

CIRCULAR #2 – 2022FIN – FIFA LOAN REPAYMENT TERMS



18 February 2022

TO: MEMBERS OF THE NATIONAL EXECUTIVE COMMITTEE
FROM: CHIEF EXECUTIVE OFFICER
SUBJECT: FIFA LOAN - REVISED REPAYMENT TERMS

76 Nasrec Road
Nasrec Extension 3
JOHANNESBURG

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JOHANNESBURG 2000
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Dear Honourable Members

We are writing to inform you that our FIFA Loan application was approved by FIFA on 9 February 2022. A loan agreement between FIFA and ourselves is now being finalised before the funds are transferred. FIFA has revised our repayment period to the following dates:

- January 2023 USD 250'000
- July 2023 USD 250'000
- January 2024 USD 250'000
- July 2024 USD 250'000
- January 2025 USD 250'000
- July 2025 USD 250'000

On 2 October 2021, the NEC had approved that the repayments will commence in January 2022. However, these dates have now been moved by FIFA to 12 months later, presumably due to the loan being approved later than anticipated.

In terms of the FIFA Covid-19 Relief regulations, we are required to notify you of any changes to our application. We are, therefore, notifying you of the changes to the repayment period as outlined above. We shall table this notification at the next NEC meeting for ratification.

We thank you kindly for your anticipated support in this matter.

Sincerely,



.....
ADV. TEBOGO MOTLANTHE

CHIEF EXECUTIVE OFFICER

Danny JORDAAN (President), Irvin KHOZA (VP), Ria LEDWABA (VP), Gladwin WHITE (VP), Xolile NKOMPELA (VP), Tebogo MOTLANTHE (CEO/General Secretary)

National List Members: Bennett BAILEY, Poobalan GOVINDASAMY, Emma HENDRICKS, Elizabeth DE KOKER, Paseka NKONE, Leonard SHIBE, Mxolisi SIBAM, Anastasia TSICHLAS, Gladwin WHITE, Simphiwe XABA

Provincial List Members: Aubrey BAARTMAN, David BANTU, Gerald DON, Mzimkhulu FINA, Jack MALULEKE, Litheko MARAGO, Tankiso MODIPA, Letima MOGOROSI, David MOLWANTWA, Monde MONTSHIWA, Thabile MSOMI, Andile NGCONJANA, Kwenzakwakwe NGWENYA, Pius NQANDELA, Vincent RAMPHAGO, Shuping SEBOKO, Linda ZWANE

National Soccer League Members: Jose FERREIRA, Mato MADLALA, Kaizer MOTAUNG

Honorary Members: Molefi OLIPHANT (Honorary Life President), Lesole GADINABOKAO (Honorary President), Motebang MOSESE (Honorary Life Member), Obakeng MOLATEDI (Honorary Member), Jeremiah MDALOSE (Honorary Member)

Requisition Number	123137
Date Printed	10/11/2024
Date Created	2019-10-02
Last modified	2019-10-16 at 12:14:52
Status	Verified
Payee	GRIT Communication
Payee Type	Company
ID # / Reg #	201400412507
Tax Number	4880279759
Bank Account	200579487
Bank Branch Code	051001
Division	Finance
Department	Finance
Requisition Creator	Tholakele Tivane
Payment Means	EFT
Currency	SA Rand
Description	Media and PR Consulting retainer.
Project	MED-01 Media Overheads
Project Code	
Account	Consulting & Prof Fees Other
Purchase Order Number	
Invoice Number	
Payment Reference	
Cost	R 103,500.00
VAT/PAYE	R 0.00
Net Payment	R 103,500.00
Proforma Invoice	document_123137_1570028954.pdf

Audit Trail			
Date	Event	User	Details
2019-10-02 17:09:14 458698	Captured	Tholakele Tivane	Proforma Invoice file uploaded
2019-10-02 17:09:14 458699	Captured	Tholakele Tivane	Requisition Created
2019-10-02 17:09:18 458700	Submitted	Tholakele Tivane	Submitted
2019-10-02 17:09:22 458701	HOD authorised	Tholakele Tivane	Requisition Authorised
2019-10-02 17:09:26 458702	GM authorised	Tholakele Tivane	Requisition Authorised
2019-10-02 17:09:30 458703	Financial accountant authorised	Tholakele Tivane	Requisition Authorised
2019-10-03 9:30:23 458886	Financial manager authorised	Hendrick Mphahlele	Requisition Authorised
2019-10-03 11:57:16 458957	Exported	Tholakele Tivane	Requisition Authorised
2019-10-16 12:14:52 461947	Paid (verified by bank)	SYSTEM USER	Transaction successful on 2019-10-04

SAFA Travel	Requested By	Tshikani
2024/11/11	Approval Step	STEP 5
2024/11/11	PO End Date	2024/11/11
PO Num	Supplier No	Supplier No
2024/11/11	Payment Due Date	2024/11/11
EX5-00-Executive Support Overheads	Meeting of the Presidents of the SAFA Provinces	
Supplier Postal Address		
76 Nasrec Road, Nasrec Extension 3 JOHANNESBURG		
Description		
Please book flights for the following in 13 November 2024 depart 14 November 2024; they can be booked to arrive at 14H00 latest. Mr Xolani Mdlokovane, Mr Tankiso Modipa Mr KwenzaKwakhe Ngwenya Mr Bennett Bailey Mr Poobalan Govindasamy Mr Molisi Sbam		
Please book Accommodation for the following in 13 November 2024 depart 14 November 2024: Mr Xolani Mdlokovane, Mr Tankiso Modipa Mr KwenzaKwakhe Ngwenya Mr Bennett Bailey Mr Poobalan Govindasamy Mr Molisi Sbam Mr Linda Zwane Mr Jack Maluleke Mr David Molweniwa Mr Pius Ngandela Mrs Anastasia Tuchela		

Copy Email PDF Column visibility

CategoryName	SupplierName	Qty.	Amount	Select Quote	View Quote
No data available in table					
Showing 0 to 0 of 0 entries					

Documents

Comments

24°C



SAFAonline

FMS

- OVERVIEW**
- CREATE REQUISITION**
- PAYEE**
- REQUISITION SEARCH**
- AUTHORISE PAYMENTS**

Danny Jordaan Payments

Payee type	Individual	View
Payee status	Rejected	View
Bank account	Verified	View
Last modified	Nkosinathi M Nyembe 2020-06-04	
Payee adjustments	R 19,737.72	View
Total paid	R 10,021,827.25	View
Amount due (Finance Dept)	R 3,000.00	View
Amount unauthorised (HOD)	R 217,750.00	View
Incomplete requisitions	6	View

