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**Policy Framework
for the Sustainable Development of
Sport in Africa**

List of Abbreviations

AfCFTA	African Continental Free Trade Area
APC	African Paralympic Committee
AU	African Union
AUSC	African Union Sports Council
AWISA	African Women in Sport Association
CIGEPS	Intergovernmental Committee for Physical Education and Sport
HPCs	High Performance Centres
ICSSPE	International Council of Sport Science and Physical Education
ICT	Information and Communication Technologies
IOC	International Olympic Committee
IPC	International Paralympic Committee
KAP	Kazan Action Plan
LTAD	Long-Term Athlete Development
LTCDD	Long-Term Coach Development
MINEPS	Intergovernmental Conference of Ministers and Senior Officials Responsible for Physical Education and Sport
NGO	Non-Governmental Organisations
NCD	Non-Communicable Disease
QPE	Quality Physical Education
PAE	Physically Active Education
PE	Physical Education
OUA	Organisation of African Union
RADO	Regional Anti-Doping Organisation
SDGs	Sustainable Development Goals
SDR	Sports Development Regions
SFA	Sports for All
SGBs	Sport Governing Bodies
STC-YCS	Specialised Technical Committee of Ministers of Youth Culture and Sport
UN	United Nations
UNESCO	United Nations Educational Scientific and Cultural Organisation
WADA	World Anti-Doping Agency

Table of Contents

List of Abbreviations	2
PREFACE	4
SECTION 1: INTRODUCTION	6
1.1 Background	6
1.2 Rationale	6
1.3 Process	7
SECTION 2: COMPONENTS OF THE POLICY FRAMEWORK.....	7
2.1 An Active Africa	9
2.2 A Winning Africa	11
2.3 A Sustainable Africa	12
2.4 An Innovative Africa.....	13
2.5 A United Africa	14
SECTION 3: POLICY IMPLEMENTATION AND COMPLIANCE.....	16
3.2 Compliance Requirements for Member States	16
3.3 Compliance Requirements for Sports Development Regions and Sports Confederations.....	18
SECTION 4: CONCLUSION.....	19
4.1 Monitoring	19
4.2 Policy Review	19
PART TWO: INDICATIVE POLICY IMPLEMENTATION FRAMEWORK.....	20
SECTION 1: GLOBAL POLICIES ALIGNMENT	20
5.1 Global Policies Convergences	20
SECTION 2: POLICY INDICATIVE IMPLEMENTATION FRAMEWORK	23
6.1 An Active Africa.....	23
6.2 A WINNING AFRICA.....	32
6.3 A SUSTAINABLE AFRICA	40
6.5 A UNITED AFRICA	55
SECTION 4 - COORDINATION AND TRACKING.....	60
7.1 Stakeholder Mapping.....	60
7.2 Implementation Structure	60
7.3 African Union Sports Structure	61
CONCLUSION.....	62

PREFACE

The Policy Framework for the Sustainable Development of Sport in Africa situates sport within the broader African Union Agenda 2063 to contribute towards achieving the continental aspirations of “*The Africa We Want*”. The main goal of the policy is to promote participation, build capacity and enhance excellence of African athletes while fostering the ideals of the African Renaissance, promoting social cohesion and stimulating nation building through sport. The policy further incorporates aspirations of the African governments, sports actors and other role players drawn from wide consultations at various levels for the greater good of the African athlete and African sport.

The Policy Framework contains five Pillars upon which sport in Africa is envisaged to contribute towards sustainable and inclusive development of Africa. The five Pillars are: An Active Africa, A Winning Africa, A Sustainable Africa, An Innovative Africa and A United Africa.

In an Active Africa, the aim is to promote physically active and healthy citizens through the promotion and delivery of safe, high-quality, inclusive Physical Education¹, Physically Active Education (PAE), and sport and recreation for all citizens. These interventions aim to nurture the values and skills that promote healthy lifestyles and reduce the risk of non-communicable diseases. This requires the AU Member States to mainstream and develop quality and inclusive Physical Education and Physically Active Education² policy frameworks, develop institutional sports policies and programmes, endorse health and wellness promotions, and create safe and accessible recreational spaces and facilities for all citizens.

A Winning Africa aims to focus the continent on developing contextually appropriate, inclusive and effective high-performance sports systems for African athletes to attain international sporting success and excellence. This pillar stresses the development of effective pathways and coaching, education and development programmes for athletes, as well as incentives, recognition and rewards to motivate athletes and sports practitioners. Furthermore, Winning Africa supports the development of quality, accessible and safe infrastructure and works towards providing opportunities for elite athletes to excel.

The policy also advocates for the use of sport as a tool for sustainable and inclusive development (Sustainable Africa) in line with the aspirations of Africa’s Blueprint; Agenda 2063 - “*The Africa We Want*” to ensure that no one is left behind. This component emphasises the importance of participation in sport for all individuals, while using sport and recreation as a tool for the overall socio-economic development of all Africans.

The fourth component, an Innovative Africa, lobbies opinion leaders and role players to develop strong governance structures and innovative approaches to support all the accompanying policy pillars detailed in the framework.

The fifth component, a United Africa, focuses on the use of sport and recreation to stimulate hope and social cohesion (unity and solidarity, diversity, multi-culturalism and transformation among other), in line with the ethos of an African Renaissance and Pan-Africanism ideology as propagated in the Agenda 2063.

¹ This is a planned, progressive, inclusive learning experience that forms part of the curriculum in early years, primary and secondary education. It acts as the foundation for a lifelong engagement in physical activity and sport.

² Physically Active Education (PAE) is an approach that utilises physical activities (and movement) as modalities to teach curriculum topics such as Maths, Science and Geography. PAE activities take place both indoors and outdoors.

Leveraging stakeholder commitment and concerted action toward integrating the revised Sports Policy Framework into their national sports policies and strategies will be central to ensuring effective implementation of the policy and realising the aspirations of - Agenda 2063 - “The Africa We Want”.

Commissioner, Health Humanitarian Affairs and Social Development



SECTION 1: INTRODUCTION

1.1 Background

The African Union Member States, recalling the objectives and principles enshrined in the Constitutive Act of the African Union, as well as the Executive Council decision EX.CL/Dec 680(XX) of January 2012, dissolved the Supreme Council for Sport in Africa and integrated its functions into the African Union. This decision led to the establishment of the Architecture for Sport in Africa, a continental framework which laid down the foundation for the enactment of the Statute of the African Union Sport Council of 2016. Member States were unanimous in concluding that to achieve the goal of a harmonised and revitalised African sports ecosystem, it was necessary to establish a specialised technical office in the form of the African Union Sports Council to direct, coordinate and superintend the activities of the entire African sports movement. This was meant to harmonise and revitalise sport in Africa and to harness sport to stimulate accelerated economic transformation on the continent, in line with the African Union's aspirations. It became apparent that development and continual review of an African Sports Policy would provide the much-needed instrument to focus Africa and direct her attention towards sustainable development of sport.

1.2 Rationale

Since the establishment of the first Sports Policy Framework for Sustainable Development in 2008, sport in Africa evolved greatly, revealing many pressing emerging issues. Among the emerging issues were the Sustainable Development Goals that were formulated in 2015 as universal goals to address global environmental, political and economic challenges.

Agenda 2063, developed by the African Union in 2015, became Africa's blueprint aimed at creating an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena. Agenda 2063 focusses Africa towards seven aspirations to build "The Africa We Want". These seven aspirations are summarised as follows:

1. A prosperous Africa, based on inclusive growth and sustainable development.
2. An integrated continent, politically united and governed based on the ideals of Pan-Africanism and the vision of an African Renaissance.
3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law.
4. A peaceful and secure Africa.
5. An Africa with a strong cultural and sporting identity, a common heritage, and shared values and ethics.
6. An Africa whose development is people-driven, relying on the potential of the African people, especially its women and youth, as well as persons with disabilities, and a commitment to caring for children.
7. Africa as a strong and influential global player and partner.

The Agenda 2063 aspirations necessitated a revision of the Policy Framework for the Sustainable Development of Sport in Africa to align it to ongoing structural transformations and priorities in Africa.

With its linkages to the Agenda 2063 and the Sustainable Development Goals, the Policy Framework for the Sustainable Development of Sport in Africa aligns with the UNESCO Kazan Action Plan (KAP) of 2017 that promotes convergence of policies in sport policy development. The policy further draws wisdom from a cross-sectoral stakeholder consultative process that provided feedback on priorities and targets aimed at stimulating growth and development of sport, Physical Education, Physical Activity and Recreation across the board in Africa.

The revised Policy for Sustainable Development of Sport in Africa is intended to provide common reference points to leverage sport and recreation, physical education and physical activity for the progressive development of the African Union’s Member States and their people to achieve “The Africa We Want”.

1.3 Process

The process of revising the Policy Framework for the Sustainable Development of Sport in Africa involved consultation with various stakeholders. These included: Several Government Ministries in charge of sport, organisations in the African sport movement including sports related Non-Governmental Organisations, scholars and global regulatory bodies, athletes, women, and persons with disabilities representatives. A workshop was convened to develop the first draft policy before it was stress-tested for validation in various consultative platforms over a period. Thereafter, the consultative process was subjected to a peer-review process by experts in the field of sports policy development. This was later validated by specialists from the AU Member States through Regional focus group sessions and webinars.

The final draft was tabled at the 4th Ordinary Session of the Specialised Technical Committee on Youth Culture and Sport (STC-YCS4) for adoption in May 2023.



SECTION 2: COMPONENTS OF THE POLICY FRAMEWORK

Sport needs to be taken seriously by all actors in the African sports movement, as it directly and indirectly contributes towards the socio-economic transformation of the continent, global peace and nation building. A well-coordinated continental sports policy framework can contribute positively to the development of sport on the continent and the overarching priorities of the African Union, such as the political, economic and social policies outlined in the Agenda 2063. It can also help in galvanising the Member States to work actively towards the set sports goals and broader continental aspirations while building social cohesion and positive transformation.

The Policy Framework for the Sustainable Development of Sport in Africa details the policy areas that need to be implemented by all delivery agencies to attain Africa’s aspirations of building an active, winning, sustainable, innovative and united Africa.

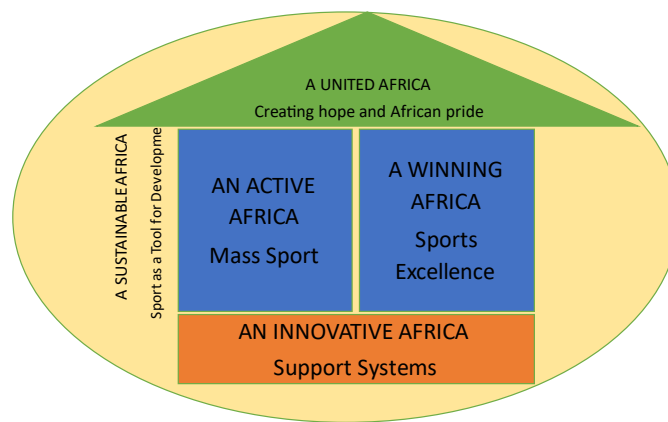


Figure 1. The Africa We Want

The five components above are intended to enable sport in Africa to embody the characteristics that resonate with the broader Agenda 2063 aspirations by developing the sporting Africa we want, whose identity and ecosystem rests upon and is embedded in:



2.1 An Active Africa

2.1.1 This component comprises the following focus areas:

- i. Sports for all and recreation.
- ii. Quality Physical Education.
- iii. Physical activity and Physically Active Education.
- iv. Institutional sports and recreation.
- v. Health and Wellness Promotion.
- vi. Accessible and safe spaces.

2.1.2 Overarching Policy Goal

To improve and sustain the inclusive health and well-being of all nations by providing access to sustainable mass participation in physical activity, sport and recreation opportunities, the appropriate facilities and programmes at all population levels.

