

Strategic Plan 2026–2028

ALTUS SPORT– Using Sport to Transform Lives

1. Executive Summary

Since 1994 Altus Sport, a South African based NGO, has committed to empower youth through sport, and believes in investing in human capital. In nearly 80% of our schools the learners do not receive the needed knowledge, skills, discipline and work ethic to prepare them for the world of work. Altus Sport strives to support developmental assets, broadly classified into support, empowerment, inclusion, boundaries of expectation, constructive use of time, commitment to schoolwork, positive values, and sport and social skills. Research has shown that boys generally have fewer assets than girls. Altus Sport builds bridges across boundaries of race, gender, and age through setting up good relationships which leads to building assets and bring forth change a child's life. Skilled Altus Sport Youth Leaders move from “me to us”. Through sessions with lots of laughter and fun, but with clear expectations, boundaries and discipline. At all times good manners are captured and expected.

Over the next three years, Altus Sport will focus on:

- Expanding access to safe and inclusive sport programmes mainly underpinned by soccer and rugby in township areas.
- Linking sport participation to life skills, education support, raising awareness on the dangers of underage drinking and promoting peace and inclusive initiatives.
- Provide opportunities to strengthen leadership skills.
- Establishing Olympic Clubs at schools, primarily focussing on physical activity, positive values, leadership and creating a pathway to sustainable sport management.
- Promote Olympism* emphasising the core Olympic values of Respect, Friendship and Excellence.

By 2028, Altus Sport aims to impact **90,000 youth** across Tshwane and Johannesburg, improving inclusive, different-abled and girl participation, physical activity at schools and foster safe and respectful communities through sport.

**Way of living*

2. Vision, Mission & Core Values

Vision:

To unlock potential and drive meaningful change through the power of sport.

Mission:

Through sport, we aim to provide equal empowering opportunities to youths from diverse backgrounds, powered by hope, respect, resilience and leadership to foster physical and emotional well-being for each to reach their full potential both on and off the field.

Core Values:

- **Respect** – Yourself, others, environment, all around you.
 - **Inclusion** – Every child, regardless of gender, ability, or background, has the right to play.
 - **Fair Play** – We act with transparency, fairness, and accountability.
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3. Organisational Context & Background

Founded in 1994, Altus Sport started as a Sport Development organisation focussing on Sport Management and the development of sport and clubs in the underserved areas.

Today, we operate as a Sport for Development organisation utilising sport to equip youths with essential life and leadership skills which opens a door to a brighter future. We engage underserved communities across Gauteng, combining sports-based activities with positive values.

In 2025, our focus areas included empowering both girls and boys through leadership and gender equality programmes, enhancing financial literacy, spreading awareness of underage drinking, promoting Olympism and Peace through events.

Collaborating with schools, government entities and global partners, Altus Sport reaches over 30,000 youth annually.

4. Sport for Development Landscape & Situational Analysis

Needs Assessment Highlights:

- Weak education / sport systems.
- Discrimination (all types of discrimination)
- Lack of safe sport spaces and general safeguarding.

- Low physical activity level (8 – 17 years).
- No sport leadership / management opportunities in lower socio-economic areas.
- Lack of awareness around the environment, alcohol abuse and positive values.
- Youth unemployment rates are high; sport can be an entry point to skills training.

SWOT Snapshot:

- **Strengths:** Strong international & community trusted network, trained youth sport leaders.
 - **Weaknesses:** Limited long-term sustainable funding security.
 - **Opportunities:** Interest from corporate CSR programmes for youth development.
 - **Threats:** Economic downturn affecting donor giving.
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5. Strategic Priorities & Goals (2026–2028)

The programme is structured around **four strategic priorities**; each aligned with relevant SDGs.

1. COMMUNITY LEADERSHIP & CAPACITY BUILDING

- **Goal:** Train 25 Youth Sport Leaders (YSLs) in coaching, finance, inclusiveness and safeguarding.
- **Target Group:** YSLs (coaches) and peer leaders.
- **Key Actions:** Workshops, peer mentor networks, disability training, outreach projects.
- **SDGs:** 4 (Quality Education), 10 (Reduced Inequalities), 17 (Partnerships).

2. PHYSICAL ACTIVITY, GENDER EQUALITY & INCLUSION

- **Goal:** Expand sport access, focusing on girls and differently abled learners.
- **Target Group:** Children, youth, schools, disability centres.
- **Key Actions:** Soccer & rugby, multi-sport holiday events, disability school partnerships (LSEN)
- **SDGs:** 3 (Good Health), 5 (Gender Equality), 10 (Reduced Inequalities).

