



Annexure A: Transnet Foundation Soccer School of Excellence Partner Criteria

School of Excellence Overview



The SAFA Football School of Excellence (SOE) has a legacy of supporting and nurturing young football talent in South Africa. The School of Excellence is situated in Elandsfontein in Germiston, Gauteng. It was established in 1994 and officially opened by Dr. Moolman, the then Managing Director of Transnet SOC Ltd. The SAFA Football School of Excellence is registered as a private School with the Gauteng Department of Education under the Kempton Park district. The School of Excellence offers specialist football and education training for boys aged between 12-19 years old who are exceptionally talented in football; it identifies talented young football players from rural and underprivileged communities and prepares them for a professional career in football alongside ensuring they are educated up to matric.

The development of the school is based on studies that have shown the constructive role that sport can and does play in the lives of young people. Furthermore, focusing the youth on sport has a positive impact on family and community stability; with an additional benefit of strengthening the economic future of young people through professional sport. Each year, 120 high school boys from across South Africa attend the school where they receive a holistic education that focuses on academic skills, life skills, and football development.

The school currently employs 30 people; ten (10) educators, six (6) coaches, ten (10) support staff, (2) two housefathers, one (1) administrator and a principal. Care and concern are given to ensure the emotional stability and self-confidence of the boys, regarded as essential parts for their future wellbeing. Boys have the opportunity for involvement in other sporting activities at the discretion of the principal and staff. A library and common room (for games and with access to television) is available onsite. The football coaches are trained by local and international standards with continued professional development provided.



Since inception, **over 540 learners/players have benefited** from the school, many former students have been signed by Premier Soccer League (PSL) clubs, National First Division (NFD), overseas Clubs, and have represented Bafana Bafana. Trials are conducted annually at different South African Football Association (SAFA) regions and provinces. Outstanding pupils are identified and recruited to the school. While outstanding potential as a footballer is an essential prerequisite for entry to the school, the football school also needs to be satisfied that each boy is of good character, is willing to work and is prepared to support the aims and the corporate identity of the sport school.

Programme Focus Areas



Youth
Development



Educational
Development



Youth Employment
Creation



Wellbeing through
Sports

School of Excellence Value Proposition



To understand the value creation that the School provides to the football fraternity, potential donors, and to its beneficiaries, an outline of the main focal points of programmes is provided alongside the benefits created for football development for young South African talent.

Impact Lever	School Outcomes	Value to Partners (Impact Outcomes) and Benefit to Scholars
Quality Education	Quality education for the boys and whole development	<ul style="list-style-type: none"> Quality education – producing quality passes with an equal focus on educational development of players alongside the development of their football skill Continued skills development in professional sports (considering the future employability of learners as not all can be placed in clubs) including <ul style="list-style-type: none"> Sports management Coaching and Refereeing Sports health, etc. University placement and links to bursary programmes
Skills Development		
Sports Development	Growing the South African talent of professional sports by developing world-class talent	<ul style="list-style-type: none"> Continuous development and training of talent for local and international clubs Placement of local talent through annual scout visits to the School Development and placement of talent in football administration in addition to professional players
Sports Leadership and Stewardship	Building a responsible alumni network	<ul style="list-style-type: none"> A growing and long-time alumni body of professionals who have capacity and networks to support the continuity of the School Development of talent through personal wellbeing support and care

