇒ Create a Basketball SA corporate identity

Broaden participation

- Assist and develop league formats and structures for the Provincial structures and affiliate members. Timelines:
 - ⇒ 2008 – Create a template of league rules, scheduling and result administration.
 - ⇒ Develop business plans template for the provincial league for the submission to the Provincial Government.
 - ⇒ Create club constitutions template to assist in the development of clubs
 - ⇒ Acquire scorebooks, technical boxes, statistics manuals, IT support for the provincial structure through Lotto funding
- Investigate the facilities and potential facilities in provinces and districts that can be used for basketball. Timelines:
 - ⇒ 2008 – Audit the current facilities in the provincial structures
 - ⇒ Train mentors and coaches for each available basketball facility in developing a clubs
 - ⇒ Assist facilitating the development of community initiative, social development programs in promotion of the sport

- Work with affiliates and associate members in the promotion of broad based participation. Timelines:
 - ⇒ Working with wheelchair Basketball for a mass programme of disabled kids.
 - ⇒ Assist in the development of leagues for the affiliate and associate members

International competitiveness

- Obtain assistance through SASCOC in the application of Olympic Solidarity Programs. Timelines:
 - ⇒ Development on the national sports structure
 - ⇒ Olympic scholarship for coaches
 - ⇒ Coaches clinics
- Improve relations with the NBA Basketball Without Borders for the development of our coaches and players. Timelines:
 - ⇒
- Obtain sponsorship and develop an annual Four Nations Tournament to be staged on an annual basis mainly focusing on high performance age groups. Timelines:
 - ⇒
- Develop Strategic Partnership with countries that have shown interest in our development of basketball. Timelines:
 - ⇒

Make basketball a sport of choice in South Africa

- Create a basketball culture that includes fashion, music and lifestyle. Timelines:
 - ⇒ Promote live performance during the basketball events
 - ⇒ Sign clothing endorsement with reputable clothing companies and also up and coming SMME
 - ⇒ Promote interest through the facilitating of 3 on 3 festivals

Progress Indicators

The level of progress in attaining strategic objectives for this plan will be determined through a combination of three factors:

1. Comparison between the timeline expectations for strategic objectives listed in this plan, and what is actually achieved in those time frames. This comparison is not intended to be absolute. It is expected that there will be some time shifting in implementation of identified objectives, given the dependencies on resources, personnel capacity, and changing requirements. Rather, the progress is better gauged by how closely implementation compares to the general trend outlined for the objective.
2. Measurement and observation how on the capacity and capabilities of the Federation compare to the utilization and performance at any particular time. Insufficient capacity or capabilities to meet current requirements is a potential indicator that progress needs to be greater.
3. Feedback from stakeholders. In the end, the Federation needs to satisfy the needs of the stakeholders, and they should be the ones to determine how well their needs are being met.

<i>Key Performance Indicators</i>	
<i>1. Organisational Structure</i>	
Constitution	
Rules and Regulations	
Operational Plan with Budget	
Five year plan	
Financial Policies and Procedures	
Commission Charters	
Database on FIBA organizer	
Contract regarding TV rights	
Media Tool Kits	
Website	

2. Development Programs	
Coaching manuals based on levels	
Coaching Accreditation System	
Mini Basketball programs and manuals	
Youth programs	
Technical referees manuals	
Basketball Statistic manuals	
Table Officials manuals	
Talent Identification Programs	
Basketball coaching unit standards	
Coaches Scholarships	
3. Brands	
Brand logos	
Brand business plans	
Corporate Identity	
Sponsorship Contracts	
4. Participation	
Template league rules	
Template club constitutions	
Scorebooks	
Technical boxes	
Scoreboards	
5. Competitiveness	
4 Nations tournament	
Inter-Club Championships	
Inter-Provincial Senior Championships	