2.1.3 Policy Statements

- 2.1.3.1 Sports Development Regions and AU Member States shall develop results-based and inclusive national and regional ecosystem frameworks to support the establishment and implementation of safe and inclusive outdoor mass participation sports (Sports for all), recreation and wellness programmes for all citizens at all levels and abilities to improve the health and well-being of the nations.
- 2.1.3.2 Sports Development Regions and AU Member States shall develop comprehensive, compulsory and inclusive quality Physical Education and school sports programmes for all schools to engage young people in the appropriate physical and sports activities that will help them acquire cognitive understanding and the psychomotor, social and emotional skills they will need to develop physically active lifestyles, promote their employability skills, as well as practise active citizenship.³
- 2.1.3.3 Sports Development Regions and AU Member States shall develop comprehensive, inclusive policies and programmes that promote regular participation in physical activities for all citizens (including women, girls, people with disabilities and other vulnerable groups) such as walking and cycling to work, using physical activity as a tool to promote learning, using the stairs in buildings, gardening (farming) and other moderate to vigorous-intensity physical activities to improve health, prevent non-communicable diseases, hypertension and obesity, and improve the overall quality of life and well-being of all citizens.
- 2.1.3.4 Sports Development Regions and AU Member States shall establish and strengthen national institutional (schools, colleges, universities, uniformed forces and private sector) sports and recreation policies and goals. This will include making provision for deliberate resources and monitoring tools for sustaining institutional sport and recreation events on an annual basis.
- 2.1.3.5 AU Member States, Sports Development Regions and Confederations shall develop comprehensive health and wellness awareness policies, programmes and activities.
- 2.1.3.6 Sports Development Regions and AU Member States shall develop clearing houses by investing in scientific research that aims to build robust empirical evidence and data-tracking tools to validate and segregate moving targets for increasing levels of participation by

³ See [International Charter of Physical Education, Physical Activity and Sport](#)

citizens in physical activity, physical education, sport and recreation at the national level. The collection of data shall be in line with international norms.

2.1.3.7 Sports Development Regions and AU Member States shall develop and preserve safe and accessible recreational/playing spaces in urban and rural centres, including cycling and walkways to encourage physical activity among citizens. These spaces should be neutral and public, with their design, implementation and management considering the needs and safety of all citizens, including the special focus groups of girls and women, persons with disabilities, as well as the vulnerable and marginalised.



2.2 A Winning Africa

2.2.1 This component comprises the following focus areas:

- i. Athlete Development
- ii. Coach Development
- iii. Sports Administrators and Technical Staff Development
- iv. Incentives, Recognition and Rewards
- v. Facilities, Equipment and Infrastructure
- vi. High Performance
- vii. Events and Competitions

2.2.2 Overarching Policy Goal

To create rigorous and effective high-performance sports systems conducive to allowing Africa's sportsmen and sportswomen to excel and attain international sports success and recognition by attracting wider audiences and stimulating sustainable multi-sectorial public and private investments.

2.2.3 Policy Statements

2.2.3.1 AU Member States shall develop and support clear and inclusive target-based national Athlete Development models, systematically showing the development of sporting excellence (talent identification, placement and nurturing systems).

2.2.3.2 AU Member States shall establish Coach Development models that meet athletes' needs at every level of their development.

2.2.3.3 AU Member States shall develop Sports Administrators and Technical Staff Development programmes, modelled after Athlete Development programmes to meet athletes' needs at every level of their development.

2.2.3.4 AU Member States shall develop and strengthen inclusive sports incentives, recognition and reward policies, strategies and programmes that promote excellence.

2.2.3.5 AU Member States are obligated to develop, upgrade and maintain inclusive, modern, safe and secure recreation and sports-related infrastructure and facilities that are user-friendly and suitable for hosting major national, regional and international events and competitions, and that can be repurposed for mass sports events.

2.2.3.6 AU Member States shall establish High Performance Centres and develop sustainable inclusive high-performance athlete development and performance pathways.

2.2.3.7 Member States shall host inclusive National Games that provide opportunities for exposure, growth and development for athletes, coaches and officials,

2.2.3.8 Member States shall host and participate in inclusive Regional, Continental and International Games that will serve as platforms for sports performance excellence for African athletes as well as contribute towards national economic development.

2.2.3.9 Continental Sports Confederations shall develop minimum truncated, sustainable and affordable event bidding, hosting and management requirements that are affordable for Member States that wish to host continental and regional sports events and competitions.

2.2.3.10 The AU shall establish and register a Sports Facilities and Events Safety Standards Institute that will be responsible for the development of, and monitoring adherence with, minimum safety and security requirements for sports events and facilities, which all role players shall be obliged to adhere to curb and mitigate the incidence of disasters at national, regional and continental sports events and competitions.

2.2.3.11 Member States, Sports Development Regions and Sports Governing Bodies shall establish minimum professional qualifications for incumbent coaches, administrators and technical officials.

2.2.3.12 Member States and Confederations shall establish athlete dual career and post career pathways, empowerment programmes such as financial intelligence and investment, life insurance schemes and savings.

2.3 A Sustainable Africa

2.3.1 The component comprises the following focus areas:

- i. Sports and Economy
- ii. Rights-based, Safe and Inclusive Sport
- iii. Sport and the Environment
- iv. Sports Diplomacy

2.3.2 Overarching Policy Goal

To encourage and sustain sport participation for all, while using sport and recreation as a tool for the overall socio-economic development of all Africans.

2.3.3 Policy Statements

2.3.3.1 AU Member States and Sports Development Regions shall develop **strategies, structures, skills** and **programmes** that use sport and recreation as a stimulant for economic development through sustainable sports business entrepreneurship.

2.3.3.2 AU Member States shall develop policies, regulations and strategies that promote safe, inclusive and rights-based physical education, physical activity, sport and recreation, particularly for children, women, girls, persons with disabilities, as well as vulnerable and marginalised groups to nurture values and skills and promote participants' holistic development.

2.3.3.3 AU Member States and Sports Development Regions shall develop policies, regulations, strategies and programmes that use sport as a vector for indicative sustainable environmental conservation and preservation.⁴

2.3.3.4 AU Member States and Sports Development Regions shall develop policies, regulations, strategies and programmes that use sport as a tool to promote and facilitate diplomatic relations among African countries and communities.

2.3.3.5 The AUSC, Member States, Sports Development Regions and Confederations shall develop legal frameworks for the protection of all athletes.

2.3.3.6 Member States, Sports Development Regions, Sports Confederations and all sports delivery agencies shall develop and strengthen systems, institutions and structures responsible for safeguarding in sport and sports development contexts.

2.3.3.7 The AUSC shall develop a legal framework for safe migration of African athletes within and outside Africa.

⁴ Conservation means protecting the environment through the responsible use of natural resources. Preservation means protecting the environment from harmful human activities.

2.4 An Innovative Africa

2.4.1 This component comprises the following focus areas:

- i. Effective Governance Systems
- ii. Sports Education and Training
- iii. Funding
- iv. Volunteerism
- v. Media, Broadcasting, Communications and Public Relations
- vi. Information & Communication Technology (ICT) and Digital Technologies
- vii. Clean Sports and Anti-Doping
- viii. Sports-related Research
- ix. Diaspora Engagement

2.4.2 Overarching Policy Goal

To provide creative and innovative supporting systems to achieve all the targets of the Policy Framework for the Sustainable Development of Sport in Africa, i.e., an Active Africa, a Winning Africa, a Sustainable Africa and a United Africa.

2.4.3 Policy Statements

- 2.4.3.1 AU Member States shall establish and strengthen inclusive **national sports legislation, policies, strategies and plans** that align with the AU Policy Framework for the Sustainable Development of Sport in Africa.
- 2.4.3.2 AU Member States, Sports Development Regions and the AUSC shall establish **legislation, policies and strategies** to transform and improve sport **governance** systems and structures.
- 2.4.3.3 AU Member States, Sports Development Regions and the AUSC shall establish **legislation, policies and strategies** aimed at boosting the Member States, Sports Development Regions and the AUSC brands via enhanced communications and public relations capacities.
- 2.4.3.4 AU Member States shall institute the requisite legislative, policy and regulatory frameworks that shall comply with **African and international conventions, regulations, guidelines and codes** that promote rights-based, clean and safe sport, and contribute towards the fight against doping in sport.
- 2.4.3.5 AU Member States and all sports organisations shall develop and implement the requisite policies and legal frameworks that ensure that all those involved in sport (athletes, coaches, administrators, volunteers, etc.) are protected from harassment, abuse, neglect or exploitation.
- 2.4.3.6 AU Member States, Sports Development Regions and Continental Sports Confederations shall set aside the appropriate and adequate funding, as well as innovatively mobilise alternative funding, including private sector funding, to promulgate policy and regulatory frameworks that ensure the development, support and sustenance of:

- 2.4.3.6.1 Sports education and training.
 - 2.4.3.6.2 Quality inclusive Physical Education, Physically Active Education, sport and recreation.
 - 2.4.3.6.3 Volunteerism, volunteer management, volunteer welfare and, in the long term, the development and promotion of a relevant African concept of volunteerism.
 - 2.4.3.6.4 Brand enhancement via improved communications and public relation capacities.
 - 2.4.3.6.5 Sports science and performance-related research.
 - 2.4.3.6.6 Athlete insurance and post-competition retirement annuity schemes.
- 2.4.3.7 AU Member States and Sports Development Regions shall invest in creative and innovative strategies to boost Information Technologies (ICT), including digital platforms and literacy initiatives to support the achievement of sports policy targets and ensure African sports is on par with the standards of the global sports industry.
- 2.4.3.8 AU Member States shall promulgate policy and regulatory frameworks for the development, implementation and measurement of Quality Inclusive Physical Education curricula and Physically Active Education interventions, as well as sports and recreation programmes and their impact.
- 2.4.3.9 AU Member States, Sports Development Regions, Confederations and event hosting organisations shall develop Anti-Doping regulations for competitions in compliance with WADA specifications and requirements.
- 2.4.3.10 AU Member States, Sports Development Regions and the AUSC shall establish **legislation, policies** and **strategies** to support engagement between the African diaspora in and through sport.

2.5 A United Africa

2.5.1 This component comprises the following focus areas:

- i. Ethics and Integrity
- ii. Social Cohesion and Inclusion
- iii. Equity in Sport
- iv. Sports Heritage and Legacy

2.5.2 Overarching Policy Goal

To use sport and recreation as a vector for creating hope and stimulating social cohesion by engendering the ethos of the African Renaissance and social transformation through the propagation of Pan-Africanism and African patriotism among all Africans.

2.5.3 Policy Statements

- 2.5.3.1 AU Member States and Sports Development Regions shall establish minimum eligibility criteria for members aspiring to stand for elections to serve on **national sports structures**.
- 2.5.3.2 AU Member States shall promulgate the requisite legislative, regulatory and strategic frameworks that drive transformation to change the historical and colonial imbalances that excluded Africa and its people from accessing quality physical education, physical activity, sport and recreation and the associated decision-making architecture.

- 2.5.3.3 AU Member States and Sports Development Regions shall develop policy actions that protect, respect and fulfil the fundamental human rights of everyone affected by or involved in the delivery of physical education, physical activity and sport, in accordance with the United Nations Guiding Principles on Business and Human Rights.
- 2.5.3.4 AU Member States shall establish and monitor the adherence by all role players at the respective country level to guidelines and systems that use sport to promote social cohesion and nation building.
- 2.5.3.5 AU Member States shall establish and strengthen the structures and systems that ensure a zero-tolerance to doping, harassment and all forms of discrimination and rights violations in the delivery of quality physical education, physical activity, sport and recreation.
- 2.5.3.6 AU Member States shall develop and strengthen gender equity and disability⁵ rights, mainstreamed through rights-based legislative, regulatory and strategic frameworks.
- 2.5.3.7 The African Union shall develop guidelines for the establishment and immortalisation of an African sports heritage and legacy system at continental, regional and Member States levels.
- 2.5.3.8 AU Member States, through the STC-YCS, shall promote and mobilize support for African candidates to international positions as well as African countries to host major international events.
- 2.5.3.9 The AUSC shall take a strong and firm stance in solidarity with people of African descent in the diaspora community.
- 2.5.3.10 AU Member States shall perpetuate national and African cultural heritage practices through the institutionalisation of sustainable indigenous Games.

⁵ Disability in this policy is understood in line with UNESCO as a broad concept, covering impairments, activity limitations, and participation restrictions.



SECTION 3: POLICY IMPLEMENTATION AND COMPLIANCE

- 3.1 The African Union, through the African Union Sports Council (AUSC) shall:
- a) Galvanise African Union Sports Development Regions and Member States to integrate inclusive sports policy frameworks into their national sports policies and strategies.
 - b) Encourage Member States to fund the implementation of sports policy priorities.
 - c) Encourage Sports Confederations to align their priorities and strategies with the Policy for the Sustainable Development of Sports in Africa.
 - d) Encourage Member States, National Anti-Doping Organisations and Sports Confederations to comply with the World Anti-Doping Code and the UNESCO Convention against Doping in Sport's requirements and obligations in pursuit of clean sport.
 - e) Encourage Member States and Sports Confederations to develop and mainstream gender equality, and safe and inclusive sports policy frameworks.
 - f) It shall provide incentives and rewards to Member States, federations, sports NGOs and other delivery agents that achieve and surpass set targets of the policy pillars.