Success Factors for Sustainability



How the Foundation is considering the future of the School

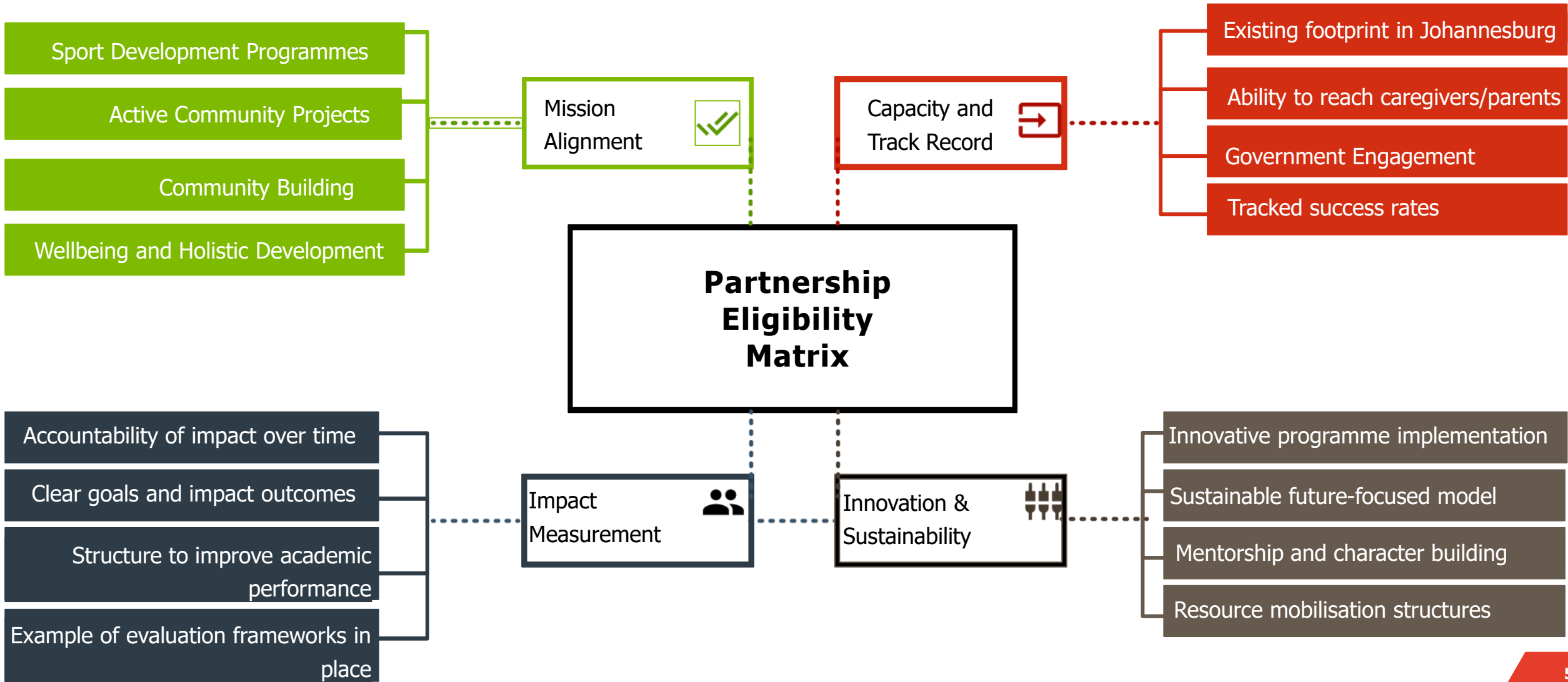
As an enhancement of the social and investment value of the School of Excellence, we are also looking to the future – to reflect on the growth potential that the School has – as the operational capacity of the School will be improved for the benefit of future football talent. With the perspective of improving the following success factors as leverage points for investment into the continuity of the School:

- **Investment opportunities to develop the future of professional football in South Africa**
 - Infrastructure development support will improve the quality of coaching and talent incubated in the School
 - Long-term involvement in youth development that also ensures future employment and employability increases social capital for impact in social investment in the School
 - Opportunity to connect to local, African, and European football clubs for the placement of talent long-term – driving forward the brand of South Africa as an investment attraction in football as well
- **Focus Areas**
 - Strengthening quality education
 - Empowering through skills training (ensuring skills capacity is available outside of soccer)
 - Facilitating exchange programmes at a national and international level – especially tapping into the African networks
- **Measurable Key Performance Indicators | Structured Monitoring and Evaluation approach**
 - Growing the placement of talent in clubs
 - Growing skills capacity for future employability – sports development,
 - Improving the operational capacity through staff development and individual role-based key performance measures
 - Efficiency of reporting – on impact and educational outcomes
 - Recruitment of talent into the school
 - Engaging other sports initiatives through universities like the University of Pretoria which runs a sports high school
 - Club roadshows to introduce the School to clubs as a viable channel for talent