[Back](#)

Payment Report

Date	Requisition #	Description	Verified
1/9/2024	150602	PMT for DR Jordaan is travelling to Cote D'Ivoire and London. Date 11 January -14 February 2024.	1/12/2024
12/6/2023	150378	PMT for DR Jordaan is travelling to SAUDI ARABIA. Date 20 -24 December 2023.	1/12/2024
12/7/2023	150377	PMT for DR Jordaan is travelling to Morocco. Date 09 -13 December 2023.	1/12/2024
11/14/2023	149442	PMT for Dr Jordaan is travelling to Abidjan from 16-21 November 2023.	11/22/2023
10/16/2023	148450	PMT for Dr Jordaan is travelling to Tanzania for CAF AFL Championship. Date 19-21 October 2023.	11/7/2023
10/6/2023	147731	PMT for Dr Jordaan is travelling to Abidjan for AFCON DRAW. Date 10-19 October 2023.	11/7/2023
9/28/2023	147551	PMT for Dr Jordaan is travelling to Vietnam for the OCEANA Congress. Date 29 September -3 October 2023.	11/7/2023
8/15/2023	146769	PMT for Dr Jordaan is travelling to Sidney for the FIFA Women's World Cup Conention. Date 16-21 Aug 2023.	9/1/2023
7/5/2023	145894	PMT for Dr Daniel Jordaan is travelling to Morocco from 5th -9th July 2023 and Abidjan from 9th -14th July 2023.	7/12/2023
5/26/2023	145088	PMT for Dr Jordaan travelling to CAIRO for CAF Meeting. date 29-31 May 2023.	5/29/2023
5/15/2023	144921	PMT for Dr Jordaan travelling to Algiers for CAF U17 AFCON.	5/29/2023
3/9/2023	143485	PMT for Dr Jordaan travelling to Kigali for FIFA Congress.	3/13/2023
2/23/2023	143239	PMT-forex for Dr Daniel Jordan is travelling to Paris for the FIFA Awards	3/13/2023
12/7/2022	142565	PMT-forex for Dr Daniel Jordaan travelling to QATAR for the FIFA World Cup	12/23/2022
11/14/2022	141878	PMT-forex for Dr Daniel Jordaan travelling to QATAR for the FIFA World Cup	12/23/2022
10/27/2022	141672	PMT-forex for Dr Daniel Jordaan is travelling to Morocco for CAF Women's Championship League Final	12/23/2022
10/14/2022	141389	PMT-forex for Dr Daniel Jordaan is travelling to New Zealand for 2023 Women's World Cup	10/17/2022
9/27/2022	140697	PMT-forex for Dr Daniel Jordaan is travelling to Algiers for the CAF Chan Draw 29th September 2022	10/6/2022
8/2/2022	139657	PMT-forex for Dr Daniel Jordaan is travelling to Tanzania for the CAF Congress	9/2/2022
6/30/2022	138704	PMT-forex for Dr Jordaan he is travelling to Morocco for AWCON	7/15/2022
5/26/2022	137942	PMT-forex for Dr Jordaan is travelling to Morocco for the CAF Champions League Final	6/10/2022
5/10/2022	137524	PMT-forex for Dr Jordaan and Gronie Hluyo they are travelling to Namibia for the COSAFA Congress	5/17/2022
5/10/2022	137523	Forex-Adv Tebogo Motlanthe is travelling to Miami USA for FIFA Legal Course	5/17/2022
3/15/2022	136632	PMT-Dr Daniel Jordaan is travelling to Doha for the 72nd FIFA Congress 2022	4/7/2022
2/17/2022	136037	PMT-forex for Dr Danny Jordaan travelling to Democratic Republic of Congo for Pan African Schools Championship	4/7/2022
1/3/2022	135697	PMT-forex for Dr Danny Jordaan travelling to Cameroon for Africa Cup of Nations	2/1/2022
12/14/2021	135629	PMT-forex for Dr Jordaan he is travelling to Doha for Arab Cup	2/1/2022
9/20/2021	133671	PMT-forex for Dr D.Jordaan he is travelling to Nigeria for the Senior Women's National Team Buhari Cup	9/30/2021
8/12/2021	132785	PMT-forex for Dr Daniel Jordaan he is travelling to Morocco for the CAF Executive Committee	9/7/2021
7/14/2021	132205	PMT-forex for Dr Daniel Jordaan he is travelling to Morocco for the CAF ECXO and Championships League final.	7/22/2021
3/5/2021	129708	Forex - Danny Jordaan	4/8/2021

2/17/2021	129449	PMT-for for Dr Daniel Jordaan travelling to Doha for FIFA World Cup Qatar 2021	3/2/2021
2/2/2021	129381	PMT-for for Dr Daniel Jordaan travelling to Doha for FOFA World Cup Qatar 2021	3/2/2021
1/29/2021	129372	PMT-forex Mr Domininc Chimhavi is travelling to Addis Ababa with the CEO Advocate Tebogo Motlanthe for 2021 CHAN and CAF President Campaign.	2/3/2021
1/8/2021	129165	PMT-forex Dr Daniel A Jordaan travelling with Dr Patrice Motsepe to various countries for CAF President campaign	2/3/2021
12/15/2020	128997	PMT-forex for Dr Danny Jordaan travelling to Doha for the Emir's Cup Final and 2020 AFC Champions League Final	1/14/2021
12/7/2020	128745	PMT-forex for Dr Danny Jordaan travelling to Cairo for the CAF Executive committee and CAF Congress	1/14/2021
2/10/2020	125384	PMT-Forex for Dr Jordaan he is travelling to Rabat Morocco for CAF meetings	2/26/2020
12/10/2019	124794	PMT-forex for DA Jordaan is travelling to Doha in Qatar to attend seme-finals and finals of the Club World Cup.	1/17/2020
12/5/2019	124645	PMT-forex for Dr Danny Jordaan travelling to Antananarivo in Madagascar to honour an invitation by CAF president	12/9/2019
9/17/2018	116821	PMT-forex DA Jordaan travelling to London for FIFA awards invoice no:1010600004731	9/26/2018
8/16/2018	116203	PMT-forex for Dr DA Jordaan travelling to Zurich to attend a meeting invoice no:1010600004650	8/21/2018
7/25/2018	115850	PMT-forex DA Jordaan invoice no:101600004569 travelling to Mauritius for Cosafa Tournament	7/27/2018
7/2/2018	115527	PMT-forex for D.Jordaan invoice no:1010600004495	7/25/2018
6/7/2018	114911	PMT-forex DA.Jordaan traveling to Moscow on FIFA Congress invoice no:1010600004435	7/2/2018
5/7/2018	114224	PMT-forex D.Jordaan travelling to Barcelona on football business invoice no:1010600004316	5/17/2018
12/15/2017	111524	PMT-forex D.Jordaan invoice no:10160003966	1/30/2018
10/6/2017	109618	Forex-D.Jordaan Laliga exchange workshop in Spain invoice no:101600003818	10/12/2017
4/7/2017	105820	PMT-various forex Danny Jordaan invoice no:1010600003340 and Anthony Reeve invoice no:1010600003339	4/20/2017