3.2 Compliance Requirements for Member States

AU Member States shall:

- a) Align their existing national sports policies to the AU Sports Policy for Sustainable Development.
- b) Fulfil their obligations in accordance with the provisions of this Policy.
- c) Participate in all *sporting* activities and events of the AU, including Regional, Continental and International Games,' and be always in good standing with all their obligations to the AU.

- d) Report progress on implementation of the AU Sports Policy for Sustainable Development' during their regional Council of Ministers' Conferences and the AU Specialised Technical Committee of Ministers of Youth, Culture and Sport (STC-YCS).
- e) Set aside adequate resources, including a thorough forging of Private Public Partnerships for the execution and fulfilment of provisions of this Sports Policy for Sustainable Development.
- f) Implement safe sport policies and programmes including enforcing such in all national sports organisations.
- g) Compliance and ensure compliance with the World Anti-Doping Code and all **World Anti-Doping Agency (WADA)** and **Regional Anti-Doping Organisation (RADO)** requirements and obligations for the safeguarding of sportsmen and sportswomen against violation of the Anti-Doping Rules.
- h) Enforce regional compliance with this policy by Member States.

3.3 Compliance Requirements for Sports Development Regions and Sports Confederations

Sports Confederations receiving support from the AU through the AUSC shall:

- a) Submit strategic plans to the AUSC at the beginning of each financial year.
- b) Submit lists of names and the addresses of office bearers.
- c) Keep updated records of registered members at continental, regional, national level for submission to the AUSC on an annual basis.
- d) Submit Audited Financial Statements within six (6) months after closing of the accounts for the financial year for which support has been granted.
- e) Submit annual activity reports to the AUSC.
- f) Align structures to the African Union geographic regions.
- g) Demonstrate evidence of good governance standards and adoption of sport integrity and rights-based policies



SECTION 4: CONCLUSION

4.1 Monitoring

The AUSC shall conduct periodic assessment on the compliance by the Member States, Sports Development Regions, continental sports and sport organisations, women’s organisations and movements with the Sports Policy Framework for Sustainable Development.

Policy implementation can build on a broad range of monitoring and evaluation resources developed at the international level. These tools shall be made accessible and specific tools shall be developed and utilised, results of which shall be tabled at the Regional Conference of Ministers Meetings and the African Union STC-YCS to ensure attainment of the aspirations of “The Africa We Want”, and commitment of all stakeholders and actors in the sports movement.

4.2 Policy Review

The policy shall be reviewed after every four years or as and when the need arises. The review shall be based on observations and feedback gathered during its implementation and identification of emergent issues affecting sustainable development of quality physical education, physical activity, sport and recreation in Africa.

Sport has the potential to become a weighty economic stimulus that can transform Africa’s political, economic, social and transformational aspirations, turning them into a living reality.

All AU Member States and African sports movements shall embrace and institute political, legislative, regulatory and structural adjustments and alignments to fully implement this Policy and make it effective. This is of paramount importance to make sport relevant, commercially viable and economically productive, while also achieving the broader national objectives of delivering a thriving socio-economic transformation of Africa and all her people.

Commissioner, Health Humanitarian Affairs and Social Development

Date _____

PART TWO: INDICATIVE POLICY IMPLEMENTATION FRAMEWORK

SECTION 1: GLOBAL POLICIES ALIGNMENT

5.1 Global Policies Convergences

African Union Member States are signatories to global conventions, treaties, codes and plans that need to be scoped into the Indicative Policy Implementation Framework. There exist very close synergies among these global plans, key among them being the United Nations Sustainable Development Goals and the UNESCO KAP as well as other related major international frameworks as demonstrated below.

CONVERGENCE OF POLICIES - 1

	Agenda 2063 Goals	Priority Areas	SDGs and Kazan	Sports Policy for Sustainable Development
1.	A high standard of living, quality of life and well-being for all citizens	<ul style="list-style-type: none"> Incomes, jobs and decent work Poverty, inequality and hunger Social security and protection, including persons with disabilities Modern, affordable and liveable habitats and quality basic services 	SDG Goals: no 1, 2, 8 and 11 Kazan: II.5; II.2 & II.4	An Active Africa <ul style="list-style-type: none"> Recreation Physical activity
2.	Well educated citizens and skills revolution underpinned by science, technology and innovation	<ul style="list-style-type: none"> Education and science, technology and innovation (STI) driven skills revolution 	SDG Goal: no 4 Kazan: I.3 & II.3	A Winning Africa <ul style="list-style-type: none"> Human Capital dvpt Professionalisation An Innovative Africa <ul style="list-style-type: none"> Education and Trng
3.	Healthy and well-nourished citizens	<ul style="list-style-type: none"> Health and nutrition 	SDG Goal no. 3 Kazan: II.1; III.2; I.5-I.7 & II.6	An Active Africa <ul style="list-style-type: none"> Wellness promotions
4.	Transformed economies	<ul style="list-style-type: none"> Sustainable and inclusive economic growth STI driven manufacturing, industrialization and value addition Economic diversification and resilience 	SGD Goals: no. 8 and 9 Kazan: II.5	A Sustainable Africa <ul style="list-style-type: none"> Sport and economy A Winning Africa <ul style="list-style-type: none"> Commercialisation of sport
5.	Modern agriculture for increased productivity and production	<ul style="list-style-type: none"> Agricultural productivity and production 	Goal no 2	A Sustainable Africa <ul style="list-style-type: none"> Sports & Economy

CONVERGENCE OF POLICIES - 2

6.	Blue/ocean economy for accelerated economic growth	<ul style="list-style-type: none"> Marine resources and energy Port operations and marine transport 	Goal no. 14	A Sustainable Africa <ul style="list-style-type: none"> Sport and environment Sport and economy
7.	Environmentally sustainable and climate resilient economies and communities	<ul style="list-style-type: none"> Bio-diversity, conservation and Sustainable natural resource management. Water security Climate resilience and natural disasters preparedness 	Goals no.6, 7, 13 and 15	A Sustainable Africa <ul style="list-style-type: none"> Sports and environment
8.	A United Africa (Federal or Confederate)	<ul style="list-style-type: none"> Frameworks and institutions for a United Africa 		A United Africa <ul style="list-style-type: none"> Social cohesion and inclusion An Innovative Africa <ul style="list-style-type: none"> Governance
9.	Continental financial and monetary institutions established and functional	<ul style="list-style-type: none"> Financial and monetary institutions 		A Sustainable Africa <ul style="list-style-type: none"> Sport and economy
10.	World class infrastructure criss - crosses Africa	<ul style="list-style-type: none"> Communications and infrastructure connectivity. 	Goal no. 9	An Innovative Africa <ul style="list-style-type: none"> Media and Broadcasting Partnerships
11.	Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched	<ul style="list-style-type: none"> Democracy and good governance Human rights, justice and the rule of law 	Goal no 16	An Innovative Africa <ul style="list-style-type: none"> Governance A Sustainable Africa <ul style="list-style-type: none"> Sports Diplomacy

CONVERGENCE OF POLICIES - 3

	Agenda 2063 Goals	Priority Areas	SDGs and Kazan	Sports Policy for Sustainable Development
12.	Capable institutions and transformative leadership in place	<ul style="list-style-type: none"> Institutions and leadership Participatory development and local governance. 	Goal no. 12	An Innovative Africa <ul style="list-style-type: none"> Governance Volunteerism Sports Education and Training
13.	Peace, security and stability is preserved	<ul style="list-style-type: none"> Maintenance and preservation of peace and security 	SDG Goal: no. 16	A Sustainable Africa <ul style="list-style-type: none"> Sports, Peace and Nation Building Sports Diploma
14.	A stable and peaceful Africa	<ul style="list-style-type: none"> Institutional structure for AU instruments on peace and security Defence, security and peace 	Kazan: II.8 & III.3	
15.	A fully functional and operational APSA	<ul style="list-style-type: none"> Fully operational and functional APSA Pillars Values and ideals of Pan Africanism 		A United Africa <ul style="list-style-type: none"> Integrity Social cohesion and inclusion
16.	African cultural renaissance is pre-eminent	<ul style="list-style-type: none"> Values and ideals of Pan Africanism Cultural values and African Renaissance Cultural heritage, creative arts and businesses 		A United Africa <ul style="list-style-type: none"> Integrity Social cohesion and inclusion

CONVERGENCE OF POLICIES - 4

	Agenda 2063 Goals	Priority Areas	SDGs and Kazan	Sports Policy for Sustainable Development
17.	Full gender equality in all spheres of life	<ul style="list-style-type: none"> Women and girls empowerment Violence and discrimination against women and girls 	SDG Goal: no. 5 Kazan: I.5-I.7 & II.6	A United Africa <ul style="list-style-type: none"> Inclusion and equity A Sustainable Africa <ul style="list-style-type: none"> Safe and inclusive sport
18.	Engaged and empowered youth and children	<ul style="list-style-type: none"> Youth empowerment and children's rights 	SDG Goals: no. 4 and 5 Kazan: I.3; II.3; I.5-I.7 & II.6	A Sustainable Africa <ul style="list-style-type: none"> Safe and inclusive sport A winning Africa <ul style="list-style-type: none"> Athlete, coach and administrator development
19.	Africa as a major partner in global affairs and peaceful co-existence	<ul style="list-style-type: none"> Africa's place in global affairs Partnerships 	SDG Goal: no. 17 Kazan: I.1 & I.2	An Innovative Africa <ul style="list-style-type: none"> Partnerships and collaborations
20.	Africa takes full responsibility for financing her development Goals	<ul style="list-style-type: none"> African capital markets Fiscal systems and public sector revenue Development assistance 	SDG Goals: no. 10 and 17 Kazan: I.1 & I.2	A Wining Africa <ul style="list-style-type: none"> Events and competitions A Sustainable Africa <ul style="list-style-type: none"> Sports Tourism Sports and economy

CONVERGENCE OF POLICIES - 5



CONVERGENCE OF POLICIES - 6



SECTION 2: POLICY INDICATIVE IMPLEMENTATION FRAMEWORK

6.1 An Active Africa

This component is designed to engender a culture of physical activity and promotion of healthy lifestyle among African citizens. The positive lifelong benefits of an active citizenry extend beyond health and wellness.

Performance Goal

An Active Africa aims to promote Quality Physical Education, build a culture of mass participation in sport, physical activity and exercise leading to productivity and economic prosperity while reducing the prevalence of Non-Communicable Diseases and Member States expenditure on health.

6.1.1 Sports-for-all and Recreation Objectives

In promoting Sport for All and recreation, Member States, Sports Development Regions and Sports Confederations aim to:

- a) Enhance the quality of life of citizens
- b) Influence positive community behaviour change and citizenship values.
- c) Increase public interest in physical activity, quality inclusive Physical Education, Physically Active Education, sport and recreation.
- d) Organise structures and build community ownership
- e) Increase inclusive participation in physical activity, Physical Education, Physically Active Education, leadership, sport and recreation
- f) Educate and sensitise on anti-doping, health and well-being
- g) Increase the participation of women and girls, as well as vulnerable and marginalised groups in sport and recreation activities.
- h) Increase the participation of persons with disabilities in sport and recreation activities.
- i) Increased channels of communication and promotion campaigns for all

6.1.1.1 Performance Indicators (All numbers are proportionate to population size):

- i. Number of recreation centres established
- ii. Number of recreation centres renovated
- iii. Number of sports for All and recreation activities and events organised
- iv. Number of participants in recreation events
- v. Number of private and public sector sports and recreation programmes introduced
- vi. Number of women, girls and persons with disabilities participating in sport
- vii. Number of awareness campaigns/ advocacy programmes implemented
- viii. Number of results-based research published on recreation activities
- ix. Number of accessible/ mobility (how to get to the venue) and inclusive spaces (playgrounds) for recreational sport and physical activities

6.1.1.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
National Recreation Policies	<ul style="list-style-type: none"> Develop or review National recreation policies Set monitoring tools for implementation 	Member States	Sports Development Regions Governments/ Member States Sport Governing Bodies (SGBs) NGOs/civil society organisations Women and sport movements	Ongoing
Baseline of Participation	<ul style="list-style-type: none"> Conduct national baseline survey on participation levels Set performance targets 	Member States	Sports Development Regions Governments Universities and Colleges SGBs NGOs Women and sport movements	2024
Community Sports for All and Recreation Structures	<ul style="list-style-type: none"> Establish, train, strengthen and support national and support the development of national and regional recreation structures to function Establish public and private sector sport and Recreation clubs 	Member States	Governments Municipalities Local authorities SGBs Sports Development Regions Confederations Women and sport movements	Ongoing
Recreation Centres	<ul style="list-style-type: none"> Audit existing centres Establish new centres Renovate old centres Establish sports for All structures 	Member States	Governments Municipalities Local authorities SGBs	Ongoing
Mass Participation/ Sport for All Programmes	<ul style="list-style-type: none"> Organise innovative national SFA events and activities Organise community festivals Review existing mass participation and sports for All programmes 	Member States	Governments Municipalities Local authorities SGBs Sports Development Regions Confederations Learning Institutions	Ongoing

6.1.2 Quality Physical Education Objectives:

In promoting Quality Physical Education, Member States, Sports Development Regions and Sports Confederations aim to:

- a) Revise Physical Education policies and align with other policies to make physical education a compulsory subject for all schools.
- b) Revision of Physical Education teacher education curriculum to make them learner-centred and aiming at the holistic development of learners, nurturing their values and skills.
- c) Revision of the Physical Education curriculum to address local contexts.
- d) Inclusivity in Physical Education for all, and especially girls, learners with disabilities and special needs, as well as marginalised and vulnerable children.
- e) Monitoring processes and quality assurance.