Partner Criteria



The partnership eligibility matrix ensures that the right partnership is aligned with the Foundation's strategic goals, capable of delivering measurable impact, and sustainable over the long term.



Partner Criteria



Mission Alignment | Expertise in Soccer Coaching – the development of soccer talent is at the core of the school's purpose.

- The Foundation is seeking partners who have a strong background in coaching youth soccer and running school-based sports programmes.
- The partner should be able to develop players technically, tactically, physically, and mentally.
- Proven track record of success rate is required – additional focus will be on the development of youth in sports overall, including partnerships that have been built towards that effort.

Mission Alignment | Commitment to Education and Vocational Training – we understand that not all the students in the school will necessarily become professional players, a structure to ensure their economic participation outside of playing soccer is vital.

- Proven track record in youth development, education, and vocational training (or partnerships towards vocational training).
- Willing and capable of integrating academic support into the program, ensuring that students keep up with their studies.
- Partners with experience in vocational training or career development programs are an added benefit
- A vital focus is on helping students explore career paths, develop skills beyond soccer, and prepare for future employment opportunities within the sports sector and others that may be of interest to them.

+ Resources for Academic Support

- The provision of resources such as tutors, study materials, or access to educational programs that support the academic needs of student-athletes.
- Ability to work closely with the Department of Basic Education will be important in helping to drive the education success of the students forward
 - A track record of working with provincial or national government (sports or other programmes) structures will be helpful for a partner to have.
- As much as sports build discipline, we also want to ensure the partner is able to provide a holistic approach to the development of the students participating in the programmes.
- We are seeking partners who emphasise character building, leadership skills, and personal development alongside athletic and academic achievements.

Capacity and Track Record | Community Engagement – communities and stakeholders with a common interest in the schools are important to engage and sustainably manage to ensure improved community support for the school and the programmes.

- Parents and caregivers of the students are an important stakeholder and require the attention of the partners to ensure strong relationship building.
- Partners who are actively engaged in the community can help broaden the program's impact and provide additional support networks for students.
- A track record of development within communities is required.
- Programmes focused on the school should also look to support the students themselves to participate actively in their communities through initiatives to give back. This is a part of creating a more holistic student.

Innovation and Sustainability | Long-Term Vision Alignment + Financial Stability and Support

- We seek potential partners who share a similar long-term vision for the program, including goals for student success, program growth, and sustainability. This is linked to the sustainability focus outlined on [Page 4](#).
- Partners should have financial stability and potentially be able to contribute financially or through fundraising efforts to support the program's needs.
 - Proven track record of fundraising and partnership building for similar programmes.
 - Capacity to ensure the infrastructure development the school needs is a priority.
 - Outlook to develop the facilities of the school as a world-class training and soccer facility for future development.



The potential partner is required to show how the objectives defined below (Tasks to be performed) are to be achieved,

Task 1: Business Process Analysis

Task 2: Project Governance

Task 3: Strategic Planning

Task 4: Personnel plan

Task 5: Resource Allocation and Management

Task 6: Stakeholder Engagement

Task 7: Risk Identification and Management

Task 8: Capacity Building:

Task 9: Financial Management

Task 10: Quality Assurance

Task 11: Compliance

Task 12: Technical Support

Task 13: Data and information acquisition, analysis and management

Task 14: Project Administration

Task 15: Reporting

Task 16: Monitoring and Evaluation, and Troubleshooting