3. OLYMPIC CLUBS: YOUTH LEADERSHIP & SPORT MANAGEMENT

- **Goal:** Develop learner-led Olympic Clubs as pathways to leadership and sport management.
- **Target Group:** School learners (mixed gender) (12–17 yrs), partner schools and Youth Sport Leader mentors
- **Key Actions:** Leadership training, mentorship, learner-led activities.
- **SDGs:** 4 (Education), 16 (Peace, Justice & Strong Institutions).

4. EDUCATION, HEALTH & WELL-BEING

- **Goal:** Strengthen life skills, resilience, and healthy choices through “Life’s a Ball.”
- **Target Group:** Children & youth.
- **Key Actions:** Life skills workshops, health awareness, resilience sessions.
- **SDGs:** 3 (Health), 4 (Education), 16 (Peace & Inclusion).

Measurement Tools: TEAMPACT app, surveys, registers, case studies, MSC stories, photos, focus groups.

Outcomes: Inclusive leadership, increased sport access, improved health and resilience, reduced discrimination, stronger community networks.

6. Programmes & Key Initiatives

1. **Life’s a Ball programme** – After-school programme combining sport, tutoring, and life skills.
 2. **Olympic Clubs** – Physical activities, creativity, leadership development and basic sport management.
 3. **Events** – Regular fun sessions and annual events promoting Olympic Education and Peace.
 4. **Youth Sport Leader Capacity Building** – Training local unemployed youth for self-development and to become confident role models in their communities.
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7. Partnerships & Stakeholder Engagement

Partnerships 2025

- **International:** Partnerships with sport for development networks:
 - Laureus Sport for Good
 - NIKE
 - Common Goal
 - Women Win
- **Corporate:** Sponsorships with local organisations.
 - AWARE.org
 - Standard Chartered Bank
- **Government:** Department of Sport, Arts & Culture; Department of Basic Education.

- **Network partners / Stakeholders:** Common Goal, Sport for Social Change Africa, International Olympians Association, South African Sport Confederation and Olympic Committee, South African Centre for Olympic Studies and Social Impact; Tshwane Sport Confederation, City of Tshwane, Schools.
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8. Communications & Advocacy

- Funding partners and relevant stakeholders receive annual reports containing storytelling to profile youth success stories.
 - Use social media for continuous updating.
 - Communicate on local level with government departments and relative stakeholders.
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9. Monitoring, Evaluation, Accountability & Learning (MEAL)

Altus Sport applies a comprehensive MEAL (Monitoring, Evaluation, Accountability & Learning) approach to ensure all programmes remain inclusive, impactful, and responsive to community needs.

1. MONITORING SYSTEM

- Uses both quantitative (TEAMPACT app, sign-in registers, attendance data, pre/post surveys) and qualitative (Most Significant Change stories, case studies, focus groups, observational reports, photos) tools.
- Data collected monthly, quarterly, bi-annually, and annually to track reach, participation, and outcomes.
- All staff, including Youth Sport Leaders (YSLs), are engaged in data collection to ensure community-led accountability.

2. EVALUATION APPROACH

- Baseline and endline surveys measure changes in knowledge, attitudes, and behaviours.
- Outcome-based evaluations track progress towards improved health, leadership, inclusion, and reduced discrimination.
- External partnerships (schools, NGOs, stakeholders) support collaborative impact assessments.

3. ACCOUNTABILITY

- Regular reports shared with communities, schools, partners, and funders.
- Feedback loops allow participants, especially youth, to influence programme adjustments.

4. LEARNING & ADAPTATION

- Data informs ongoing programme design, ensuring sport remains a driver of inclusion, respect, resilience, and peace.
- Best practices are documented and scaled across schools and communities, reinforcing replication models.

5. STRATEGIC LINK

- MEAL directly supports Altus Sport's priorities (leadership, gender equality, education, well-being) and contributes to SDGs 3, 4, 5, 10, 16, and 17.
- Altus Sport's MEAL system ensures evidence-based programming, empowers youth-led accountability, and strengthens community impact.

Please see annex: Logical Framework 2026-2028

10. Implementation Timeline

Year	Focus Areas	Key Milestones
2026	Youth Sport Leaders	Ensure all YSL have the needed skills to implement the required programme/s
2027	Inclusion	Girl participation in mainly boy dominated sport increases, different abled participation increases.
2028	Leadership & Consolidation	Measure leadership levels and release an independent impact report.

11. Governance & Capacity Development

- Altus Sport Board with sport, education, and finance expertise.
 - Ongoing staff and Youth Leader review.
 - Staff upskilling in MEAL, fundraising, and safeguarding.
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12. Appendices

- Youth Sport Leader manual & relevant documentation
- Logical framework.
- Safeguarding and all relevant policies.
- CV's of staff