



**South African Hockey
Strategic Plan**

INTRODUCTION

This document presents a draft of the strategic plan for SA Hockey. It was developed as a working document and is now ready for implementation

The player participation policy forms the basis of the core function of SA Hockey and underpins the principle of long term athlete development a single integrated system. The sub committees that were established, is now in a position to submit report. These report will form the basis over operational plan.



TABLE CONTENT

1. GOING FORWARD

- Vision
- Mission
- Values

2. CURRENT SITUATION

- Swot analysis
- Affiliates
- Players
- Artificial services
- Coaches
-

3. COACH ACCREDITATION SCHEME

4. CORE FUNCTIONS

5. PARTICIPATION POLICY LTAD PLAYER PATHWAYS

6. STRATEGIC DIRECTIVES

- To grow the game of hockey of all levels
- To create a single integrated hockey system by providing visionary leadership at all levels
- To be more competitive on the world stage



GOING FORWARD

VISION

A single integrated hockey program that caters for ALL

To achieve this vision it will require the collective effort of the entire South African Hockey community and good support from government, macro bodies and sponsors.

MISSION

Being in the top 8 in the world by unlocking hockey's potential by 2016

The untapped hockey potential within certain communities, the large player base within our youth sector, good infrastructure at most tertiary institutions, a national coaching accreditation scheme aligned with the FIH and a good competition structure is the foundation underpinning our mission. A national driven academy and clearly defined pathways for players and coaches will give all an opportunity to develop their talents to the best of their ability.

VALUES

South African Hockey Association is committed to the principles of inclusivity, transparency, social justice, trust and good clean corporate governance at all levels. We will ensure equal opportunities and promote fairness in all of our operations.



CURRENT SITUATION

STRENGTHS AND WEAKNESSES

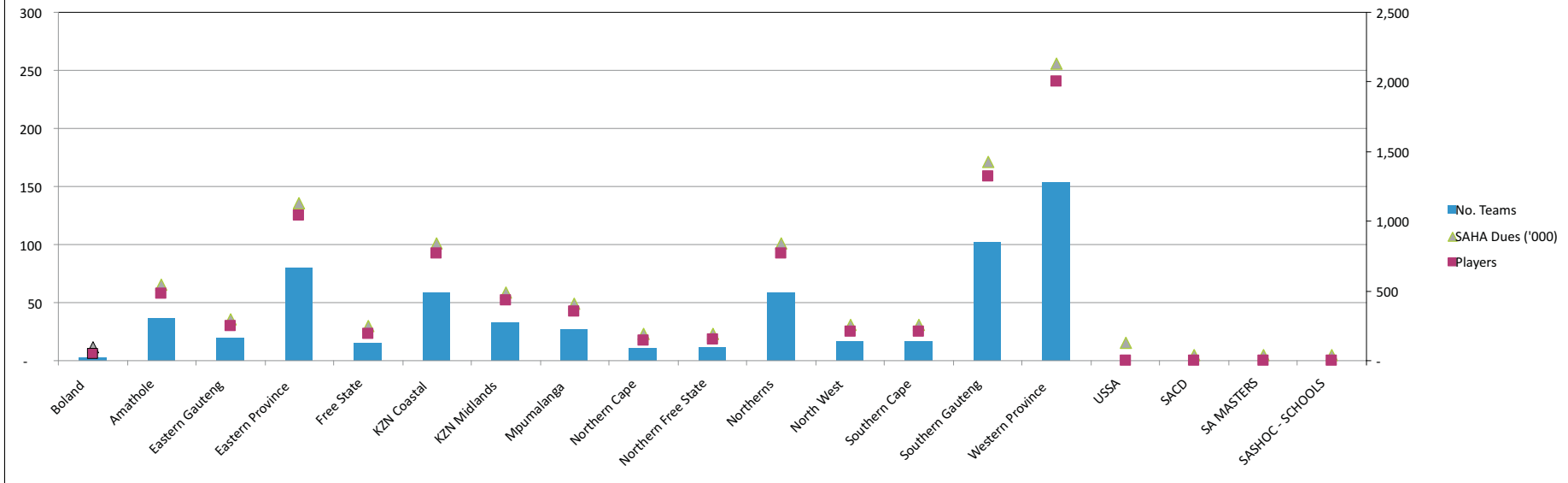
Strengths	<u>Area</u> <u>Junior and Youth hockey</u>	<u>How to use</u> <u>Introduce hockey into new areas and focus on junior hockey</u>
Weaknesses	<u>Area</u> <u>Club hockey</u> <u>Lack of resources: Equipment, funding, playing surfaces.</u> <u>Weak Provincial structures</u> <u>Lack of a single hockey framework to deliver our programmes</u> <u>Poor and inconsistent results</u>	<u>How to improve</u> <u>Club Development workshops</u> <u>Source additional funding from sponsors</u> <u>Restructuring of our operations and constitutional amendments</u> <u>Restructuring of competitions</u>

