

TRANSFORMATION IN CRICKET

REPORT SUBMITTED TO THE HONOURABLE MINISTER OF
SPORT & RECREATION, MR N. BALFOUR.

16 OCTOBER 2002

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MINISTERIAL COMMITTEE OF INQUIRY INTO TRANSFORMATION IN CRICKET

REPORT TO THE MINISTER OF SPORT & RECREATION

The Committee hereby submits the following report for the consideration of the Honourable Minister of Sport & Recreation, Mr Ngconde Balfour.

1. INTRODUCTION

On 7 July 2002 the United Cricket Board of South Africa (hereinafter the "UCB"), at its National Consolidation Conference held at Kievits Kroon, resolved to scrap transformation quotas at the level of national teams and senior provincial sides. The term "quotas" has generally been used to refer to the transformation targets which the UCB set for itself during May 1999. These transformation targets are set out in a document titled "Blueprint for the Implementation of Development Targets as agreed upon at the Development Conference held at the Riverside Sun, Vanderbijlpark, on 28 & 29 May 1999". The said document is annexed to this report and is marked Annexure "UCB1".

The Kievits Kroon Resolution had the following implications:

- (a) Transformation quotas at the level of national teams and senior provincial sides were abolished;
- (b) Selection for these teams would henceforth be based purely on merit;

- (c) At the level of B Teams and teams below that level quotas have been replaced by two "guidelines", viz:
 - (i) All provincial B teams and teams below this level should contain at least 50% players of colour;
 - (ii) These teams should contain at least one Black African player.
- (d) Provinces will be expected to show their commitment to transformation in their player contracts;
- (e) Provincial Presidents will take responsibility for ensuring the forward drive, growth and transformation of the game in their provinces;
- (f) The Transformation Monitoring Committee and Provincial Committees were "dismantled" in recognition of the need to "internalise" transformation issues at the UCB and its affiliates.

The UCB's understanding of the term "quotas" is best encapsulated by the following statement made by its president, Mr Percy Sonn, in a joint media release following a meeting with the Minister on 10 July 2002:

"The issue of quotas should be understood as a transformation strategy employed to expedite and achieve a merit based demographic representation in sport in the country".

At the meeting between the UCB and the Minister which preceded the abovementioned press release, the UCB committed itself to transformation and representativity in accordance with the Performance Agreement between itself and the Minister.

The Minister has subsequently appointed this Committee to test the validity of the claim made by the UCB that *"South African Cricket had grown beyond its own expectations when targets for transformation were set three years ago"*.

The members of the Committee are as follows:

1. Mr John Smith : Chairman
Attorney based in East London / Member of the Eastern Cape Provincial Boxing Committee / Former Administrator of the defunct Border Cricket Board and Border Football Association.

2. Mr Greg Fredericks : Secretary
Chief Director : Sport & Recreation South Africa / Former President and Captain of the Non-Racial Border Cricket Board / Former President of USSASA.

3. Ms Kedidimetse Tshoma (Kedi)
Former educator and leading sports administrator / President of the Soweto Cricket Club / Chairperson of the Women's Committee of SAFA / Chairperson of the Sport & Recreation Distribution Agency of the National Lottery Trust Fund / Former NSC Executive and chairperson NSC Women's Sports Committee / School Sports Congress Executive / Currently the Head of Community Affairs if Nike South Africa.

4. Dr Mtutuzeli Nyoka
Medical specialist, specialising in ear, nose and throat ailments / Former Chairperson of the Gauteng Cricket Board / Former member of the Transformation Monitoring Committee of the UCB / Represented Eastern Province Cricket at school at u/19 level / Former Chairman of Medical Committee of the UCB / Member of World Cup South Africa until April 2002.

5. Dr Willie Basson

Former member of the defunct Northern Transvaal Cricket Union / Former Executive Member of the South African Cricket Union / Former President of the Confederation of South African Sport / Former Vice-President of the NSC / Founder member of NOCSA / Member of the South African Institute for Drug Free Sport / Currently the Managing Director of a Chemical Company / Founder Member and past Chairman of Sports Information and Science Agency / Former SA Sports Committeer.

Although the UCB initially welcomed the Minister's decision to appoint a Committee and agreed to co-operate, it subsequently expressed serious reservations about the terms of reference, the composition of the Committee and the scope of the enquiry envisaged.

This initial reluctance on the part of the UCB to allow its affiliates to co-operate with the Committee has caused considerable delays. The UCB eventually, after a further meeting between itself and the Minister on 6 August 2002, gave its qualified support to the Committee and confirmed that it would allow its affiliates to participate in the proposed inquiry.