Gross

130,776.24
19,060.24
19,108.70
22,626.05
11,373.05
39,441.00
19,255.96
45,925.50
41,171.66
11,883.80
22,899.70
18,653.24
14,659.04
56,051.59
31,349.35
57,712.36
21,917.64
18,100.06
23,251.02
82,640.20
15,919.23
26,000.23
26,000.23
12,224.35
30,341.31
105,264.45
12,334.97
11,156.74
18,441.86
14,140.41
77,482.14

12,703.89
15,251.77
50,028.47

97,409.45
12,054.74
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20,837.37
11,940.84
8,963.64
8,658.54
10,775.26
33,321.52
23,766.50
10,154.45
13,914.85
18,886.80
49,493.43
1,513,501.88

Payment Report									
Date	Requisition #	Description	Paid and Verified	Gross	VAT	PAY	Adjustment	Net	Adjustment Description
2023/12/07	150377	PMT for DR Jordaan is travelling to Morocco, Date 09 -13 December 2023.	2024/01/12	19 108.70	56,20	-	-	19 164,90	
2023/07/05	145894	PMT for Dr Daniel Jordaan is travelling to Morocco from 5th -9th July 2023 and Abidjan from 9th -14th July 2023.	2023/07/12	41 171.66	121,09	-	-	41 292,75	
2023/05/26	145088	PMT for Dr Jordaan travelling to CAIRO for CAF Meeting, date 29-31 May 2023.	2023/05/29	11 883.80	34,95	-	-	11 918,75	
2023/05/15	144921	PMT for Dr Jordaan travelling to Algiers for CAF U17 AFCON.	2023/05/29	22 899.70	67,35	-	-	22 967,05	
2023/03/09	143485	PMT for Dr Jordaan travelling to Kigali for FIFA Congress.	2023/03/13	18 653.24	54,86	-	-	18 708,10	
2022/10/27	141672	PMT-forex for Dr Daniel Jordaan is travelling to Morocco for CAF Women's Championship League Final	2022/12/23	57 712.36	169,74	-	-	57 882,10	
2022/08/02	139657	PMT-forex for Dr Daniel Jordaan is travelling to Tanzania for the CAF Congress	2022/09/02	23 251.02	68,38	-	-	23 319,40	
2022/05/26	137942	PMT-forex for Dr Jordaan is travelling to Morocco for the CAF Champions League Final	2022/06/10	15 919.23	46,82	-	-	15 966,05	
2022/05/10	137524	PMT-forex for Dr Jordaan and Gronie Huyu they are travelling to Namibia for the COSAFA Congress	2022/05/17	26 000.23	76,47	-	-	26 076,70	
2022/03/15	136632	PMT-Dr Daniel Jordaan is traveling to Doha for the 22nd FIFA Congress 2022	2022/04/07	12 224.35	35,95	-	-	12 260,30	
2021/08/12	132785	PMT-forex for Dr Daniel Jordaan he is travelling to Morocco for the CAF Executive Committee	2021/09/07	18 441.86	54,24	-	-	18 496,10	
2021/07/14	132205	PMT-forex for Dr Daniel Jordaan he is travelling to Morocco for the CAF ECXO and Championships League final.	2021/07/22	14 140.41	41,59	-	-	14 182,00	
2021/03/05	129707	Forex - Danny Jordaan	2021/04/08	77 482.14	227,89	-	-	77 710,03	
2020/12/07	128745	PMT-forex for Dr Danny Jordaan travelling to Cairo for the CAF Executive committee and CAF Congress	2021/01/14	40 236.06	118,34	-	-	40 354,40	
2020/02/10	125384	PMT-Forex for Dr Jordaan he is travelling to Rabat Morocco for CAF meetings	2020/02/26	17 941.98	52,77	-	-	17 994,75	
2019/12/10	124794	PMT-forex for DA Jordaan is travelling to Doha in Qatar to attend semi-finals and finals of the Club World Cup.	2020/01/17	20 837.37	61,29	-	-	20 898,66	
2019/12/05	124645	PMT-forex for Dr Danny Jordaan travelling to Antananarivo in Madagascar to honour an invitation by CAF president	2019/12/09	11 940.84	35,11	-	-	11 975,95	
2018/06/07	114811	PMT-forex DA Jordaan traveling to Moscow on FIFA Congress invoice no:1010600004435	2018/07/02	23 766.50	35,30	-	-	23 801,80	
2017/12/15	111524	PMT-various forex Danny Jordaan invoice no:1016000396	2018/01/30	13 914.85	38,20	-	-	13 953,05	
2017/04/07	105820	PMT-various forex Danny Jordaan invoice no:1010600003340 and Anthony Reeve invoice no:1010600003339	2017/04/20	49 493.43	135,87	-	-	49 629,30	
				537 019,73	1 532,41	-	-	538 552,14	

Needs further investigation to confirm if these were official CAF/FIFA assignments or if CAF/FIFA paid allowances for those trips
 Double-dipping (CAF and FIFA pay allowances)