OPPORTUNITIES & THREATS

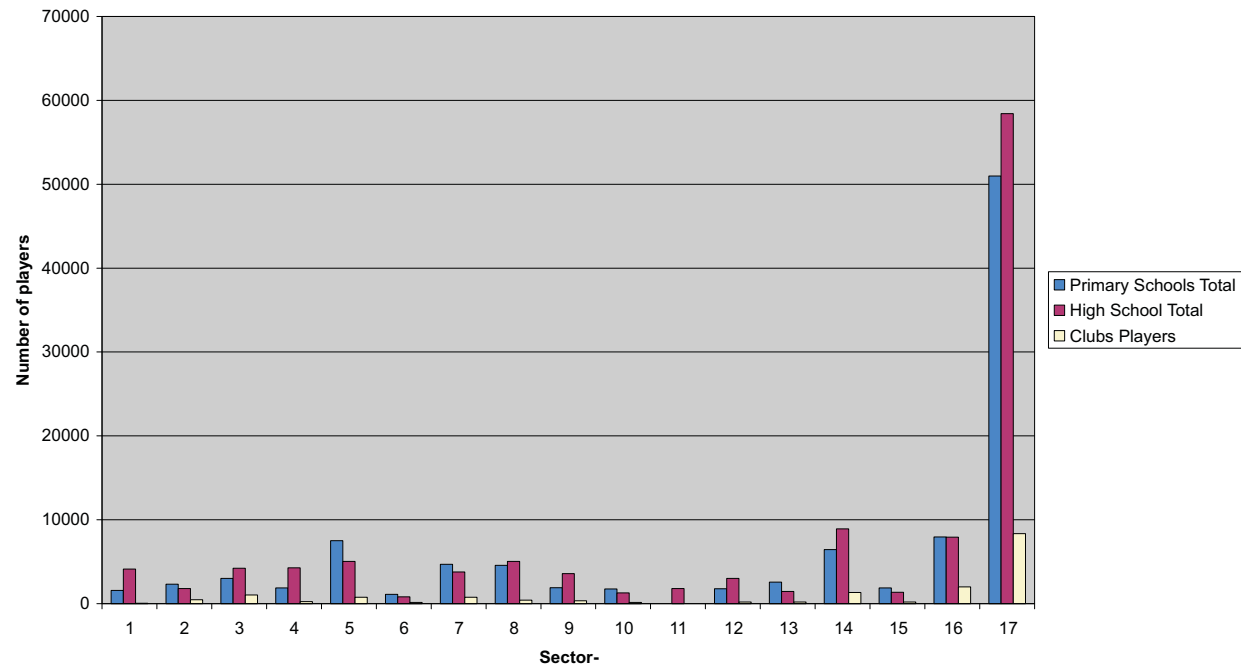
Opportunities	<u>Area</u> <u>Large number of junior hockey players.</u> <u>Large youth base</u> <u>High performance at all levels</u> <u>New coach accreditation scheme and coach education</u>	<u>How to use</u> <u>Better planning</u> <u>Single approach to junior and youth hockey development.</u> <u>National youth HP and talent identification programme.</u> <u>National drive and role – out of our coach education programme.</u>
Threats	<u>Area</u> <u>Lack of facilities in certain regions</u> <u>Poor administration</u> <u>Other codes</u>	<u>How to overcome</u> <u>Create partnerships with schools and local government to build facilities in these communities.</u> <u>Conduct regular club development workshops. Club support grants.</u>