6.1.2.1 Performance Indicators (proportionate number to number of pupils):

- i. Number of Physical Education policies revised and implemented.
- ii. Number of inclusive, safeguarding and child protection policies and methods devised.
- iii. Number of policies aligned and strengthened, referring to Physical Education, youth, health, etc.
- iv. Recognition of Physical Education as a science (like Biology) for students' admissions to universities and colleges.
- v. Revised Physical Education curriculum.
- vi. Number of girls, people with disabilities and special needs as well as marginalised and vulnerable groups.
- vii. Number of colleges and universities offering in-service training and continuous professional development programmes for Physical Education teachers.
- viii. Make Physical Education an examinable subject.

6.1.2.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Physical Education Policy Framework	<ul style="list-style-type: none"> • Audit existing PE policy • Conduct Stakeholder consultations on revision of the PE policy • Revision of PE policy, • Engage colleges and universities to recognise PE as one of the sciences in general requirements for admissions. • Engage other ministries & stakeholders to align and strengthen policy linkages relating to physical education • Conduct regular bilateral exchanges between countries implementing PE policies. • Engage stakeholders in the education sector to make Physical Education an examinable subject. 	Member States	NGOs Teachers' Unions Community Organisations Universities & Colleges Local Communities	2026

Physical Education teacher education curriculum	<ul style="list-style-type: none"> ● Conduct audit of quality of Physical Education teacher education ● Develop framework to balance theory and practice in Physical Education teacher education curriculum ● Increase number of female teachers, teachers with disabilities and other vulnerable groups ● Put pupils at the centre of Physical Education teacher education ● Emphasise on safeguarding and child protection in Physical Education teacher education curriculum ● Engaging colleges and universities to develop PE teacher continuous professional development ● Provide adequate resources for Physical Education teacher education curriculum. ● Address local context needs in Physical Education teacher education curriculum 	Member States	NGOs Teachers' Unions Community Organisations Universities & Colleges Local Communities	2026
Physical Education Curriculum	<ul style="list-style-type: none"> ● Conduct baseline survey on Physical Education curriculum ● Revise the Physical Education curriculum using UNESCO-developed QPE curriculum revision methods ● Define general agreed outcomes of Physical Education programmes ● Include local contexts and needs in Physical Education curriculum ● Include indigenous games in Physical Education curriculum ● Put emphasis on children enjoyment in Physical Education curriculum ● Make learners active in all Physical Education lessons ● Emphasise knowledge and skills for a lifetime of physical activity ● Make Physical Education enjoyable for all learners in all lessons ● Prioritise sports coaching in Physical Education teacher education programmes. 	Member States	NGOs Teachers' Unions Community Organisations Universities & Colleges Local Communities	2026
Inclusivity in Physical Education	<ul style="list-style-type: none"> ● Develop Physical Education policy frameworks that emphasise inclusion of girls, pupils with disabilities and other marginalised groups in society ● Equip Physical Education teachers with inclusive and adaptive methodologies and providing them with in-service training and continuous professional development ● Provide accessible and inclusive Physical Education facilities, equipment & changing rooms for girls ● Sensitise communities on intrinsic values of Physical Education to dispel traditional beliefs that hinder girls, children with disabilities' participation 	Member States	NGOs Teachers' Unions Community Organisations Universities & Colleges Local Communities	2026

	in Physical Education.			
Monitoring & Quality Assurance	<ul style="list-style-type: none"> • Develop transparent monitoring and evaluation tools that are shared by all stakeholders • Conducting research on the implementation of Physical Education to inform appropriate changes • Reward hard working teachers and personnel • Include Physical Education on the timetables of all schools with sufficient time like any other academic subject 	Member States	NGOs Teachers' Unions Community Organisations Universities & Colleges Local Communities	2026
Advocacy & Awareness	<ul style="list-style-type: none"> • Use sport as a platform to discuss and raise awareness on key socio-cultural issues such as gender, equality, drug/alcohol use, justice etc. • Create and propagate messages to create awareness on key topical social issues through inclusive PES for all • Use sports icons as role models to share the benefits of Physical Education • Use various forms of communication to create awareness on the value of Quality Physical Education. 	Member States	NGOs Teachers' Unions Community Organisations Universities & Colleges Local Communities	2026

6.1.3 Physical Activity & Physically Active Education Objectives:

In promoting inclusive physical activity and Physically Active Education, Member States, Sports Development Regions and Continental Sports Confederations shall aim to:

- a) Develop policies that promote citizens' participation in physical activity
- b) Increase the percentage of awareness of health benefits of physical activity among citizens
- c) Increase the percentage of citizens' participation in physical activity and improve their well-being.
- d) Provide accessible sports facilities and equipment
- e) Use physical activity to reduce the percentage of non-communicable diseases and excess weight
- f) Increase the percentage of young people participating in physical activity to ensure healthy growth and development
- g) Train teachers and incorporate Physically Active Education in schools and other learning institutions.

6.1.3.1 Performance Indicators (proportionate number to population size):

- i. Number of schools of people and pupils participating in physical activities and Physically Active Education interventions
- ii. Percentage of reduction in non-communicable diseases.
- iii. Number of young people participating in physical activities
- iv. Number of schools and other learning institutions using Physically Active Education methodologies
- v. Number of girls and children with disabilities participating in physical activities.
- vi. Number of safe and inclusive sports infrastructures developed.

6.1.3.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Physical Activity Policies	<ul style="list-style-type: none"> ● Review existing physical activity policies ● Revise and harmonise existing policies to ensure increased participation in physical activity 	Member States	Central and local Government authorities Learning Institutions ICSSPE	2026
Health Benefits of Physical Activity	<ul style="list-style-type: none"> ● Use social media, radio, TV and other media outlets to share the benefits of physical activity ● Collaborate with relevant stakeholders to design and implement health campaigns 	Member States	Central and local Government authorities Learning Institutions ICSSPE	2026
Increase Physical Activity	<ul style="list-style-type: none"> ● Walking, cycling, running and other forms of non-motorised transport accessible to all citizens ● Promoting existing labour activities such as farming, mining, etc. ● Labour policies that encourage active communities and opportunities for being physically active during workday. 	Member States	Central and local Government authorities Sports Development Regions Learning Institutions ICSSPE	2026
Physically Active Education	<ul style="list-style-type: none"> ● Training and Development of toolkit for training in PAE ● Create database on PAE related activities ● Conduct training for both PE and non-PE teachers 	Member States	Governments Municipalities Learning Institutions	Ongoing
Accessible Sports Facilities and Open Spaces	<ul style="list-style-type: none"> ● Create facilities that provide opportunities for everyone to access sports, physical activities and recreation activities. ● Create sidewalks, cycling paths to promote walking and cycling to workplaces ● Create clean, safe and inclusive open spaces to promote recreation, walking and other activities. 	Member States	Central and local Government authorities Sports Development Regions Learning Institutions ICSSPE	2026

6.1.4 Institutional Sport and Recreation Objectives:

In promoting inclusive institutional sport and recreation, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Create motivation for life-long participation in sport and recreation
- b) Create a conducive environment for institutional sports and recreation
- c) Make schools and workplace hubs of sport and recreation development.

6.1.4.1 Performance Indicators:

- i. Number of schools offering quality and inclusive Physical Education and sports as part of their curriculum
- ii. Number of colleges, universities, corporates and uniformed forces offering sports and recreation programmes
- iii. Number of anti-doping education programmes implemented
- iv. Number of women, girls and people with disability trained to offer specialised adapted quality Physical Education.

6.1.4.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
School, Colleges and Universities Sports Structures	<ul style="list-style-type: none"> • Review existing schools' sports structures • Organise school sports structures 	Member States	Governments authorities SGBs NGOs Learning Institutions	Ongoing
Corporate and Uniformed Forces sports structures	<ul style="list-style-type: none"> • Develop frameworks • Train leaders • Set structures 	Member States	Uniformed Forces Corporate bodies	Ongoing
Institutional Sports and Recreation Events	<ul style="list-style-type: none"> • Train athletes and administrators • Develop event hosting and management guidelines and protocols • Organise community, national and Regional institutional competitions 	Member States	Colleges Universities Sports Development Regions ICSSPE	Ongoing

6.1.5 Health and Wellness Promotion Objectives:

In promoting health and wellness, Sports Development Regions, Member State, and Continental Sports Confederations aim to:

- a) Create awareness of non-communicable diseases
- b) Reduce government spending on prescriptive health delivery
- c) Initiate and implement targeted campaigns through sport and recreation
- d) Curb drug and substance abuse
- e) Facilitate/deliver health education & anti-doping programmes
- f) Promote holistic, values-based education at an early age
- g) Create synergies among line ministries and institutions

6.1.5.1 Performance Indicators:

- i. Number of awareness campaigns conducted
- ii. Number of people reached through sports related wellness and wellness programmes organised
- iii. Number of women, girls and people with disability reached
- iv. Comparative government budget spending on prescriptive health delivery
- v. Number of focal point officers and offices appointed
- vi. Number related to value-based education

6.1.5.2 Implementation Plan:

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Baseline of Awareness of NCDs	<ul style="list-style-type: none"> • Conduct baseline survey on levels of awareness of NCDs • Set targets for reduction of NCDs • Develop research programmes in collaboration with public health department 	Member States	Governments Universities and Colleges SGBs	2022
Community Health and Wellness Campaign Programmes	<ul style="list-style-type: none"> • Review existing community wellness programmes • Organise community Wellness programmes 	Member States	Central and local Governments authorities SGBs NGOs Learning Institutions	Ongoing
Workplace Wellness Programmes	<ul style="list-style-type: none"> • Review existing workplace wellness programmes • Organise workplace wellness programmes 	Member States	Central and local Governments authorities SGBs NGOs Learning Institutions	Ongoing
Database on Government Prescriptive Health Delivery Spending	<ul style="list-style-type: none"> • Collect data on government spending • Set health and wellness targets • Incorporate physical activity in health education and 	Member States	Health Ministries Sport Ministries	Ongoing

6.1.6 Access to Safe Spaces Objectives:

In promoting inclusive access to safe spaces, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- d) Promote a culture of physical activity and exercise
- e) Build productive relationships between citizens and local authorities
- f) Influence town planning for provision of safe and accessible spaces for sport and recreation

6.1.6.1 Performance Indicators:

- v. Number of African cities in the Active cities programme
- vi. Percentage increase in safe spaces in urban areas
- vii. Percentage decrease in mortality through lifestyle ailments

6.1.6.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Partnerships	<ul style="list-style-type: none"> • Review existing and draw new partnerships with Local Authorities at national, regional and continental levels • Develop effective guidelines and criteria for partnerships 	Member States	Governments authorities SGBs NGOs Learning Institutions	Ongoing
Advocacy and Awareness	<ul style="list-style-type: none"> • Develop training frameworks on use of safe spaces • Establish Active Cities awareness and advocacy strategies 	Member States	Media Governments SGBs	Ongoing
Programmes	<ul style="list-style-type: none"> • Introduce the Active Cities Programme • Develop concepts to promote Active Cities and host community Sports Festivals. 	Member States	Local authorities Sports Development Regions ICSSPE	Ongoing
Monitoring and Evaluation	<ul style="list-style-type: none"> • Conduct Active Cities impact assessment • Develop M & E toolkit • Evaluate effectiveness of Active Cities programme 			

6.2 A WINNING AFRICA

This component is designed to produce achievers by providing a conducive environment for athletes to excel and increase Africa's international success and global reputation. Africa needs to develop and sustain a culture of high-performance by placing priority and focus on the following.

Performance Goal:

To provide conducive environment to host major sport events, develop systems to improve athletes' performance and medal winning at the international competitions.

6.2.1 Athlete Development

In developing athletes, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Develop contextually suitable athlete development systems that meet the needs of athletes at every level of their development (physical, mental, cognitive and emotional development)
- b) Create a conducive environment for mass athlete participation for enjoyment.
- c) Develop elite athletes that win competitions.