It has, however, in a media release on 6 August 2002, expressed the opinion that the inquiry was flawed, in particular in regard to the composition of the Committee, the terms of reference and the scope of the inquiry envisaged. It further expressed the view that the Committee's inquiry would be tainted with bias and subjectivity and that *"any report of such Committee will be viewed with circumspection and cynicism by both the UCB and members of the public"*.

The Committee was therefore only able to commence its investigations on 7 August 2002.

2. **TERMS OF REFERENCE**

The terms of reference are as follows:

- A. The Committee shall inquire into, make findings, report and make recommendations to the Minister of Sport and Recreation concerning the following matters:
 1. The degree to which affiliates of the United Cricket Board of South Africa have succeeded in implementing and achieving the objectives and transformation targets as set out in the Transformation Charter and Vision Statement adopted at a National Vision Conference held from 13 to 15 November 1998.
 2. The monitoring process undertaken by the National and Provincial Transformation Monitoring Committees in ensuring that the three year plan of the UCB is translated into concrete programmes of action.
 3. The basis for the claim made by the UCB that South African Cricket has grown beyond its own expectations with regard to transformation targets, allowing the scrapping of transformation quotas at the level of national teams and senior provincial sides and the replacement of quotas with two guidelines at the level of provincial B teams and all teams below that level.
- B. These terms of reference may be added to, varied or amended from time to time in writing.
- C. The Committee shall commence with its duties forthwith.
- D. Should the Committee during the course of its investigations, find it necessary to consider transformation within cricket since the launch of the United Cricket Board of South Africa, the terms of reference may be amended accordingly in writing.
- E. The Committee shall publicly report on its inquiries, findings and recommendations.

3. THE INVESTIGATION PROCESS

The Committee did not have any statutory powers and was therefore reliant upon the co-operation of the various UCB affiliates. In this regard the Committee is pleased to comment that despite initial reticence on the part of some of the role players, there has been an acceptable level of co-operation.

The Committee's chief objective, and being the first leg of its terms of reference, was to determine the extent to which the UCB affiliates have achieved and/or surpassed the transformation targets set out in the Transformation Charter. In this regard it was necessary to collate data from all the affiliates and its various structures in order to compare the statistics with the requirements set in Annexure "UCB1". The Committee's approach was to have regard to a document compiled in preparation for the UCB's National Consolidation Conference which took place from 5 to 7 July 2002 at Kievits Kroon. A copy of this document forms an annexure to the report and is marked "UCB2".

Annexure "UCB2" contains a data base for the 2001/2002 season wherein the performances of the various UCB affiliates are recorded. The Committee has, during meetings with the various provinces, confirmed that the data represented a true reflection of their transformation achievements.

The Terms of Reference required the Committee to report on the extent to which the National and Provincial Transformation Monitoring Committees have successfully monitored the three year plan of the UCB to ensure that it is translated into concrete programmes of action.

It was therefore essential for the Committee to interview the various provincial monitoring committees. The Committee also interviewed the Chairperson of the National Monitoring Committee, ie Professor André Odendaal.

In order for the Committee to collate the information and evidence necessary to enable it to make a finding on the required issues stated in its Terms of Reference, it had to meet with all the relevant role players and structures within the UCB affiliates. Generally the Committee met with the executive committees, the convenors of selectors, coaches, development staff,

transformation monitoring committees and players. The Committee also met with other interested parties outside of the UCB structures.

A comprehensive list of all the various structures and persons who made submissions to the Committee is annexed as Annexure "UCB3".

In order to facilitate free and open discussions the Committee decided to adopt a procedure in terms whereof the interviewees were invited to make submissions on their views regarding the implications of the Kievits Kroon Resolution, whereafter the Committee members put questions in order to clarify certain issues. This procedure has served the Committee well, especially bearing in mind the fact that it did not have powers to subpoena witnesses.

All the Committee's sessions were closed. This was considered necessary to ensure that persons felt free to express themselves and that the issues are not sensationalised by the press before the report is submitted to the Minister.

All the proceedings were mechanically recorded and the transcripts are available and have been indexed and collated.

The Committee has also interviewed all the Provincial MEC's except for Professor Ndabandaba of Kwa-Zulu Natal. Various attempts were made to either hear oral or to receive written representations from the said MEC, but at the time of submitting this report, nothing has been received. The Gauteng MEC, Mr M. Gungubele, has made a written submission.

Finally, the Committee also interviewed the executive structure of the UCB in order to clarify certain issues that came up during its meetings with the provincial structures.

The Committee is satisfied that it has been able to, within a relatively short space of time, interview and hear submissions from all the important role players. The Committee is confident that it has collated the evidence and data necessary to enable it to make findings and recommendations on the required issues.

FINDINGS4. Term of Reference:

The degree to which affiliates of the United Cricket Board of South Africa have succeeded in implementing and achieving the objectives and transformation targets as set out in the Transformation Charter and Vision Statement adopted at a National Vision Conference held from 13 to 15 November 1998.