Approved trips

Date	Requisition #	Description	Payment Report							Net	Adjustment Description
			Paid and Verified	Gross	VAT	PAY	Adjustment				
2024/01/09	150602	PMT for DR Jordaan is travelling to Cote D'Ivoire and London. Date 11 January -14 February 2024.	2024/01/12	130 776,24	384,66	-	-	-	131 160,90		
2023/12/06	150378	PMT for DR Jordaan is travelling to SAUDI ARABIA. Date 20 -24 December 2023.	2024/01/12	19 060,24	56,06	-	-	-	19 116,30		
2023/11/14	149442	PMT for Dr Jordaan is travelling to Abidjan from 16-21 November 2023.	2023/11/22	22 626,05	66,55	-	-	-	22 692,60		
2023/10/16	148450	PMT for Dr Jordaan is travelling to Tanzania for CAF AFL Championship. Date 19-21 October 2023.	2023/11/07	11 373,05	33,45	-	-	-	11 406,50		
2023/10/06	147731	PMT for Dr Jordaan is travelling to Abidjan for AFCON DRAW. Date 10-19 October 2023.	2023/11/07	39 441,00	116,00	-	-	-	39 557,00		
2023/09/28	147551	PMT for Dr Jordaan is travelling to Vietnam for the OCEANA Congress. Date 29 September -3 October 2023.	2023/11/07	19 255,96	56,64	-	-	-	19 312,60		
2023/08/15	146769	PMT for Dr Jordaan is travelling to Sidney for the FIFA Women's World Cup Convention. Date 16-21 Aug 2023.	2023/09/01	45 925,50	135,05	-	-	-	46 060,55		
2023/02/23	149239	PMT-forex for Dr Daniel Jordan is travelling to Paris for the FIFA Awards	2023/03/13	14 659,04	43,11	-	-	-	14 702,15		
2022/12/07	142565	PMT-forex for Dr Daniel Jordaan travelling to QATAR for the FIFA World Cup	2022/12/23	56 051,59	164,86	-	-	-	56 216,45		
2022/11/14	141878	PMT-forex for Dr Daniel Jordaan travelling to QATAR for the FIFA World Cup	2022/12/23	31 349,35	92,20	-	-	-	31 441,55		
2022/10/14	141381	PMT-forex for Dr Daniel Jordaan is travelling to New Zealand for 2023 Women's World Cup	2022/10/17	21 917,64	64,46	-	-	-	21 982,10		
2022/09/27	140697	PMT-forex for Dr Daniel Jordaan is travelling to Algiers for the CAF Chan Draw 29th September 2022	2022/10/06	18 100,06	53,24	-	-	-	18 153,30		
2022/06/30	138701	PMT-forex for Dr Jordaan is travelling to Morocco for AWCON	2022/07/15	82 640,20	243,05	-	-	-	82 883,25		
2022/02/17	136037	PMT-forex for Dr Danny Jordaan travelling to Democratic Republic of Congo for Pan African Schools Championship	2022/04/07	30 341,31	89,24	-	-	-	30 430,55		
2022/01/03	135697	PMT-forex for Dr Danny Jordaan travelling to Africa Cup of Nations	2022/02/01	105 264,45	309,60	-	-	-	105 574,05		
2021/12/14	135629	PMT-forex for Dr Jordaan he is travelling to Doha for Arab Cup	2022/02/01	12 334,97	36,28	-	-	-	12 371,25		
2021/09/20	133671	PMT-forex for Dr Jordaan he is travelling to Nigeria for the Senior Women's National Team Buhari Cup	2021/09/30	11 156,74	32,81	-	-	-	11 189,55		
2021/02/17	129448	PMT-for Dr Daniel Jordaan travelling to Doha for FIFA World Cup Qatar 2021	2021/03/02	12 703,88	37,36	-	-	-	12 741,25		
2021/02/02	129381	PMT-for Dr Daniel Jordaan travelling to Doha for FOPA World Cup Qatar 2021	2021/03/02	15 251,77	44,86	-	-	-	15 296,63		
2021/01/29	129372	CHAN and CAF President Campaign.	2021/02/03	50 028,47	147,14	-	-	-	50 175,61		
2021/01/08	125165	PMT-for Dr Daniel A Jordaan travelling with Dr Patrice Motsepe to various countries for CAF President campaign	2021/02/03	97 409,45	286,50	-	-	-	97 695,95		
2020/12/15	128997	PMT-forex for Dr Danny Jordaan travelling to Doha for the Emir's Cup Final and 2020 AFC Champions League Final	2021/01/14	12 054,74	35,46	-	-	-	12 090,20		
2018/09/17	116821	PMT-forex DA Jordaan travelling to London for FIFA awards invoice no:1010600004731	2018/09/26	8 963,64	13,31	-	-	-	8 976,95		
2018/08/16	116201	PMT-forex for Dr DA Jordaan travelling to Zurich to attend a meeting invoice no:1010600004650	2018/08/21	8 658,54	12,86	-	-	-	8 671,40		
2018/07/25	115850	PMT-forex DA Jordaan invoice no:1010600004569 travelling to Mauritius for Cosafa Tournament	2018/07/27	10 775,26	31,69	-	-	-	10 806,95		
2018/07/02	115527	PMT-forex for D Jordaan invoice no:1010600004495	2018/07/25	33 321,52	49,48	-	-	-	33 371,00		
2018/05/07	114224	PMT-forex D Jordaan travelling to Barcelona on football business invoice no:1010600004316	2018/05/17	10 154,45	14,95	-	-	-	10 169,40		
2017/10/06	109618	Forex-D Jordaan Laliga exchange workshop in Spain invoice no:101060003818	2017/10/12	18 886,80	26,20	-	-	-	18 913,00		
				950 481,92	2 677,07	-	-	-	953 158,99		

Likely Women's World Cup Bid trips -- but was there a budget?

Double-dipping: CAF and FIFA pay these allowances

Needs further investigation to confirm if these were official CAF/FIFA/COSAFA assignments and if CAF/FIFA paid allowances for those trips

Approved trips

There is a question mark whether this expenditure was approved by the NEC or budgeted



**SOUTH AFRICAN
FOOTBALL ASSOCIATION**

REPORT ON NEW

**ORGANOGRAM
SALARY SCALES**

AND

EXECUTIVE MANAGEMENT JOB DESCRIPTIONS

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2 INTRODUCTION

The association has identified salaries or manpower cost, clearly defined roles and responsibilities of employees and an appropriate responsive organizational structure as major obstacles in its plans to have an efficient and effective administration that can deliver on its mandate, generate sufficient revenue and cash flows, implement effective cost control, meet all financial obligation, and build an appropriate investment and asset base that would enable constant growth to be a self-sustainable association.

This coupled with the current organogram:

- that does not respond to the needs of a modern national football association,
- that is unable to provide the adequate and relevant set of skilled individuals that would be able implement the association strategic plan and vision,
- that is unable to provide the appropriate support to the NEC,
- that cannot provide the required level of service to members, stakeholders, and funders,
- that does not provide sufficient and reasonable assurance to the association and its employees that the roles and responsibilities of all employees have been fairly graded, workload equitably allocated and fairly rewarded for equal work equal pay.