6.2.1.1 Performance Indicators (proportionate number to population size):

- i. Percentage increase in levels of physical literacy
- ii. Percentage reduction of athletes' drop-offs from sports programmes
- iii. Numbers of operative high-performance centres
- iv. Numbers of elite athletes produced in high-performance centres.
- v. Percentage increase in winning sporting competitions.

6.2.1.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Baseline study	<ul style="list-style-type: none"> • Mapping out athlete demography • Mapping out athlete development structures 	Member States	Confederations	
Systems alignment	<ul style="list-style-type: none"> • Alignment of physical education, school sports, mass sports and elite sports in an interdependent to ensure elite performance. 	Member States	Confederations	
Athlete development framework	<ul style="list-style-type: none"> • Develop a clearly defined athlete development pathway based on local contexts. • Clearly defined talent identification and development framework step-by-step to elite performance • Integrate the framework into legislative systems. 	Member States	Confederations	
Sports Funding	<ul style="list-style-type: none"> • Develop clearly defined funding mechanism for both mass and elite sports • Create partnerships with supporting corporates and agencies 	Member States		
High Performance	<ul style="list-style-type: none"> • Develop working high performance centres for elite athletes at every level of development – based either on age or maturation of athletes. • Provide athletes with educational, technical, scientific and psychological support in the centres • Create opportunities for competitions and growth of athletes. 	Member States	Confederations	
Athlete Database	<ul style="list-style-type: none"> • Develop database to trace athletes at every level of development to help enhance athlete support systems 	Member States	Confederations	
Athletes Commission	<ul style="list-style-type: none"> • Constitute a national athletes commission in each Member State to ensure that interests of athletes • Set up Athletes Commission structures at Member States level 	Member States	Confederations	

6.2.2 Coach Development Objectives:

In developing coaches, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Creating a critical mass of competent African coaches through sustainable training and education as well as mentorship and exchange programmes
- b) Develop an African coaching philosophy and sustainable ecosystem that supports, empowers and builds a critical mass of competent coaches with capacity to produce and nurture podium athletes.

6.2.2.1 Performance Indicators:

- i. Percentage increase in active accredited and registered coaches.
- ii. Number of institutions and entities offering coach education and capacity development.
- iii. Number of elite athletes produced and nurtured by African coaches
- iv. Percentage increase in internationally accredited coaches in targeted sports disciplines.

6.2.2.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Baseline on Coach training and accreditation	<ul style="list-style-type: none"> • Develop baseline tools • Conduct baseline • Identify coach training and accreditation gaps 	Member States	Confederations Universities Sports Development Regions	Quadrennially
Coach Development and Accreditation Framework	<ul style="list-style-type: none"> • Establish Coach Development, Nurturing and Accreditation Models. • Conduct Technical Courses for Coaches • Develop coaches' incentives, welfare and support systems • Promulgate legislation, regulations and policies that safeguard coaches, regulate and codify the profession 	Member States	Governments Universities and Colleges SGBs Sports Development Regions	Ongoing
Coaching structures	<ul style="list-style-type: none"> • Develop and implement sport specific coaching structures at National, Regional and Continental levels • Establish Regional and Continental Coaches Council 	Member States	SGBs Sports Development Regions Clubs Academies Schools	Ongoing
Coaches Database	<ul style="list-style-type: none"> • Identify Database software and hardware • Create Coaches database • Periodically review and update Coaches database 	Member States	Government SGBs Sports Development Regions	Ongoing

6.2.3 Sport Administrators and Technical Officials Development

AU Member States, Sports Development Regions and the Sport movement shall develop inclusive Sport Administrators and Technical Officials accreditation models, and governance instruments with the aim to:

- a) Improve competence of sport administrators and technical officials.
- b) Enhance credibility and efficiency of sport administrators and technical officials.
- c) Enhance the image of sport through sound management and administration of sport organisations

6.2.3.1 Performance indicators

- i. Number of certified administrators, and technical officials.
- ii. Number of regular professional development programs conducted.
- iii. Evidence based data on performance of technical officials.
- iv. Percentage decrease in conflicts in sport contexts.

6.2.3.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Structures	<ul style="list-style-type: none"> • Establish National, Regional, Continental administrative structures. • Establish National, Regional and Continental training institutions • Establish Assessment and monitoring structures 	Member States Confederations SGBs	Government Sports Development Regions Other competent authorities	Ongoing
Systems	<ul style="list-style-type: none"> • Develop organisational management systems and governance instruments • Develop eligibility requirements for Sport admin. and technical officials. • Develop certification frameworks through relevant professional areas. 	Member States Qualifying authorities	Government Sports Development Regions SGBs	Ongoing
Programmes	<ul style="list-style-type: none"> • Establish and implement Sports Administrators and Technical Officials training and development programmes. • Establish Mentorship, internship, scholarships and Exchange programmes for Sports Administrators and Technical Officials 	Member States SGDs	Universities Regulatory authorities Sports Development Regions	Ongoing

6.2.4 Incentives, Recognition and Rewards Objectives:

In promoting inclusive incentives, recognition and rewards, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Establish a recognition system to acknowledge meritorious service and celebrate outstanding performances and achievements in sport and recreation by Africans
- b) To build social cohesion and nation building.

6.2.4.1 Performance Indicators (numbers are proportionate to population):

- i. Number of Member States hosting National Sports Awards

6.2.4.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Awards regulations	<ul style="list-style-type: none">• Audit existing rewards programmes• Develop a regulatory framework for awards and recognition• Establish appropriate national, regional and continental structures and boards to regulate the rewards programmes	Member States	Government SGBs Sports Development Regions Confederations	Ongoing
National Awards	<ul style="list-style-type: none">• Organise national, regional and African awards• Establish an African Sports Hall of Fame• Develop systems for commercialisation of sports awards• Awards for sports journalists and technical support staff	Member States	SGBs Sports Development Regions Confederations	Ongoing

6.2.5 Facilities, Equipment and Infrastructure Objectives:

In promoting inclusive events and competitions, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Promote establishment and refurbishment of adequate inclusive sports infrastructure and facilities
- b) Promote shared utilisation, equitable access and maintenance of sport and recreation facilities, and open inclusive spaces for the development of the sector
- c) Stimulate business models for sustainable value creation from sports facilities and infrastructure
- d) Promote development of inclusive infrastructures.

6.2.5.1 Performance Indicators (Numbers are proportionate to population size):

- i. Number of inclusive safe and secure sports facilities and infrastructure;
- ii. Number of partnerships for utilisation of sports facilities and infrastructure.

6.2.5.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Facilities Audit	<ul style="list-style-type: none"> • Create database of existing facilities • Establish grading system according to international standards • Develop a framework for establishment of outdoor public facilities and open spaces Develop a facilities inspections system	Member States	Government SGBs Regions Confederations Regional women and sport movements	Ongoing
Inclusive Safety and Security	<ul style="list-style-type: none"> • Establish facilities' ownership, inclusive safety and security systems • Develop and implement inclusive safety and security regulations 	Member States	SGBs Regions Confederations Regional women and sport movements	Ongoing
Maintenance and Utilisation	<ul style="list-style-type: none"> • Establish leasing regulations and systems • Review access, tariffs and rental regulations and systems • Establish minimum facilities standards and maintenance protocols 	Member States	SGBs Sports Development Regions Confederations	Ongoing
Management and skills development	<ul style="list-style-type: none"> • Establish minimum training requirements for facilities managers • Develop a system for appointment of accredited service providers 	Member States	SGBs Regions Confederations Regional women and sport movements	Ongoing

6.2.6 High-Performance Objectives:

In promoting High Performance, Member States, Sports Development Regions and Continental Sports Confederations utilise modern sports medicine and advanced sports scientific methods of supporting competitive and elite athletes for optimum performance, injury prevention, rehabilitation and recovery. Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Support elite athletes to perform optimally in continental and global competitions through long-term development programmes
- b) Improve athletes, coaches and administrators' performance and excellence through professional development programmes.

6.2.6.1 Performance Indicators (All numbers are proportionate to population size):

- i. Number of athletes, coaches and administrators supported through long-term high-performance programmes.
- ii. Number of high-performance centres and centres of sporting excellence.
- iii. Number of athletes placed in long-term development programmes that win medals at major international events and competitions
- iv. Number of professional continuing development programmes for coaches, administrators, and technical officials.

6.2.6.2 Implementation Plan:

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
High Performance Plans	<ul style="list-style-type: none"> • Assess current existing High-Performance Plans • Develop and implement High Performance plans and programmes • Develop frameworks for High Performance Programmes support system 	Member States	Government SGBs Clubs Academies	Ongoing
High Performance Centres	<ul style="list-style-type: none"> • Conduct audit of existing High-Performance Centres • Develop partnerships and collaborations with existing Centres • Establish HPC utilisation systems 	Member States	SGBs Universities High Performance Centre (HPCs)	2022
Centres of Sporting Excellence	<ul style="list-style-type: none"> • Conduct audit of existing HPCs • Develop partnerships and collaborations with existing Centres • Establish HPC utilisation systems 	Member States	SGBs Regions Academies Universities HPCs	2022
Performance Support Systems	<ul style="list-style-type: none"> • Leverage existing athlete support systems • Develop localised athlete residential programmes, scholarships and bursaries systems. • Develop Monitoring and evaluation systems • Introduce athlete tracking and monitoring systems 	Member States	SGBs Regions Clubs Academies Universities HPCs	Ongoing
Team selection and preparation	<ul style="list-style-type: none"> • Develop and review athlete selection policies and regulations • Provide life skills programme • Establish systems for testing and training camps. • Develop entourage management toolkits • Introduce Team delivery protocols 	Member States	SGBs Regions Clubs Academies Universities HPCs	Ongoing

Sports Science and Sports Medicine	<ul style="list-style-type: none"> • Develop Sports Science and Sports Medicine protocols • Establish partnerships with research institutes • Establish Sports Science and Sports Medicine structures. • Develop large numbers of African classifiers (Paralympic Sports) 	Member States	SGBs Regions Confederations Academies Universities HPCs	2022
Audit of Clubs and Academies	<ul style="list-style-type: none"> • Conduct audit • Create database of existing clubs and academies 	Member States	Government Clubs Academies SGBs	Ongoing
Registration of School Sports & Community Clubs	<ul style="list-style-type: none"> • Develop registration guidelines and protocols • Establish a club support system • Establish athlete support and welfare systems • Establish risk mitigation and management systems • Establish club and support systems for persons with disabilities 	Member States	Governments Universities and Colleges SGBs Sports Development Regions	2023
Accreditation of Academies	<ul style="list-style-type: none"> • Develop accreditation guidelines and protocols • Establish partnerships with learning institutions • Introduce academy leagues 	Member States	Government Municipalities Local authorities SGBs Sports Development Regions	Ongoing

6.2.7 Events and Competitions Objectives:

In promoting inclusive events and competitions, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Support elite athletes to consistently participate and perform at local, regional, continental and global competitions
- b) Build capacity and human capital to organise quality local and international competitions
- c) Support athletes to qualify for Regional and international championships
- d) Support anti-doping, testing and education programmes
- e) Strategically harmonise African competitions with the international competition calendar.

6.2.7.1 Performance Indicators (Number are proportionate to population size):

- i. Number of medals, won at selected major international competitions per gender
- ii. Number of African athletes qualifying for world championships and competitions
- iii. Member States' rankings in prioritised sports codes
- iv. Number of domestic competitions hosted
- v. Number of African classifiers in Paralympic sports increased.

6.2.7.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
National Competitions	<ul style="list-style-type: none"> • Develop calendars of events • Establish event hosting regulations, safety and security systems. • Establish National Multi-Sport Games 	Member States	Government SGBs Sports Development Regions	Ongoing
Regional Competitions	<ul style="list-style-type: none"> • Develop hosting calendar of events • Develop hosting regulations and protocols • Organise junior and senior championships including competitions for persons with disabilities and other vulnerable constituencies 	Member States	SGBs Sports Development Regions Confederations	Ongoing
International Competitions	<ul style="list-style-type: none"> • Develop bidding systems and strategies • Established prioritised lists of international competitions 	Member States	SGBs Sports Development Regions	Ongoing
Qualification Systems	<ul style="list-style-type: none"> • Establish qualification systems • Introduce qualifying incentives 	Member States	SGBs Development Regions	Ongoing
Event Management	<ul style="list-style-type: none"> • Develop and review bidding and hosting guidelines. • Develop and review event management protocols • Promulgate and review legislation, regulations and policies that safeguard athlete, spectators and public safety and security in organising events • Develop training programmes for event management and hosting • Develop regulations for bidding to host regional and international events. • Review past events and their long-term effects and develop sustainability concepts. 	Member States	SGBs Sports Development Regions Confederations Clubs Academies Universities HPCs	Ongoing

6.3 A SUSTAINABLE AFRICA

The five components of the Sports Policy for Sustainable Development are designed in the form of a house. This house does not stand alone, but within a community to make up a global village. The house is surrounded by virtues that use sport as a tool for sustainable development to build **The Africa that We Want** and that is sustainable by:

- a) Using sport and recreation-related knowledge, engineering and manufactures to support local economies
- b) Promoting local material in sports and recreation facilities building
- c) Promoting safe, inclusive and rights-based physical education, sport and recreation
- d) Preserving African cultural heritage through institutionalisation of traditional Games
- e) Using sport as a vector for sustainable environmental conservation and preservation
- f) Harnessing the capacity of sport in the promotion and sustainability of democracy, peace, harmony and nation-building and as a peaceful tool for resolving conflict.
- g) Attract investment, employment creation and infrastructure development

Performance Goal:

To use sport as a tool for sustainable development and a vector for inclusive socio-economic transformation of Africa.