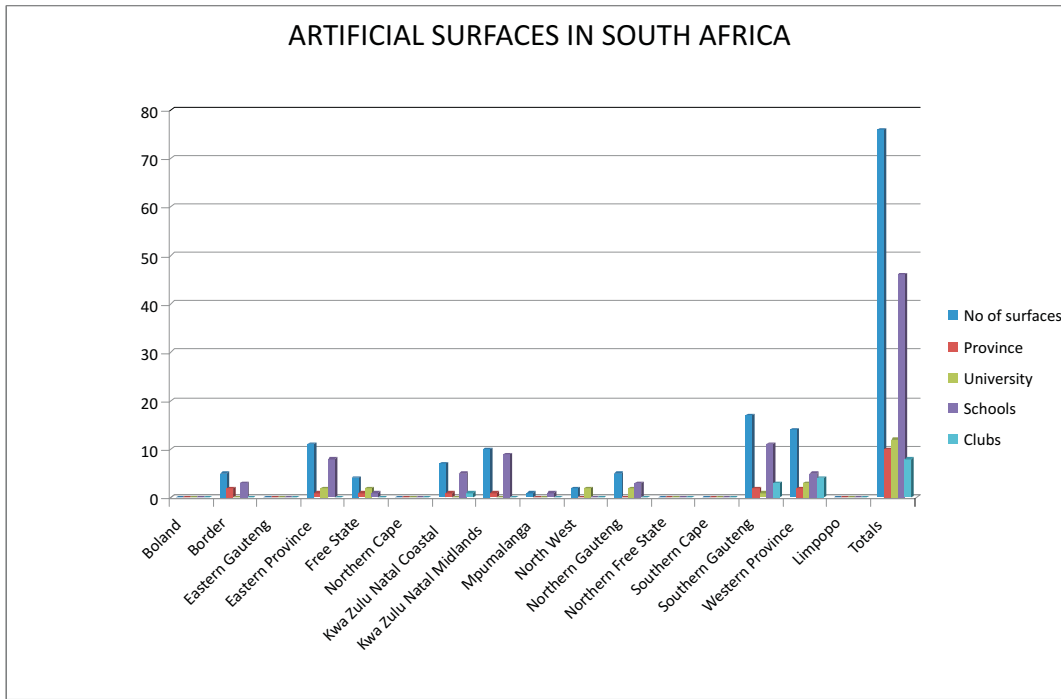
Provincial / Affiliates Summary 2009



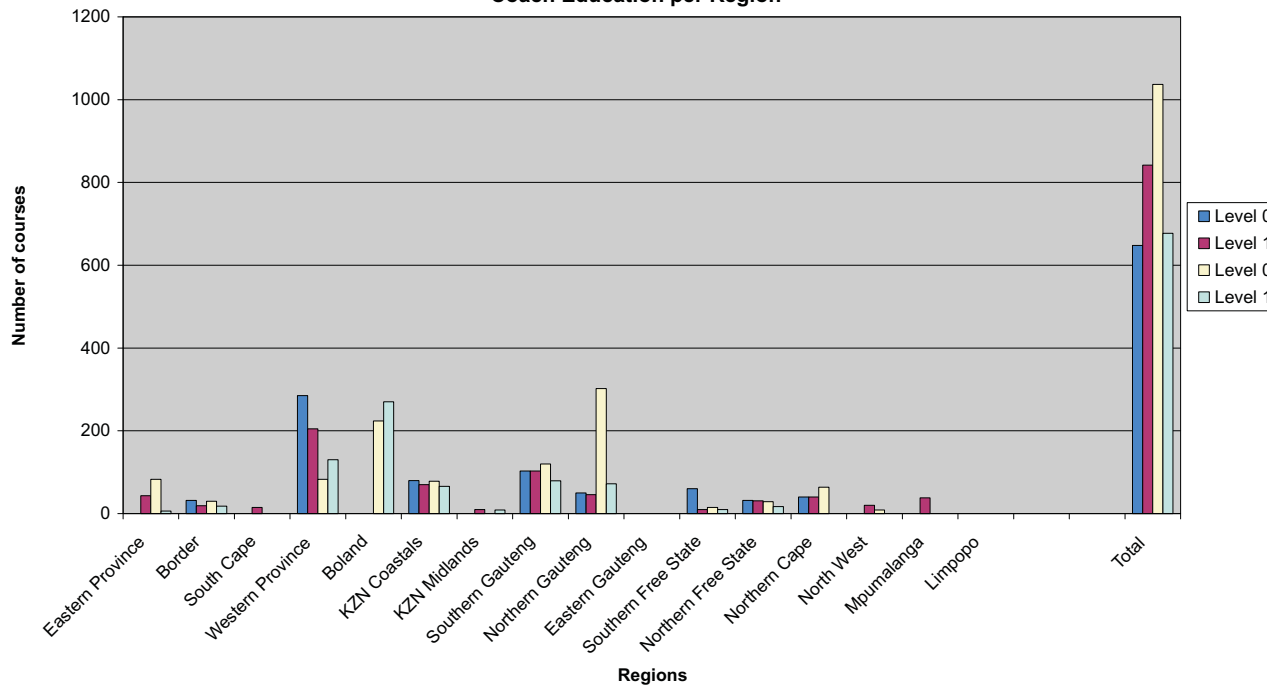
Player Profile



ARTIFICIAL SURFACES IN SOUTH AFRICA



Coach Education per Region



HOCKEY EDUCATION AND TRAINING

SA Hockey National Coaching Accreditation Scheme

Level	Target age group	Focus Coaches Group	Coaching Aids	Course Duration	Assessment
Facilitators Course	Leadership and Level 1 Coaches	SAHA Level 2 Coaches	Facilitators Guide	2 Days	
Hockey Leadership Certificate	6 – 11 yrs	Beginner coaches, mini hockey and grass roots coaching development	1. Coaching Manual 2. DVD skills Presentation	4hrs course participation	Attendance only Participation Certificate
Level 1 Coaching Certificate	13 – 18 yrs	U13 Full field, Senior School and Entry Club Level	1. Coaching Manual 2. Hockey PCCD Rom	8 hours 8 hours self study	Attendance only Participation Certificate Assignment, RPL, POE Level 1 Award