The current economic, social, health and sports activities climate has provided the association with an opportunity to self-correct and right size to enable it to be an association of the future, continue to be a leader in African, and have significant influence to world football or FIFA.

3 PURPOSE

The purpose of the exercise is to create an appropriate organogram with proper roles and responsibilities that provide for a just and fair reward system that would result in an effective and efficient administration that would maximize synergies in football development, competitions, financial, operational and governance.

Salaries at national football association are generally fixed in nature, do not respond favourably to unexpected negative economy trends and losses in revenue. This makes it imperative to have the right size staff compliment that are paid at the appropriate level.

The association needs the appropriate level of skills mix to deliver on its mandate, this is the opportunity not only to right size but to source the appropriate skill that can continuously year in year out deliver on the strategic plan and mandate of the association.

The association should maintain a healthy ratio of salaries to total cost and salaries to revenue. The current annual salary bill of the association is at R54 million which is 22% of total revenue. The nature, size, and operation of the association dictate that the maximum annual salary cost of the association should be maximum R35 million or 12.50% of total annual revenue for them to be sustainable.

The review and implementation of new salary scales is to ensure a healthy sustainable ratio between salaries, cost, and revenue is created.

4 WORK DONE AND METHODOLOGY

To ensure that the work done yields the appropriate, relevant, and best results the methodology used included looking at internal, external, national, international, and other sporting codes best practices.

4.1 SAFA CURRENT STATUS

The review of the current existing organogram and salary scales reflected an organogram that:

- does not respond to the mandate of the association;
- does not create synergy between the various departments which as a result promotes individualism;
- is not supported by appropriate job descriptions that prescribe the minimum requirements experience, skills, and education level for the various position;
- the grading of post is not consistent and equitable to the requirements of the positions;
- salary scales are not properly applied and implemented which results in incumbents that occupy junior posts earning more than their seniors;
- the salary scales are not based on the nature, size and complexity of the work done; and
- the organogram promotes the head office concept which does not correspond with reality of that at least 95% of football development and competitions happens at provincial, regional, and local level.

4.2 COMPARISON WITH OTHER FOOTBALL ASSOCIATIONS

The environment, operations and organogram of the following football associations were reviewed:

- a) Nigeria Football Federation
- b) Egyptian Football Association
- c) The Football Association (FA) (England FA),
- d) Football Federation Australia (FFA),
- e) United States Soccer Federation (USSF),
- f) Canadian Soccer Association (Canada Soccer),
- g) Scottish Football Association (SFA and the Scottish FA)

The key aspect that is common at all federations or association is they operate efficient and effective operations that respond to their mandates and the requirements of FIFA. The FA (England FA), FFA (Australia), Canada Soccer and Scottish FA have their focus on four main areas with their organizational structure (organogram), that is:

- Football development (technical) including women and youth.
- Professional football support.
- Support administration driven by finance, fund raising, human resources and IT.
- Competitions.

The key factor that enhances the efficient and effective operations is the clearly defined relationship in governance between the governing body and administration (NEC led by the President and administration led by the CEO / General Secretary) and the implementation of best practice for corporate governance supported by the statutes of the associations.

4.3 COMPARISON WITH OTHER SPORTING CODES IN THE COUNTRY

The most populous and mass-based sporting codes in the country are football, rugby, cricket, athletics, and netball. They are all popular across demographic definitions of race, religion, gender, economic class, social standing, age, and geography.

- 1) They focus on youth development in different ways and approach. This is due to the historical apartheid sport and youth developmental framework that was mainly designed to benefit the white minority population and those sport popular to them.
- 2) Irrespective of this historical handicap football is observing and learning from other codes. Sport development mainly happens at local and regional levels through school and local structures. Rugby, cricket, netball, and athletics amateur competitions are conceptualized, administered, funded, and played at local, regional, and provincial level. Their setup at the head offices is minimal with all the development and competitions staff at provincial, regional, and local levels. Provinces, regions, and local structures deliver national programs, development and competitions that happen within their areas of jurisdiction with the national structure playing an enabling role.
- 3) There are various other football federations in the world that follow this model including the North American (USA and Canada), the British Isle (Scotland and England) and Australia Football Associations or Federations whereby the competitions and development controlled at most at provincial or zonal levels.

This new organogram reflects this approach, with the national office playing the role of an enabler for amateur football to be played, developed, and managed at local, regional, and provincial levels and creates a platform to expand and enhance the decentralization of development and competitions.

4.4 LESSONS LEARNED

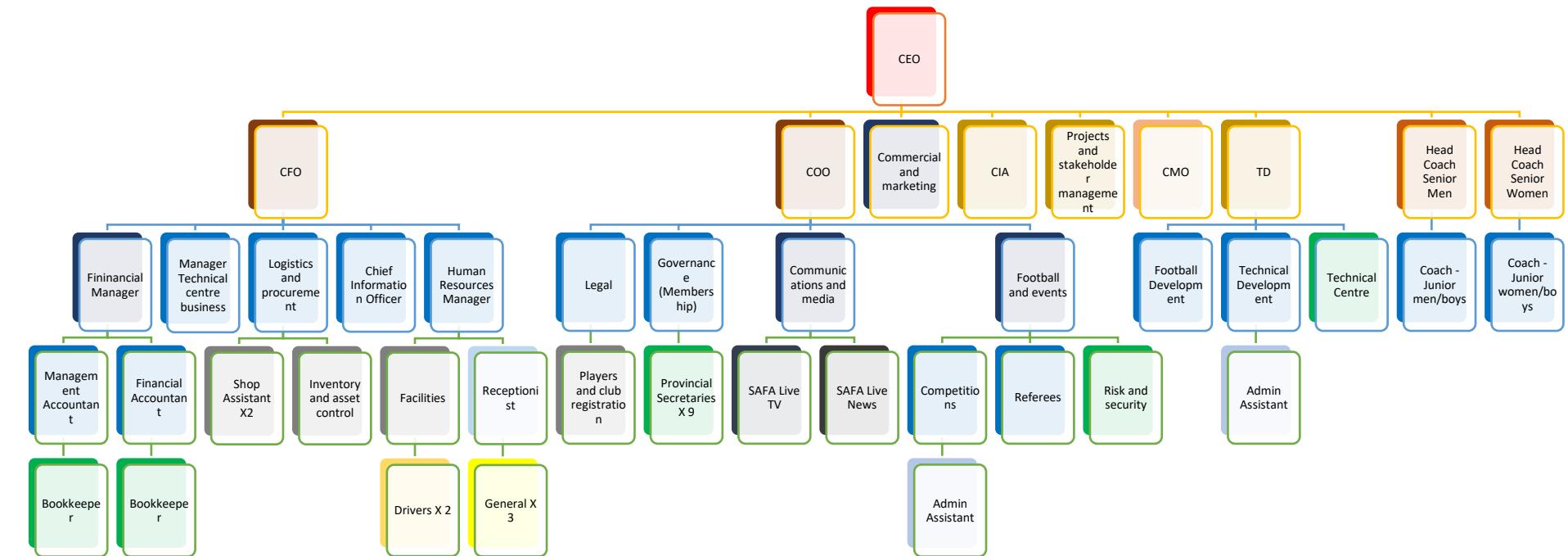
- 1) The association's administration led by the CEO must create a healthy relation with the governing body (NEC) led by the President, this must be guided by the statutes and the best practices of corporate governance.
- 2) The CEO should work closely with the President to ensure the resolutions of the congress and NEC are properly, timeously, and effectively implemented. The SAFA statutes need immediate attention to provide this environment.
- 3) The association organogram must be supported by job descriptions that clearly prescribe the key performance areas, experience, education level, and skills required for each job.
- 4) The organogram must clearly reflect all the levels or grades of the various post based on their job descriptions. Job descriptions should be continuously reviewed with the applicable job levels or grades reviewed at least once every five-year circle.
- 5) The association must have salary or pay scales that are based on equal work / equal pay within a grade or level with the differential being experience.
- 6) The salary scales must be reviewed annually to ensure they remain relevant to the environment of the association.