The database in the UCB's transformation Audit Report 1999-2000 ("UCB1") as presented to its affiliates reflects the degree of compliance with respect to a number of categories targeted for transformation. The data has been represented in a format below which enables a visual approach towards evaluating and commenting on overall compliancy. A red block within a transformation category indicates non-compliancy whereas a green block indicates compliancy.

It is significant to note that the UCB has admitted that it failed to reach targets in the following categories: Scorers, Head Groundsmen, Umpires, Tertiary Institutions and Team Management.

4.1. Provincial and National Administration

The following schematic reflects compliance status in this category (green = target achievement and red = non-achievement of set targets).

	ADMINISTRATION		
	Senior management	Board Members	CEO's
UCB	Red	Green	
Border	Red	Green	
Boland	Green	Green	
Eastern Province	Green	Green	
Easterns	Green	Green	
Free State	Green	Red	
Gauteng	Green	Red	
Griquas	Red	Green	
KZN	Red	Green	
Northerns	Red	Green	
North West	Green	Red	
Western Province	Green	Green	
	Red	Green	
National Average	Red	Green	

(a) Board representativity

Representativity make-up at the ultimate level of decision-making - The Board - will have a major impact on the overall transformation process.

At a Board level, 3 out of the 11 provinces (27% of the total number of provinces) were non-compliant namely: Free State, Gauteng and North West, who achieved representativity levels of 30%, 32% and 38% respectively in this category.

(b) Senior management representativity

Achieving the set representativity targets in this area has been less successful with 36% (4 of the 11 provincial entities) non-compliant and the national average also below the set target. The defaulting provinces with representativity levels achieved in brackets were, Griqualand West (25%), KZN (40%), Border (40%) and Northerns (35%). Representativity at an

overall national level (49%) is also below target. The UCB also did not achieve the set target of 50% within its senior management team reflecting a representativity level of 38%. The number of White senior managers jumped from 42% in the 2000/2001 season to 62% in 2001/2002.

Another important implementation and decision making element in the structure - CEO's - reflect a non-compliant 36% representativity level at an overall national level.

Next to actual team representativity, Board, Senior Management and CEO representative profiles can arguably be considered to be one of the more visible commitment to transformation within a structure. The appearance of the schematic diagram as a whole can therefore be taken as an "indicator" of the commitment or lack thereof of the organisation to change itself at its most important policy and decision-making levels.

4.2. Selection and Team Managers

The national, provincial and under-19 Team Management and Selection Panel representativity profiles are schematically represented in the following diagram:

	TEAM MANAGEMENT AND SELECTION COMMITTEE					
	Provincial Team Management	Provincial Selection Committee	Provincial U-19 Selection Committee		National Selection Committee	
					Senior Team	U-19
UCB	N/A	N/A				
Border						
Boland						
Eastern Province						
Easterns	?					
Free State	?					
Gauteng	?					
Griquas	?					
KZN						
Northerns						
North West						
Western Province						
National average						

? = no data available

(a) Team Management

4 out of the 7 provinces (54% of the unions for which representativity performance measures were reported) were non-compliant with only Boland, North West and Western Province complying with the pre-set targets. This resulted in a national average for Provincial Team Management representativity falling into the non-compliant category - with an average representativity figure of 29%. Information for two provinces, Free State and Griqualand West, were not included in the UCB database and two provinces, Easterns and Gauteng, indicated that no managers were appointed.

(b) Selection Committees

i. Senior Provincial level

The representativity diagram indicates 4 out of the 11 provinces (36%) not achieving the set targets and contributing to a national average being non-compliant with respect to representativity as far as provincial selection committees are concerned. Free State at 45%, Gauteng at 25% and North West at 25% reported representativity figures below the targeted levels.

The composition of the National Senior Selection Committee were in line with the targets set.

As the decision-making entity, together with the coach and sometimes the captain, team composition is ultimately determined by this body.

ii. Under-19 Selection Committee

Two provincial entities failed to reach the set targets - North West and Gauteng - achieving representativity levels of 34% and 25% respectively. The national average was above the targeted level.

The overall appearance of the diagram for Team Management and Selection Committee composition indicates a degree of non-representativity at provincial level which flows through to a national average that is below target in two areas - Provincial Management and Team Selection Committee.