Level 2	U16, 18 and senior coaching	Provincial/national u18, u21 and senior coaches	1. Coaching Manual 2. PPP	21 hours 18 hrs Self study and practical	3 Assignments, RPL, POE. Level 2 Award
Level 3	Advanced Senior Coaching	Professional Coaches. National u18 and u21 and senior coaches	1. Hockey Specific manual 2. Theta accredited modules	120 hrs Practical experience and skill specific course	3 Assignments, RPL, POE. Level 3 Award



CORE FUNCTIONS

1. TO GROW THE LEVEL OF HOCKEY AT ALL LEVELS.
2. ORGANISE/COORDINATE NATIONAL & INTERNATIONAL COMPETITIONS AT ALL LEVELS.
3. TO DEVELOP/COORDINATE AN EDUCATION & TRAINING PROGRAME/Framework FOR
 - COACHING
 - TECHNICAL OFFICIATING
 - ADMINISTRATIONAT ALL LEVELS.
4. TO DEVELOP POLICIES AND IMPLEMENT STRATEGIES TO ENSURE GOOD CORPORATE GOVERNANCE AT ALL LEVELS.
5. DEVELOP A HIGH PERFORMANCE STRATEGY AT ALL LEVELS AS INDICATED BY THE PARTICIPATION PROFILE.
6. DEVELOP A NATIONAL MARKETING AND SPONSORSHIP STRATEGY.
TO GROW AND EXPAND THE REVENUE BASE