5 SAFA ORGANOGRAM

The organogram presented has taken into consideration:

- 1) work that needs to be done per the mandate of the association, including skills, experience, and level of education.
- 2) The timing, frequency, and importance of the service required is used to determine positions that should be included in the organogram.
- 3) To ensure that staff or employees have a continuous quest to deliver on their required task and the association continue to bring fresh blood and ideas into its operations, the executive and coaching positions are fixed term contracts with middle management and level below them all permanent contracts.
- 4) The fixed term contract for all levels 1 to 5 are strictly performance based with strict performance targets set and designed to ensure the association is viable, effective, and efficient organization that maintains a sustainable continuous growth and generates sufficient revenue and cash flows to support its mandate.
- 5) The organogram is designed for an organization that generates between R250 million and R300 million revenue, with annual salary cost a maximum of 12.50% of turnover and total cost not exceeding 90% of revenue or have surplus of at least 10%.
- 6) The organogram has 59 positions that would cost the association R33,3 million. The performance bonuses are based on revenue that exceeds R350 million and a surplus of at least R35 million and are variable to revenue, therefore would not negatively impact on the cash flows or operations cost of the association.
- 7) The organogram is based on four crucial elements of the mandate of the association, which are technical development, competitions, administrative support, and governance.
- 8) The organogram provides for a CEO that would be the accounting officer and overall responsible for the operations of the association, COO responsible for all programs per the statutory mandate of the association and CFO responsible for the administrative support to create an enabling environment and to ensure the association has sufficient sustainable resources to continuously deliver on its mandate.
- 9) This organogram is designed for the association to achieve maximum performance at the most effective and efficient manner including the deployment of the least possible human and financial resources.
- 10) To ensure the organogram achieve what it is intended for by the association an effective performance management system must be designed and implemented immediately the organogram is approved and adopted.
- 11) Though the organogram total annual cost is R33.3 million, it is expected that efficiencies and synergy that would be developed as the association achieve its most optimum efficient operation the cost may decrease as a percentage of total revenue and cost.

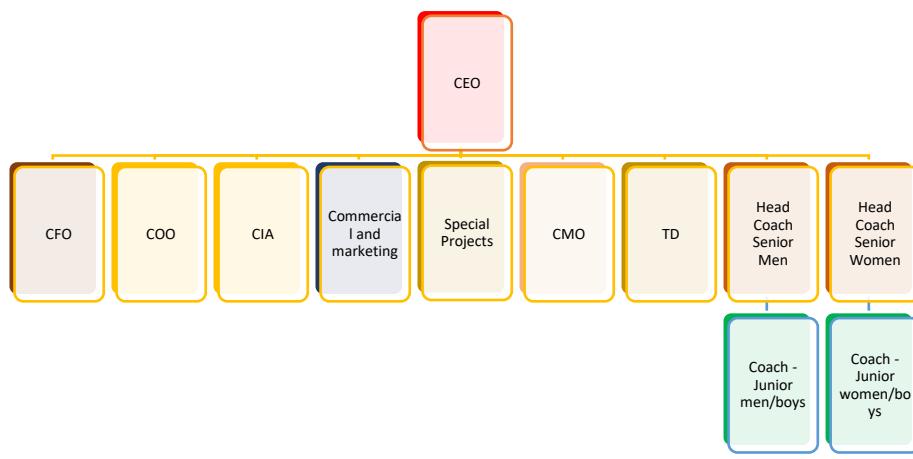
6 SAFA - OVERALL STRUCTURE



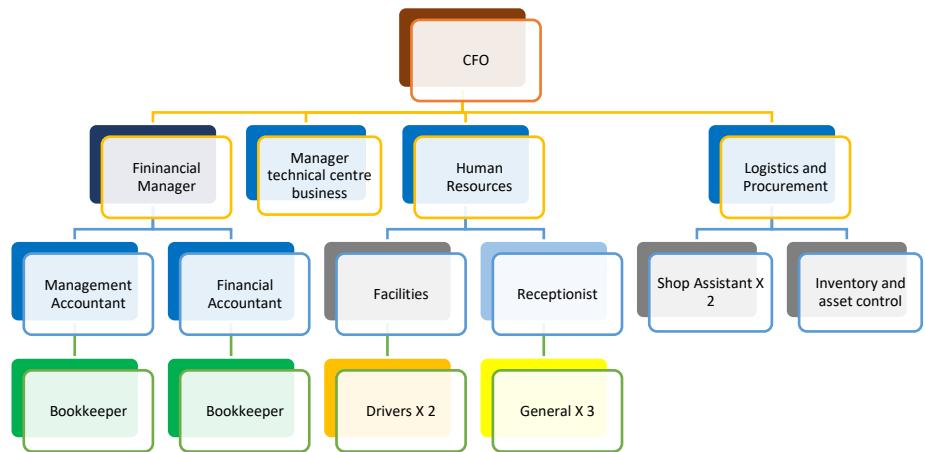
1.	Level 1	1	Executive management - CEO
2.	Level 2	2	Executive management – CFO and COO
3.	Level 3	2	Senior national team coaches
4.	Level 4	1	Chief Medical Officer
5.	Level 5	3	TD / CIA / Projects (Specialist)
6.	Level 6	4	Middle management
7.	Level 7	15	Skilled Senior
Total		28	TOTAL STAFF COMPLEMENT = 59