6.3.1 Sports and Economy Objectives:

In promoting sport and economy, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Attract local and international investment in sport to increase revenue in sport
- b) Leverage African sports events to stimulate domestic and international tourism
- c) Stimulate employment creation and enhance Gross Domestic Product through contribution of sport

6.3.1.1 Performance Indicators (all numbers proportionate population size):

- i. Increased image and visibility of nations
- ii. Percentage contribution of sport to the Gross Domestic Product
- iii. The number of local small and medium Enterprises created to supply the local sport, physical education and recreation activities
- iv. Percentage increase in tourists because of sports events and tournaments
- v. Number of local artisans and experts providing service in sport.
- vi. Increase in sports bilateral agreements

6.3.1.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Sports Tourism	<ul style="list-style-type: none"> • Conduct baseline survey on sports tourism value chain • Establish cooperation agreements with Tourism Ministries • Establish sports tourism policies and strategies 	Member States	Government SGBs Sports Development Regions Confederations	Ongoing
Sports as a business	<ul style="list-style-type: none"> • Host sports events and traditional games to stimulate tourism • Lobby amendment of Tourism levy legislation to benefit sport and recreation • Assess contribution of sports tourism to national GDP • Provide grants and technological support to develop a sporting goods and apparel industry • Leverage the African Continental Free Trade Area (AfCFTA) to stimulate sports and recreation related services and good circulation • Develop policies and strategies that attract investment in sport. 	Member States	Governments SGBs Regions Confederations	Ongoing
Research and Data Management	<ul style="list-style-type: none"> • Develop a toolkit for measuring impact of sports tourism to general economic growth • Create database on sports tourism contribution to domestic GDP • Develop local, regional and continental sports research projects in Engineering and Social Sciences institutes and universities • Develop research in Architecture and Construction to encourage the inclusion of local knowledge and material in sports and recreation facilities 	Member States	Governments SGBs Sports Development Regions Confederations Tertiary Institutions	Ongoing

6.3.2 Rights-Based Safe Sport Objectives:

Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Use sport to promote human rights, safety and inclusion of vulnerable and marginalised groups.
- b) Build knowledge on safe, inclusive sport, measures, systems and procedures of identifying, preventing, reporting and dealing with corruption, harassment, exclusion of abuse in sport.

6.3.2.1 Performance Indicators (all numbers proportionate population size):

- i. Number of pieces of legislation that uphold girls, women, persons with disabilities, children and other marginalised groups' participation in sport and recreation
- ii. Number of girls, women and persons with disabilities' abuses reported and dealt with in sport.
- iii. Number of rights-based policies developed
- iv. Number of advocacy campaigns and strategic communication associated with the hosting of major events
- v. Number of environmentally friendly facilities and spaces

6.3.2.2 Implementation Plan:

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Legislation and regulations	<ul style="list-style-type: none"> • Develop legislation that safeguards the rights of persons with disabilities, women, children and vulnerable communities in sport. • Develop Rights-based sports policies that safeguard athletes, administrators, spectators and members of the public. 	Member States	SGBs Sports Development Regions NGOs Anti-Corruption Units Police	Ongoing
Awareness and Advocacy	<ul style="list-style-type: none"> • Conduct baseline studies to establish prevalence of rights violations in sport. • Develop programmes that promote awareness and advocacy for safeguarding human and child rights in sport. 	Member States	SGBs Regions NGOs Anti-Corruption Units Police	Ongoing
Reporting and dealing with Rights Abuses in Sport	<ul style="list-style-type: none"> • Develop reporting protocols for abuses of inclusive human rights and the rights of children • Establish collaborations with key stakeholders in the fight against rights violations (Victim friendly police units, child-rights, children, anti-corruption units) 	Member States	SGBs Sports Development Regions NGOs Anti-Corruption Units Police	Ongoing

6.3.3 Sport and Environment Objectives:

Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Use sport to protect and preserve the environment
- b) Ensure sports and recreation programmes and activities are environmentally friendly and clean
- c) Promote environmentally friendly events (i.e., plastic free) and recycling practices and habits in sports and recreation spaces.

6.3.3.1 Performance Indicators (all numbers proportionate population size):

- i. Number of environmentally friendly sporting events organised
- ii. Number of sport-based environment preservation awareness campaigns conducted
- iii. Number of environmentally friendly facilities and spaces in place

6.3.3.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Legislation and Regulations	<ul style="list-style-type: none"> • Develop environment protection legislation in sport • Develop environment conservation sports policies that preserve and protect the environment • Forbid one-use plastic usage in all sports and recreation facilities and spaces • Include environmentally friendly policies and requirements in all sport sports organisations policy manuals and guides 	Member States	Governments Sports Development Regions Confederations NGOs Environmental Agencies Local Authorities	Ongoing
Awareness and Advocacy	<ul style="list-style-type: none"> • Conduct baseline studies to establish the contribution of sport to environmental conservation • Develop programmes that promote awareness and advocacy for environmental conservation and green sport • Develop guidelines and environmental toolkit for hosting sports and recreation events 	Member States	Governments SGBs Regions NGOs Environmental Agencies Local Authorities	Ongoing
Programmes and activities	<ul style="list-style-type: none"> • Develop environmentally friendly practical initiatives that promote environmental conservation through sport • Formulate public awareness campaigns on consumption of environmentally friendly sports goods and services 	Member States	Governments SGBs Sports Development Regions NGOs Environmental Agencies Local Authorities	Ongoing

6.3.4 Sports Diplomacy Objectives:

Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Use sport as a conduit to promote social reconstruction to prevent and resolve conflict
- b) Enhance the image of Africa through sport
- c) Coordinate hosting international competitions at the continental level
- d) Integration and alignment of sports and other major activities on the continent.
- e) Promote bilateral/multilateral relations through sport

6.3.4.1 Performance Indicators (all numbers proportionate population size):

- i. Number of sports and recreation programmes used to promote social reconstruction, conflict prevention and resolution
- ii. Number of regional integrated sports and recreation development programmes and projects
- iii. Number of patronages in sport events by eminent personalities and global icons
- iv. Number of bilateral agreements through sport

6.3.4.2 Implementation Plan:

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Strategic Collaborations	<ul style="list-style-type: none"> • Strengthen collaborations with Sports for development agencies • Develop systems for inter-governmental collaboration for the promotion of peace, managing conflict and enhancing social reconstruction • Establish collaboration in the development and delivery of an African Sports Diplomacy course 	Member States AUSC	SGBs Regions Confederations Sport for Development Agencies	Ongoing
Events and Tournaments	<ul style="list-style-type: none"> • Develop a framework for introducing Peace Games • Host local and international events for promotion of peace and nation-building through sport • Create and sustain regional leagues 	Member States	SGBs Regions Confederations Sport for Development	Ongoing

6.4 AN INNOVATIVE AFRICA

The use of Information, Communication and Digital Technologies has transformed the world of sports management, administration, officiation and performance. A systemic approach has added immense value to sports development and performance while driving a scientific revolution in sport. An innovative Africa is one whose sport is athlete centred, coach driven and sports science supported.

This component is designed to provide support systems and structures using information and digital technologies to promote Quality Physical Education and physical activity transform and stimulate sustainable sport and recreation at all levels in Africa. The pillar forms the foundation bed upon which the rest of the pillars derive strength.

Performance Goal:

To strengthen Africa's physical education, sport and recreation through optimum and efficient use of Digital Technologies, Information and Organisational Management Systems to stimulate athletes, coaches, administrators and technical officials' performance, growth and development through provision of cutting-edge sports technologies and innovation that project Africa's sporting talent as a competitive advantage.

6.4.1 Effective Governance Objectives:

In promoting effective governance, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Develop and strengthen strong governance institutions and systems for effective delivery of sports and recreation at all levels.
- b) Establish strong governance institutions, frameworks, regulatory measures and monitoring tools to enhance the image of sport and attract investor confidence.
- c) Promote zero tolerance to rights-based violations and abuses in sports contexts

6.4.1.1 Performance Indicators (proportionate number to population size):

- i. Increased stakeholder satisfaction index.
- ii. Percentage decrease in conflict in sport
- iii. Percentage decrease in integrity related complaints
- iv. Percentage decrease in rights-based violations
- v. Increased organisational performance index
- vi. Level of compliance with regulatory and statutory requirements

6.4.1.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Governance Structures	<ul style="list-style-type: none"> • Develop and implement Governance frameworks, policies, standard operating procedures and regulations • Establish Governance structures and institutions • Develop Governance standards/toolkit and indicators • Develop safeguarding policies and reporting systems including justice procedures. 	Member States	Confederations Universities	Ongoing
Sound Management	<ul style="list-style-type: none"> • Develop and implement Sports Management Development Programmes. • Conduct needs-based governance workshops, seminars and conferences • Develop and implement risk management matrices • Develop and implement transparency, accountability and reporting standards • Develop and implement Performance Management Systems 	Member States	Governments Universities and Colleges SGBs Sports Development Regions	Ongoing
Organisational capacity and Performance	<ul style="list-style-type: none"> • Conduct organisational self-assessment mapping to identify gaps. • Develop and conduct internal and external organisational audit systems. • Establish organisational performance assessment tools 	Member States	SGBs Sports Development Regions Clubs	Ongoing
Sustainability	<ul style="list-style-type: none"> • Develop and implement organisational perpetuity and succession planning systems. • Establish organisational capital structure and funding models • Establish organisational sustainability models and strategies 	Member States Confederations	Government SGBs Sports Development Regions	Ongoing

6.4.2 Sports Education And Training Objectives:

In promoting Sports Education and Training, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Enhance capacity of Quality Physical Education, sports and recreation delivery agencies.
- b) Improve the image of sport and increase investor confidence through efficient and effective sports and recreation management.
- c) Improve athlete performance because of sound management and administration of sport.
- d) Improve knowledge, skills, attitudes and competencies of persons delivering Quality Physical Education, Sport and Recreation.

6.4.2.1 Performance Indicators:

- i. Number of trained and certified sports personnel
- ii. Increase in stakeholder satisfaction index
- iii. Increase in athlete performance attributed to improved sports management
- iv. Increased organisational performance index

6.4.2.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Strategies	<ul style="list-style-type: none"> • Conduct training and education needs assessment to identify gaps • Develop collaborations and partnerships with training institutes and universities. • Develop training materials. • Establish minimum qualification standards for sports practitioners • Establish sports education and training scholarship models • Establish Sports education and Training Institutes. • Introduce rewards and incentives for Physical Education, sports and Recreation high achievers 	Member States	Confederations Universities Sports Development Regions	Ongoing
Capacity Development	<ul style="list-style-type: none"> • Establish and implement human capital development frameworks and standards • Develop Training and education programmes. • Establish internal and external mentorship, internship and exchange programmes • Establish and implement Sports Education and Accreditation Systems 	Member States	Governments Universities and Colleges SGBs Sports Development Regions	Ongoing
Assessment	<ul style="list-style-type: none"> • Conduct surveys on organisational performance. • Develop Monitoring and Assessment tools for sports education and training programmes • Introduce Quality Physical Education as an examinable subject in schools. 	Member States Confederations	Government SGBs Sports Development Regions Training Institutions	Ongoing

6.4.3 Funding Objectives:

In enhancing funding to support Quality Physical Education, sport and recreation, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Improve capital structure and provide adequate resources to support effective delivery of Quality Physical Education, Sport and Recreation at all levels.
- b) Diversify revenues and generate sustainable resources out of sport and sports related commercial activities.