PARTICIPATION POLICY -LTAD PLAYER PATHWAYS

AGE GROUPS		GENDER	MODIFIED FULL FIELD	FOCUS CHARACTERISED BY
Sport for ALL	Under 6	Boys and Girls	Modified 3vs3	Generic movement skills Fun ABC's of Athleticism
	Under 8	Boys + Girls	Modified 6vs6	Participation Fun
	Under 10	Boys+ Girls	Modified ¼ field 8vs8	Participation Fun + enjoyment Physical activities Technical Skills Zonal
Fundamentals	Under 12	Boys + Girls	Modified ½ field Full field	Participation Fun +enjoyment More structured Technical skills Zonal Talent Scouting (Detection)
	Under 13	Boys + Girls	Full field	More structured Participation Zonal + Regional Technical skill & Tactical awareness Talent Identification
Competition	Under 14	Boys + Girls	Full field	Participation Enjoyment Talent Identification Zonal + Regional
	Under 16	Boys + Girls	Full Field	Participation High Performance(Regional) Zonal/District/Provincial
Excellence	Under 18	Boys + Girls	Full Field	Participation High Performance(National) Zonal/District/Provincial
	Under 21	Men + Ladies	Full Field	Participation High Performance Zonal/District/Provincial/International
	Seniors	Men + Ladies	Full Field	Participation High Performance Zonal/District/Provincial/International
Veterans		Men + Ladies	Full Field	Social Active for Live



TO GROW THE GAME OF HOCKEY AT ALL LEVELS

Strategic Directives

Strategic Directive 1

Key Initiatives

1. Well structured and coordinated local hockey leagues.
2. Promote the inclusion of mini hockey as part of the physical education curriculum.
3. Promotion of hockey within the primary schools.
4. Recruit and support educators to promote hockey within the schools.

IMPLEMENTATION

1. **Well structured and coordinated local hockey leagues.**
 - o Provincial federations must ensure that the local leagues are fully operational with good monitoring and reporting mechanism.
 - o Ensure good quality technical officiating.
2. **Promote the inclusion of mini hockey as part of the physical education curriculum.**
 - o Provincial federations in conjunction with the provincial schools body must promote hockey as part of balls skills within the primary schools physical education curriculum.
 - o Engage the National Department of Education and make submission for the inclusion of hockey into the physical education curriculum.
 - o Submit our leadership coaching manual to NSRS and NDE.
3. **Promotion of hockey within the primary schools.**
 - o Conduct coaching and umpiring courses for the educators within the primary schools.
 - o Target schools that is currently not playing hockey to enter into the local league or invite them to a fun hockey festival.
4. **Recruit and support educators to promote hockey within the schools.**
 - o Conduct hockey coaching courses for students studying teaching.
 - o Invite educators to our hockey festivals.



TO GROW THE GAME OF HOCKEY **AT ALL LEVELS**

Strategic Directives

5. Promotion of school/club partnerships
6. Promote accredited coaching and technical officiating courses at all levels
7. Support programme for clubs.
8. Excellent national coordinated provincial tournament
9. Support programme for provincial hockey federations.



IMPLEMENTATION

5. **Promotion of school/club partnerships**
 - o Develop an incentive scheme for clubs that have a partnership with their local schools.
6. **Promote accredited coaching and technical officiating courses at all levels**
 - o Each provincial affiliate must establish an education & training sub committee.
7. **Support programme for clubs.**
 - o Each provincial affiliate must annually conduct a capacity building workshop for all the clubs.
 - o Develop a data base of all the club in the region/province/country
 - o Develop a system of categorization of clubs to establish the type of support required.
8. **Excellent national coordinated provincial tournament**
 - o The events sub committee to ensure that all provincial tournaments adhere to high operational standards.
 - o The LOC's to adhere to the standard as prescribed by the national events sub committee.
9. **Support programme for provincial hockey federations.**
 - o The national executive must commission a needs analysis of each affiliate and recommend appropriate intervention strategies and support.
 - o Regular monitoring of the activities within each affiliate must be part of the strategic plan of SA Hockey.
 - o Coordinate an annual workshop for administrators of affiliates aimed at improving resources and performance.

TO GROW THE GAME OF HOCKEY **AT ALL LEVELS**

Strategic Directives

10. Promote the building of multi purpose artificial surfaces.
11. Develop a comprehensive marketing strategy for SA Hockey

IMPLEMENTATION

10. **Promote the building of multi purpose artificial surfaces**
 - o Conduct a needs analysis of facilities with each region.