8.	Level 8	15	Skilled Middle
9.	Level 9	2	Skilled Junior
10.	Level 10	5	Semi-Skilled Senior
11.	Level 11	3	Semi-skilled Middle
12.	Level 12	2	Semi-skilled Junior
13.	Level 13	4	General workers
14.			
Total		31	TOTAL STAFF COMPLEMENT = 59

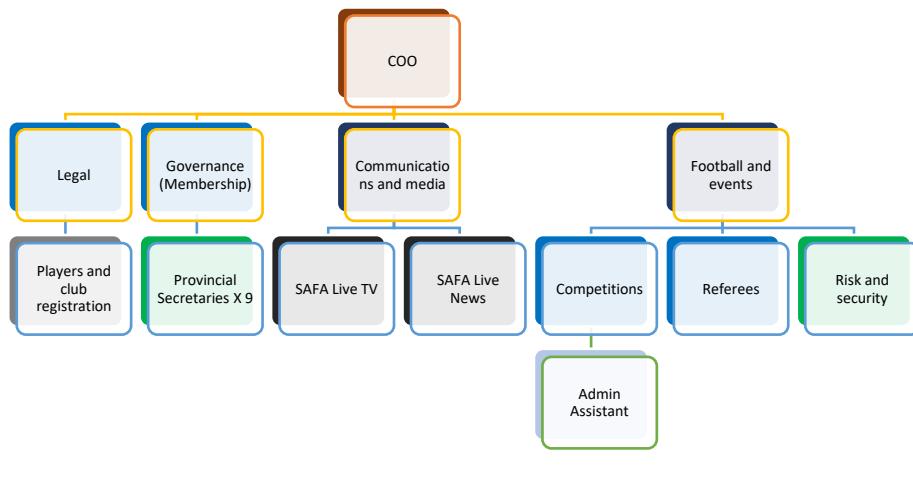
7 REPORTING TO CEO



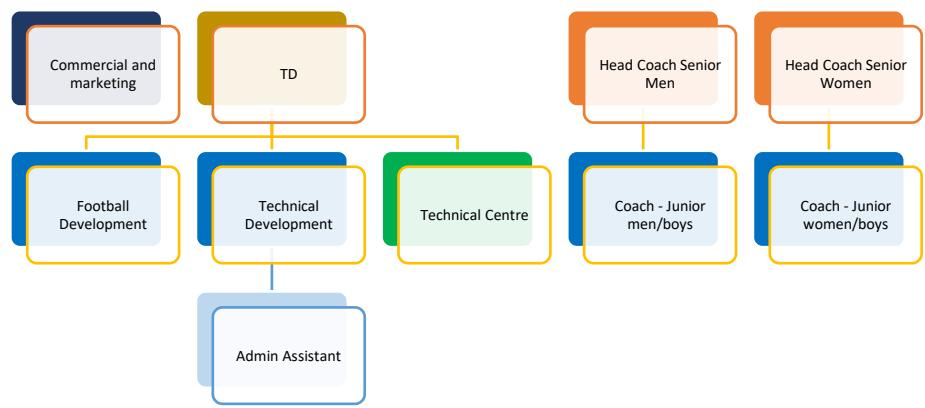
8 REPORTING TO CFO



9 REPORTING TO COO



10 REPORTING TO HEAD COMMERCIAL, COACHES AND TD



11 EQUITY TARGETS (DEMOGRAPHICS)

POSITIONS DESCRIPTION AND LEVEL		TOTAL	FEMALE		MALE		BLACK		COLOURED		INDIAN		WHITE		BLACK		COLOURED		INDIAN		WHITE	
			ACTUAL NUMBERS						PERCENTAGE (%)													
		No's	No's	%	No's	%	F	M	F	M	F	M	F	M	F	M	F	M	F	M	Male	
1.	Executive management	3	-	-	3	100	-	3	-	-	-	-	-	-	100	-	-	-	-	-	-	
2.	Specialist	6	2	33	4	67	1	4	1	-	-	-	-	-	17	67	17	-	-	-	-	
3.	Middle management	4	2	50	2	50	1	1	-	-	-	-	1	1	25	25	-	-	-	-	25	25
4.	Skilled	32	14	44	18	56	9	14	3	4	-	-	2	-	28	44	9	13	-	-	6	-
5.	Semi-skilled	10	7	70	3	30	3	3	2	-	1	-	1	-	30	30	20	-	10	-	10	-
6.	General	4	3	75	1	25	3	1	-	-	-	-	-	-	75	25	-	-	-	-	-	-
Total		59	28	47	31	53	17	26	6	4	1	-	4	1	30	46	11	7	2	-	7	2

In line with Section 189 of the Labour Relations Act all positions are considered vacant. This creates an opportunity to acquire the necessary skills set mix, achieve the targeted equity targets on the demographics of the staff compliment. The targeted gender ratio is 50:50 and demographics must reflect those of the country.

12 BUDGET FOR THE NEW ORGANOGRAM

The association does have salary scales and grade, the problem is on the application of such. The basis and the determination of the currently applicable pay rate or salary scales was mainly based on the 2010 FIFA World Cup and to a lesser extent the PSL. The nature of jobs created by the 2010 FIFA World Cup LOC were short to medium term and those of the PSL purely commercial. The nature and business model of the three organisations was and is not the same, therefore cannot use the same basis of determining pay rates or salary scales. The proposed salary scales and grades address this anomaly.