6.4.3.1 Performance Indicators:

- i. Increase in National budget allocation for sport and recreation
- ii. Increase in percentage of revenue derived from commercial activities in sport
- iii. Number of self-funded sports entities
- iv. Increase in commercial partnership agreements

6.4.3.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Funding Models	<ul style="list-style-type: none"> • Develop and implement Sports prioritisation policies. • Establish funding models (including borrowing instruments) for sustainability of sport • Introduce sports entities incentive models • Establish sports enterprises, value addition and beneficiation models in sport and sports related programmes 	Member States	Confederations Universities Sports Development Regions Financial Institutions Funding partners NGOs	Ongoing
Sport and Sports related Budgets	<ul style="list-style-type: none"> • Develop and finance adequate budgets to sustain Quality Physical Education, sports and recreation objectives • Introduce incentive models that attract corporate investment in sport. • Develop and implement budget policies and regulations including compliance consequences for national sports entities. • Develop national teams funding policy and regulatory models 	Member States	Confederations Universities Sports Development Regions Financial Institutions Funding partners NGOs	Ongoing
Financial Intelligence and Management	<ul style="list-style-type: none"> • Conduct baseline surveys on financial literacy to identify gaps. • Develop and implement financial intelligence, accountability and Management frameworks. • Develop trainers, training manuals and programmes on financial literacy, risk and financial management • Develop systems, policies and regulations on financial accountability and reporting 	Member States	Confederations Universities Sports Development Regions Financial Institutions Funding partners NGO	Ongoing

6.4.4 Volunteerism Objectives:

In developing sports volunteers, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Develop an attractive African sports volunteer system that addresses the needs of the African sports movement and aspirations of Africans.

6.4.4.1 Performance Indicators (proportionate number to population size):

- i. Numbers of active and former African sports volunteers
- ii. Number of institutions that support African sports volunteer programmes
- iii. Number of African sports volunteer exchange programmes
- iv. Percentage increase in perception of African sports volunteerism.

6.4.4.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Baseline on African sports volunteers	<ul style="list-style-type: none"> • Develop baseline tools to examine existing sports volunteers' programmes in Africa • Establish young Africans' perception and participation in volunteerism. • Examine opportunities and challenges that African sports volunteers face. 	Member States	SGBs, corporations & Other agencies	
African Volunteer Strategy	<ul style="list-style-type: none"> • Develop an African sports volunteers' pathway. • Develop and implement volunteer welfare policies, regulations and standards. • Develop a comprehensive accredited educational programme on African sports volunteerism empowering young people with critical skills sought after by employers. • Identify corporations and interested agencies to support the African sports volunteer system. • Internships, mentorships and exchange programmes. • Lobby government and private sector to see the benefits of employing former sports volunteers 	Member States	SGBs, corporations & other agencies	On-going
Advocacy for sports volunteerism	<ul style="list-style-type: none"> • Promote a culture of sports volunteerism among young people and adults through social media and mainstream media. • Promote African sports volunteer system through social media and mainstream media, highlighting benefits of volunteerism. • Highlight the value of employing former African sports volunteers. 	Member States	SGBs, corporations & other agencies	On-going
Volunteers' Database	<ul style="list-style-type: none"> • Create a comprehensive volunteers' database • Regular monitoring and evaluation of the volunteers' system 	Member States	SGBs, corporations & other agencies	On-going

6.4.5 Media, Communication And Broadcasting Objectives:

In developing media, communication and broadcasting, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Inform, educate and entertain the public through sports.
- b) Promote a media, communication and broadcasting systems that highlights progressive development and accountability in the sports ecosystem;
- b) Create awareness on the values of sports, Quality Physical Education, lifelong participation in physical activity, exercise, and other socio-economic and political benefits.

6.4.5.1 Performance Indicators (proportionate number to population size):

- i. Numbers of qualified sports journalists;
- ii. Percentage increase in sports viewership/readership/followers;
- iii. Percentage increase in analytical and investigative sports reporting;
- iv. Percentage increase in positive perception of autonomy and credibility of sports media.

6.4.5.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Baseline on media, communication, Broadcasting	<ul style="list-style-type: none"> • Baseline study on effectiveness use of media, communication and broadcasting. • Identify gaps to strengthen use of media, communication and broadcasting 	Member States	SGBs, corporations, universities	
Sports Media & communication strategy	<ul style="list-style-type: none"> • Promotion of investigative journalism in sports • Development of accredited sports journalism educational programmes: diploma, bachelor, masters' degrees in sports journalism. • Promotion of ethical reporting in sports. • Providing regular professional development programmes to sports journalists on topical issues such as sports business, politics, gender, investigative journalism, analytical reporting and other related matters. 	Member States	SGBs, corporations, Universities and colleges	On-going
Youth Sports Journalism	<ul style="list-style-type: none"> • Develop youth sports broadcasters • Develop mentorship, apprenticeship programmes • Provide incentives for young sports volunteers 		SGBs, corporations, Universities and colleges	On-going
Broadcasting	<ul style="list-style-type: none"> • Investment in sports broadcasting infrastructure and systems. • Investing in sports media broadcasting enterprises • Promotion of accessible media: livestreaming. • Development of accredited educational programmes relating packaging and broadcasting rights for sports content 	Member States	SGBs, corporations & other agencies	On-going
Database	<ul style="list-style-type: none"> • Development of relevant database on media, communication and broadcasting. • Regular monitoring and evaluation of efficacy of media, communication and broadcasting. 	Member States	SGBs, corporations & other agencies	On-going

6.4.6 Information Communication Technology (ICT) And Digital Technologies

In promoting the use of Information Communication Technology (ICT) and Digital Technologies, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Invest in creative and innovative strategies to boost Information Technologies (ICT), including digital platforms and literacy process efficiencies to support the achievement of sports policy target and bring African sports on a par with the global sports industry
- b) Promote use of ICT and digital technologies in sport industry.

6.4.6.1 Performance Indicators (proportionate number to population size):

- i. Percentage increase in modernized and digitalized sport activities and programmes.
- ii. Number of countries and sports bodies using ICT and digital technologies in sport
- iii. Percentage increase in investing in information and communication and digital technologies in sport.

6.4.6.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Policies and legislation	<ul style="list-style-type: none"> • Develop legislation and policies that regulate the use of ICTs and protect the sports and recreation industry against cyber invasions and violations. • Set up regulations relating to Intellectual Property rights and regulations on the creation and utilisation of ICT in the sports and recreation industry • Develop hardware and software that increases efficient delivery in sport industry • Establish centralised sports information resource centre 	Member States	Governments Universities and Colleges SGBs Sports Development Regions	Ongoing
Education and training	<ul style="list-style-type: none"> • Conduct appropriate training and education of sport personnel in ICT and digital technologies. • Develop ICT solutions and models that enhance the sports and recreation industry. 	Member States	Confederations Universities Sports Development Regions	Quadrennially
Database and documentation	<ul style="list-style-type: none"> • Establish guidelines for collection and storage of sports and sports-related data • Collect data to improve inclusivity in sport. • Develop frameworks for the establishment of sports and recreation innovation hubs 	Member States	SGBs Sports Development Regions Clubs Academies Schools	Ongoing

6.4.7 Clean Sports and Anti-Doping

In developing Clean Sports and Anti-Doping, Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Promote clean and the fight against doping in sport through the establishment of legislative, policy and regulatory frameworks that comply with African and international conventions, regulations, guidelines and codes.
- b) Promote clean sport and Anti-Doping education, advocacy and awareness creation strategies.

6.4.7.1 Performance Indicators

- i. Number of Anti-Doping legislations, regulations endorsed and implemented to promote clean sport and fight against doping in sport.
- ii. Cases of doping in sports decreased

6.4.7.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Policy, legislation and programmes	<ul style="list-style-type: none"> • Promulgate National Anti-Doping legislation • Develop and implement test distribution plans • Establish new and fund existing WADA accredited African laboratories. 	Member States	RADO WADA Confederation's SGBs	Ongoing
Education advocacy and awareness creation	<ul style="list-style-type: none"> • Develop appropriate anti-doping education programmes to promote clean sport. • Finance and monitor education, advocacy and awareness creation strategies to promote clean sport and fight against doping in sports • Train Anti-Doping education personnel 	Member States	NADO RADO WADA Confederativos SGBs	Ongoing
Systems and structures	<ul style="list-style-type: none"> • Establish new and strengthen existing Anti-Doping structures, (NADOs and RADOs) 	Member states	RADO WADA Confederation's SGBs	Ongoing

6.4.8 Sport Research Objectives:

In developing sport scientific research and investigation, Member States, Sports Development Regions, and Continental Sports Confederations aim to:

- c) To establish database, Research and M&E systems to generate evidence and strengthen knowledge base of all key policies and programmes.
- d) Establish a culture of systemic and structured sport development activities.

6.4.8.1 Performance Indicators:

- i. Percentage increase in research papers published.
- ii. Number of institutions and entities carrying out research on sport and physical pursuits.
- iii. Data collected and number of Research and M&E projects and programmes established and implemented.

6.4.8.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Research and M&E	<ul style="list-style-type: none"> • Develop a toolkit for understanding and measuring the impact of all policy interventions • Establish strategic collaborations with the Pan-African University and other research institutions for the development of local, regional and continental sports research projects. • Establish baseline studies and collaborative research networks 	Member States	Confederations Universities Sports Development Regions	Quadrennially
Project Development	<ul style="list-style-type: none"> • Establish sport development projects informed by evidence from applied research • Create knowledge through applied research to respond to specific development needs of sports organisations • Establish research designs responding to the needs of sports organisations. • Produce academic and accessible publications on sports narrative and sports science programmes in Africa 	Member States	Confederations Universities Sports Development Regions Other institution of learning	Ongoing
Database	<ul style="list-style-type: none"> • Create database on all research-related policies • Establish data management and utilisation systems 	Member States	Confederations Universities Sports Development Regions Other institution of learning	

6.4.9 Diaspora Engagement Objectives

In developing diaspora engagement, Member States, Sports Development Regions, and Continental Sports Confederations aim to:

- a) Establish legislation, policies and strategies to support engagement with African Diaspora to promote sport in Africa.
- b) Maximise use of Diaspora support towards boosting local sporting initiatives.

6.4.9.1 Performance Indicators (proportionate number to population size):

- i. Number of countries receiving support to develop and implement diaspora engagement sport programmes.
- ii. Annual diaspora contribution towards sports development.
- iii. Percentage increase in sport related activities graced by eminent diaspora persons.

6.4.9.2 Implementation Plan

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Policy Development	<ul style="list-style-type: none">• Develop and implement policies and strategies diaspora engagement initiatives• Establish collaborated pathways for solidarity and mutual benefits between diaspora and local communities.	Member States	Confederations Sports Development Regions SGBs	ongoing
Awareness Campaigns	<ul style="list-style-type: none">• Develop and implement strategy to attract diaspora contribution in sport through targeted campaigns	Member States	Confederations Sports Development Regions SGBs	ongoing

6.5 A UNITED AFRICA

“The Africa We Want” in sport is depicted by a house on two pillars of an Active Africa and a Winning Africa, supported by a foundation of an Innovative Africa. The house is covered by a roof showing a United Africa. The unity of the continent through sport is strengthened by:

Performance Goal:

To use sport to create hope for the African citizens, promote social cohesion while preserving Africa’s rich values and cultural heritage.

6.5.1 Ethics and Integrity Objectives:

Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Be globally acknowledged for upholding and respecting the integrity of sport
- b) Strengthen measures and identify continental global tools and action plans such as the Agenda 2063 and KAP to promote ethics and integrity in sports.

6.5.1.1 Performance Indicators:

- i. Number of Ethics Commissions established
- ii. Percentage decrease in cases of unethical conduct in sports competitions

6.5.1.2 Implementation Plan:

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Legislation	<ul style="list-style-type: none"> • Conduct baseline on legislation on ethics and integrity in sport • Develop specific legislative and law enforcement measures to preserve ethics and integrity in sport • Develop and implement a sports ethics and integrity surveillance framework 	Member States	Government IOCs Sports Development Regions Confederations Global bodies	Ongoing
Advocacy and Awareness	<ul style="list-style-type: none"> • Develop and implement an integrity toolkit and guidelines • Build partnerships among public authorities, sports organisations and betting operators • Develop and implement an advocacy framework to create public awareness on ethics and integrity in sport • Establish Ethics and Integrity Commissions in sports and recreation bodies • Create partnerships with global bodies and international federations to promote ethics and integrity in sport 	Member States	Governments SGBs Regions Confederations Global bodies	Ongoing
Training and Development	<ul style="list-style-type: none"> • Develop a toolkit for training in ethics and integrity in sport • Create a database on sports ethics and integrity surveillance • Conduct training of all role players in the field of sports ethics and integrity 	Member States	Governments SDGs Sports Development Regions Global Bodies	Ongoing

6.5.2 Social Cohesion and Inclusion Objectives

Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Enhance greater social cohesion through socially inclusive sport programs and activities

6.5.2.1 Performance Indicators

- i. Increased number of participants of disadvantaged groups in sport activities
- ii. Number of sport activities in less advantage areas
- iii. Number of patronages in inclusive sport programs
- iv. Percentage increase in competition success and medals achieved by athletes coming from disadvantaged background.
- v. Percentage increase in number of coaches and technical officials from disadvantaged background in mainstream sport structures.