11. **Develop a comprehensive marketing strategy for SA Hockey**
 - o Up to date and interactive website.
 - o Branding of all our activities and events.
 - o Interact with national broadcasters to expose/air our different events.
 - o Branding of all provincial hockey venues with the SA Hockey Logo.



TO CREATE A SINGLE INTEGRATED HOCKEY SYSTEM BY PROVIDING VISIONARY LEADERSHIP AT ALL LEVELS

Strategic Directive 2

Key Initiatives

1. Develop and communicate a clear vision with clear roles and responsibilities at all level.
2. Ensure leadership is continually working towards a single integrated strategy.
3. Develop a data base of experience hockey administrators and coaches to assist in identified areas.



IMPLEMENTATION

1. **Develop and communicate a clear vision with clear roles and responsibilities at all level**
 - o Conduct an annual meeting of all the different hockey affiliates at a central venue.
 - o Monitor and evaluate all the affiliates against the core functions as outline in the strategic plan.
 - o Develop annual operational plans with all our affiliates
2. **Ensure leadership is continually working towards a single integrated strategy**
 - o Constitutional amendment to ensure all sector are represented on the national hockey executive.
 - o All sub committees and regional affiliates must also ensure that all sectors are included/represented on these structures.
3. **Develop a data base of experience hockey administrators and coaches to assist in identified areas**
 - o Conduct an annual survey (needs assessment) of affiliates, coaches, players, official and parents.
 - o Each affiliate to develop a comprehensive data base of all the hockey players and administrators within the region.

TO BECOME MORE COMPETITIVE ON THE WORLD STAGE

Strategic Directive 3

Key Initiatives

1. Excellent national high performance programme
2. National youth high performance programme
3. Establish HP Centres regionally

IMPLEMENTATION

1. ***Excellent national high performance programme***
 - o Source funding for our national HP programme
 - o National Hockey academy with resident programme (Universities)
 - o Appoint HP manager
 - o National skills curriculum (technical & tactical focus)
 - o Player management – sport science, nutrition, strength and conditioning.
 - o Encourage players to compete in the European Leagues
 - o Use world class coaches as consultants
 - o Regular international competitions
2. ***National youth high performance programme***
 - o Launch national youth hockey camps (3 per year)
 - o Under 21 HP squad to compete in the IPT
 - o Under 18 HP squad to compete in the U/21 IPT
 - o Regional camps for U/14 HP squads
 - o Partnership with schools having facilities (astro & accommodation) to offer bursaries for our U/14 talent squad members
 - o Appoint management team for 2013 Junior World Cup
3. ***Establish HP Centres regionally***
 - o Identify the regional HP centres
 - o Sign MOU with regional HP centres
 - o Appoint regional HP managers
 - o Appoint the regional HP coaches
 - o Develop a data base of all HP participants
 - o Source funding for regional HP centres
 - o Develop partnership with key role players
 - o Assist with coach development



TO BECOME MORE COMPETITIVE ON THE WORLD STAGE

4. National Hockey League
5. Reward and retain players and HP coaches.
6. Ensure that all provincial teams shall at least have a level 1 coach.

IMPLEMENTATION

4. **National Hockey League**
 - o Source funding and sponsor for NHL
 - o Compile and prepare league format and rules
 - o Establish a national hockey league
 - o Data base of all participants
5. **Reward and retain players and HP coaches.**
 - o Gain player and parent buy-in and support for our hockey strategy
 - o Source product sponsor for all participants in HP
 - o Offer life skills programme focusing on educational and vocational career pathing.
 - o Establish a Hockey Trust to support HP players and coaches.
6. **Ensure that all provincial teams shall at least have a level 1 coach.**
 - o The regional HP sub committee must ratify the appointment of all provincial coaches.

Key Performance indicators

Focus	2011	2012	2013	2014	2015	2016
Men						
FIH Ranking	10					
	Gold – Africa Cup					
Ladies						
FIH Ranking	10					
	Gold – Africa Cup					
Under 21						
Men			JWC 6			
Ladies			JWC 6			
Under 17						
Boys				Top -3 YO		
Girls				Top-3 YO		