- 1) **Total Salary Budget:** The total salary budget of the association is based on 12.50% of the total turnover of between R250 million and R300 million which is the turnover range for the past ten years, which is therefore a budget of between R30 million and R35 million. This will ensure the association is able to deal with variation of its turnover and cash flows.
- 2) **Market related and realistic:** The association new pay rates are market related, realistic, and based on the required set of skills, experience, and education for each post. The expect contribution of management in the expected delivery of the mandate of the association considered, nature of employment, term of fixed-term contract, and risk attached to each position.
- 3) **Performance bonus:** Performance bonuses will be variable to revenue, expenditure and surplus. The total salary cost including performance bonuses shall net exceed 15% of total turnover. The performance bonus will be based on three main components, which are:
- 4) **Football:** This will include the performance of our national teams in all CAF and FIFA competitions, football development targets, number and levels of competitions, number of registered players, number of registered clubs and teams, the ranking of our national teams in the continent and the world and all the other SAFA Vision 2022 targets .
- 5) **Organizational and financial:** This will include the performance of the organization financially and otherwise including meeting targets on revenue, surplus, sponsorship revenue, expenditure as a ratio to revenue, cash inflow and outflow targets, maintaining an unqualified independent and full compliance with all CAF and FIFA prescripts and targets.
- 6) **Individual:** The individual contribution and performance of each employee, this will include behavior, attitude simple things like punctuality, attitude, attendance, and performance against set individual KPA's
- 7) **13th Cheque / Bonus:** The last issue that the new salary scales address is the issue of bonus or 13th cheque. Bonus or 13th cheque has only been provided for in Level 6 to 14 and not for Level 1 to 5. For the main reason that is management must understand they are to earn based on the overall performance of the association and to a lesser extent their individual performance. The salary scales for management are adjusted downward or reduced to create a higher level of performance element.

The main purpose is to ensure employees are fairly rewarded for their contribution to a successful association and the association is safe and able to absorb or cushion any impact negative financial impact and key to that is a low base for fixed salaries which what is achieved by introducing the new salary scale.

BUDGET PER NEW SALARY SCALES: below is the annual budget per the new salary scales is presented

POST LEVEL	POSITION DESCRIPTION	NO. OF EMP	SALARY SCALES			GUARANTEED SALARY BUDGET	PERFORMANCE BONUS				TOTAL
			Min	Mid	Max		Basic	Individual	Org. Fin	Team	
1	Exec management Senior	1	2,244,898	2,806,122	3,367,347	2,806,122	701,531	701,531	701,531	2,104,592	4,910,714
2	Exec management Junior	2	1,346,939	1,683,673	2,020,408	3,367,347	673,469	673,469	336,735	1,683,673	5,051,020
3	Specialist Senior (Coaches)	2	1,200,000	1,850,000	2,500,000	3,000,000	2,100,000	900,000	3,000,000	6,000,000	9,000,000
4	Specialist Middle (CMO)	1	954,082	1,097,194	1,240,306	1,097,194	219,439	219,439	109,719	548,597	1,645,791
5	Specialist (Junior) TD/CIA/SP	3	729,592	839,031	948,469	2,517,092	503,418	503,418	251,709	1,258,546	3,775,638
6	Middle management	4	668,793	769,111	869,430	3,076,446	153,822	76,911	76,911	307,645	3,384,090
7	Skilled senior	15	425,595	489,435	553,274	7,341,518	367,076	183,538	183,538	734,152	8,075,670
8	Skilled middle	15	364,796	419,515	474,235	6,292,730	314,636	157,318	157,318	629,273	6,922,003
9	Skilled junior	2	303,997	349,596	395,196	699,192	34,960	17,480	17,480	69,919	769,111
10	Semi-skilled Senior	5	243,197	279,677	316,156	1,398,384	69,919	34,960	34,960	139,838	1,538,223
11	Semi-skilled Middle	3	218,878	251,709	284,541	755,128	37,756	18,878	18,878	75,513	830,640
12	Semi-skilled Junior	2	182,398	209,758	237,117	419,515	20,976	10,488	10,488	41,952	461,467
13	General workers	4	145,918	167,806	189,694	671,224	33,561	16,781	16,781	67,122	738,347
TOTAL		59				33,441,892	5,230,564	3,514,211	4,916,047	13,660,822	47,102,714

GUARANTEED SALARY BUDGET: This is the amount that all employees are guaranteed to be paid on an annual basis. This amount is based on the assumption that the association will have a turnover of between R250 million – R300 million which has been the range in the past ten years. The second measurement used is that the total salaries cost of the administration staff and coaches must not exceed 12.5% of turnover. The variance between the salary scales of grades 1 - 5 and grades 6 – 14 is that all executive, specialist, and senior coaches' positions will be fixed-term contract posts while grades 6 – 14 will be permanent positions.

PERFORMANCE BONUS: Performance bonus will be considered when the association have a minimum turnover of R350 million, surplus greater than 10% of turnover, and total performance bonuses not greater than 25% of surplus. SAFA Vision 2022 targets will be the foundation that the key performance areas (KPA) for performance bonuses are based on including revenue targets, net profit, asset base, national teams' performances, national teams ranking in Africa(CAF) and the world (FIFA), performance against players, teams', and clubs' registration. It is expected that the performance bonuses would be variable to the improved revenue, surplus and cash balances. The annual average for performance bonuses is not expected to exceed 50% of the budgeted amount, it would only be in years of outstanding performance that this would be exceeded.

13 CONCLUSION

The success of the association is based on skill, competent, motivated, experienced and will staff complement. The new organogram is focused on the responsibility of the association to deliver on its mandate per its Statutes, the National Development Plan 2030, the National Sports and Recreation Plan, CAF, and FIFA.

The Job descriptions sets the expected level of skill and competence expected in each post and ensures all employees play their supposed meaningful roles to ensure the association is an effective and efficient organization.

The salary scales bring parity and provide fair compensation to all employees, and provides for a minimum living wage to the employees at the lower end of the scales. They provide sufficient motivation for optimum performance by all.

The association is operating in the global village, therefore its systems, basis of operations, performance measurements, and relationships with the markets and stakeholders must be based on the globally accepted standards and measures to allow the association to compete in the global village.

There is brutal and ruthless battle for space in the market and share of resources in the country, continent, and the world. Organizations that succeed in this fearsome environment are those that are equipped with the appropriate tools, skills, and right people that are appropriately experienced and skill to be able to navigate this environment. The present organogram and job descriptions provides for skilled and willing individuals that would ensure the association does not only succeed but excel in this environment.

14 RESOLUTIONS PROPOSED TO THE NEC

The NEC is requested to adopt the following resolution

- 1) Approve the new SAFA Organogram as presented (Pages 6 and 7)
- 2) Approve the new salary scales as presented (Page 10)
- 3) Endorse the equity targets as presented (Page 8)

Recruitment Process