6.5.2.2 Implementation Plan:

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Mapping exercise	<ul style="list-style-type: none"> • Establish baseline studies on sport intervention for disadvantaged groups/areas. • Develop toolkit to identify and address concerns of sport disadvantaged communities 	Member States	Government SGBs Sports Development Regions Confederations	Ongoing
Governance mechanisms	<ul style="list-style-type: none"> • Develop socially inclusive structures and management systems • Devise socially inclusive strategies and enhanced compliance mechanisms 	Member States	Government SGBs Sports Development Regions Confederations	
Social reconstruction and cohesion	<ul style="list-style-type: none"> • Develop programmes that promote peace, social reconstruction and conflict resolution • Conduct awareness campaigns to sensitise communities on the role of sport in promoting social reconstruction and cohesion peace and nation building 	Member States	SGBs Regions Confederations Sport for Development Agencies	Ongoing

6.5.3 Sports and African Traditional Games Objectives

Member States, Sport Development Regions and Sports associations and clubs aim to;

- a) Endeavour to develop and promote African traditional sport to international level.
- b) Encourage active participation in local African traditional games
- c) Develop and sustain the practice of traditional games in Africa and in the African Diaspora

6.5.3.1 Performance Indicators

- i. Number of traditional games/sports developed and organised
- ii. Percentage increase in number of participants in traditional sport events
- iii. Number of bilateral collaborations on traditional sports
- iv. Number of multilateral interest and support towards Africa traditional sport

6.5.3.2 Implementation Plan:

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Research and Development	<ul style="list-style-type: none"> • Conduct research and baseline studies on African traditional sport • Sharing of data and develop awareness campaigns to popularise African traditional Sports 	Member States Sport Associations Clubs	Government SGBs Universities	Ongoing
Infrastructure development	<ul style="list-style-type: none"> • Create collaboration in using established infrastructure for traditional sports 	Member States Sport Associations Clubs		
Digital interface	<ul style="list-style-type: none"> • Develop interactive platforms for promotion and participation in traditional sport 	Member States Sport Associations Clubs		
Training	<ul style="list-style-type: none"> • Develop structured training programs for coaches, officials and administrators • 	Member States Sport Associations Clubs		
Participation	<ul style="list-style-type: none"> • Organise regular structured and inclusion competitions • Participate and participate in regular mass sporting activities as promotional/demonstration events. 	Member States Sport Associations Clubs		

6.5.4 Equity in Sport Objectives:

Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Develop a comprehensive vision of inclusive access to sports for all
- b) Empower persons with disabilities, girls, women, and other marginalised/vulnerable groups
- c) Ensure sports and recreation facilities and events are accessible to persons with disabilities, girls, women and other marginalised groups
- d) Develop policies and strategies to enhance collaboration between Members States and the African Diaspora

6.5.4.1 Performance Indicators:

- i. Number of gender-mainstreamed inclusive policies developed
- ii. Percentage of women, girls, youth, persons with disabilities and other marginalised and vulnerable groups participating in sport
- iii. Percentage of women, girls, youth, persons with disabilities and other marginalised and vulnerable groups occupying leadership positions in sport
- iv. Percentage of sports events and facilities that are accessible to women, girls, youth, persons with disabilities and other vulnerable and marginalised groups
- v. Number of diaspora collaboration programmes and activities
- vi. Percentage of people involved diaspora collaboration programmes and activities.

6.5.4.2 Implementation Plan:

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Policy Development	<ul style="list-style-type: none"> • Conduct baseline on legislation on ethics and integrity in sport • Develop and implement gender sensitive and inclusive policies on equity in sport. • Conduct training on gender sensitivity, parity and inclusion 	Member States	Governments SGBs Sports Development Regions Confederations Global bodies	Ongoing
Advocacy and Awareness	<ul style="list-style-type: none"> • Develop gender mainstreaming and inclusive toolkit and guidelines • Build partnerships <u>among</u> public authorities, sports organisations and gender action groups • Develop an advocacy framework to create public awareness on gender mainstreaming and inclusion in sport • Establish gender and inclusion commissions in sports and recreation bodies • Create partnerships with global bodies and international federations to promote gender equity and inclusion in sport • Develop advocacy strategies to build public awareness on collaboration between motherland and African Diaspora 	Member States	Governments SGBs Regions Confederations Global bodies	Ongoing
Research and Development	<ul style="list-style-type: none"> • Conduct baseline on levels of participation by women, youth, girls, persons with disabilities and other vulnerable and marginalised groups in sport. • Develop research framework and designs • Conduct baseline research on African sports. • Implement research findings in addressing gender equity and inclusion 	Regions/Member States	Governments SGBs Regions Confederations Global bodies	Ongoing
Training and Development	<ul style="list-style-type: none"> • Develop toolkit for training in inclusion and equity • Create database on gender equity and inclusion • Conduct training of all role players in the field of sports on equity and inclusion 	Member States	Governments SGBs Sports Development Regions Confederations Global Bodies	Ongoing

6.5.5 Sports Heritage and Legacy Objectives:

Member States, Sports Development Regions and Continental Sports Confederations aim to:

- a) Preserve and protect the African sports history and cultural heritage.
- b) Promote growth and development of African local, regional and continental traditional games.

6.5.5.1 Performance Indicators:

- i. Number of sports museums and Halls of Fame established
- ii. Clearing house and database of African sports history
- iii. Number of monuments and heritage sights erected in memory of African sports icons and luminaries

6.5.5.2 Implementation Plan:

OUTPUT	ACTIVITIES	RESPONSIBILITY	PARTNERS	TIMELINES
Research and Development	<ul style="list-style-type: none"> • Conduct baseline on African sports museums and heritage cites. • Establish clearing house on African sports heritage. • Create partnerships with global museums and archives 	Member States	Government SGBs Sports Development Regions Confederations African National Museums and Archives	Ongoing
Heritage Monuments	<ul style="list-style-type: none"> • Establish sports museums and heritage cites. • Establish sports Halls of Fame • Host public lectures and conferences on African sports heritage and legacy • Publish documentaries and biographies on African sports luminaries and historical events • Preserve African sports artefacts and memorabilia • Establish African Sports Archives and library 	Member States	Government SGBs Regions Confederations Global bodies African National Museums and Archives	Ongoing

SECTION 4 - COORDINATION AND TRACKING

7.1 Stakeholder Mapping

Full and comprehensive understanding is required of the different stakeholders' roles in the execution of this Policy for Sustainable Development of Sports in Africa and its Indicative Implementation Framework. The multi-sectoral synergies and collaborations are key to ensuring a clear understanding by the different stakeholders. Equally important will be the support that will be given to stakeholders to understand and implement the Policy.

7.2 Implementation Structure

A coordinated, integrated and aligned framework for implementation of the Policy for Sustainable Development of Sports in Africa and Indicative Implementation Framework is an anecdote for successful attainment of the African quality, inclusive Physical Education, Physically Active Education, Physical Activity, Sports and Recreation aspirations. Responsibility for implementation is in accordance with the African Union Sports Structure tabulated below, which is classified into three levels as shown below:

7.3 African Union Sports Structure

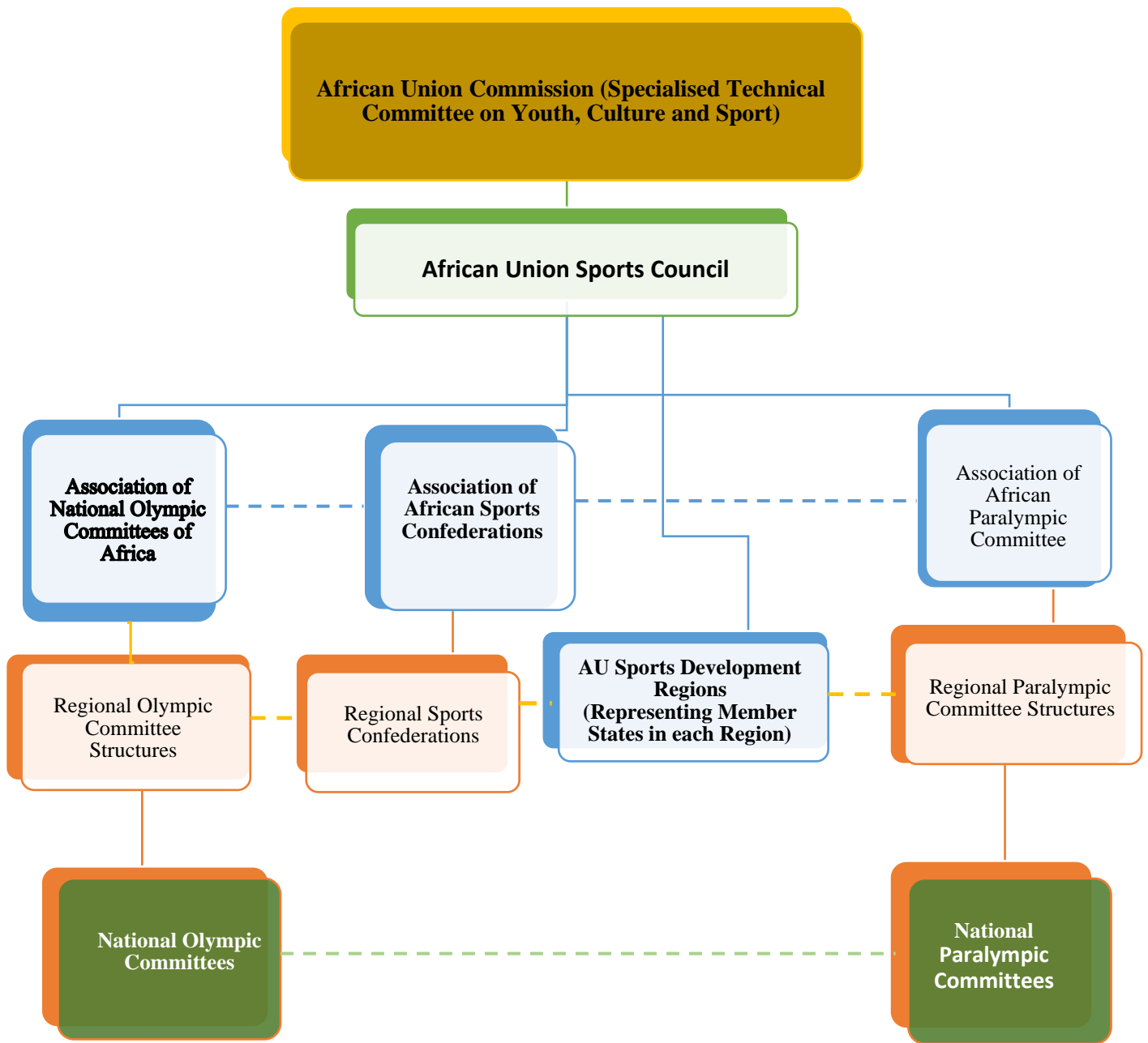


Figure 2. The African Union Sports Structure

CONCLUSION

The Policy Framework for the Sustainable Development of Sport in Africa has been revised with the hope to revitalise sport and align the sports industry to the broader aspirations of the Agenda 2063 of “The Africa We Want”.

Africa must invest her concerted effort towards elevating the sports and recreation industry on a pedestal and by stimulating its trajectory through a commitment to the consistent and effective implementation of this inclusive Sports Policy Framework for Sustainable Development and Indicative Implementation Framework.

The Sports Policy Framework also serves to harmonise the areas of intervention; it lays the foundation of a concerted development strategy for sports activity in Africa, by creating and maintaining harmonious relationships between actors in the African Sport Movement.

The revised Policy for Sustainable Development of Sport in Africa is intended to provide a common policy that is designed to leverage sport and recreation, and all forms of physical activity for the progress and development of Member States of the African Union and their peoples.

Lastly, the revised Policy for Sustainable Development of Sport in Africa will provide sport leaders, managers and related organisations with the needed support and guidance as they tackle some of the difficult contemporary challenges. Lasting solutions will be found in broader thinking and creativity. It is hoped that this Policy Framework will lead the way towards a more sustainable and responsive sport system for Africa for the years to come.

Commissioner, Health, Humanitarian Affairs and Social Development

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