4.3. Scorers, Umpires and Coaches

The following representativity diagram summarises performance with respect to these three transformation areas selected by the UCB for monitoring:

	SCORERS				UMPIRES			COACHES											
	Test	Provincial	Club	School	PROVINCIAL		Club	NATIONAL			PROVINCIAL		NATIONAL						
					Exe Body	Membership		Officialing umpires	First class	Bowl U-19 Provincial	National tour	Bank U-13	Bison U-15	Coca-Cola U-19	Bowl	Bank U-19	Bison U-15	Coca-Cola U-19	Bowl
1	2	3	4	1	2	3	4	5	6	7	1	2	3	4	1	2	3	4	
Border																			
Boland																			
Eastern Province	N/r	N/r	N/r	N/r															
Easterns																			
Free State																			
Gauteng				N/r															
Griquas				N/r															
KZN																			
Northerns																			
North West																			
Western Province																			
National Average																			

N/r = No Record

The picture speaks for itself, except for the "coaches" category where only Eastern Province failed to achieve the set transformation targets in 2 out of the 4 coaching areas monitored. The overall picture in the "umpiring" and "scorer" categories reflects non-compliance on a somewhat general scale. Umpires, in particular, and especially at the higher levels of competition have a high degree of public visibility. The representativity profile of umpires as represented in the diagram is not supporting the positive transformation message the UCB is promoting. Together with the scorer profile the resulting picture is essentially that of two areas within which transformation has been less successful.

4.4. Primary and High Schools

(a) Primary Schools

The following representativity diagram reflects performances against the set targets for provinces in the areas of:

- i. Executive Committee composition
- ii. Standard Bank under-13 management
- iii. Standard Bank under-13 team compositions
- iv. USSASA under-13 provincial team compositions.

The primary school representativity diagram indicates compliance with the 50% representativity targets set for the national under-13 team management and team composition, as well as for the overall national provincial average in all the categories monitored.

PRIMARY SCHOOLS						
Provincial					National	
Exec Body	Standard Bank U-13 Mgtm	Standard Bank U-13 Players	USSASA U-13 Mgtm	USSASA U-13 Players	Auto U-13 Mgtm	Auto U-13 Players
1	2	3	4	5		
Border						
Boland						
Eastern Province						
Easterns						
Free State						
Gauteng						
Griquas						
KZN						
Northern			N/R			
North West						
Western Province						
Northern Province						
South West District		N/R	N/R			
Namaqualand			N/R			
North West Cape			N/R			
KZN Mynas						
KZN North coast			N/R	N/R		
KZN Robins						
Northern KZN			N/R	N/R		
Mpumalanga						
Namibia						
KZN Robins						
Northern KZN			N/R	N/R		
Mpumalanga						
National Average						

N/R = No Record

The few notable non-compliant situations among individual provinces are Gauteng (Executive Body, Management of the Standard Bank under-13 team and Management team for the USSASA under-13 team) and Easterns with respect to the under-13 Executive Body.

Representativity targets for team composition at both provincial and national level were met in all instances except in one region - Namibia.

(b) High Schools

The high school under-15, under-16, under-17 and under-19 representativity profiles at a provincial and national level were monitored in the following areas:

- i. Executive Committee composition
- ii. Under-16 team management
- iii. Under-16 team composition
- iv. Under-17 selection committee
- v. Under-17 team management
- vi. Under-17 team composition
- vii. USSASA under-15 country - selection committee
- viii. USSASA under-15 country - management
- ix. USSASA under-15 country - team composition
- x. USSASA under-19 country - selection committee
- xi. USSASA under-19 country - management
- xii. USSASA under-19 country - team composition
- xiii. Under-19 PG Bison - selection committee
- xiv. Under-19 PG Bison - management
- xv. Under-19 PG Bison - team composition
- xvi. Under-19 Coca-Cola - selection committee
- xvii. Under-19 Coca-Cola - management
- xviii. Under-19 Coca-Cola - team composition

In addition, the representativity profiles of the three USSASA teams selected to participate in the under-15 country PG Bison provincial competition, the under-17 and under-19 country teams to participate in the Coca-Cola week as well as Coca-Cola under-19 national team selected at the end of the week to play against the provincial team of the home union, were also monitored.

A schematic summary of the UCB report is reflected in the following representativity diagram for high schools:

	HIGH SCHOOLS														Bison USSASA U-15	Coca-Cola USSASA U-17	Coca-Cola USSASA U-19	Coca-Cola National U-19 Team
	PROVINCIAL																	
	USSASA						PG BISON			Coca Cola								
	Exe committee	U-16 Team management	U-16 players	U-17 selection	USSASA-17 Team management	USSASA U-17 Players	U-15 Country Selection	U-15 Country Management	U-15 Country Players	U-19 Selection	U-19 Management	U-19 Players	U-19 Bison Selection	U-19 Bison Management				
Border																		
Boland																		
South West Dist	N/r	N/r	N/r	N/r	N/r	N/r	N/r	N/r	N/r	N/r	N/r							
Eastern Province																		
Transkei		N/r			N/r	N/r	N/r	N/r	N/r	N/r	N/r							
Eastens																		
Mpumalanga																		
South Free State																		
Eastern Free State																		
Free State																		
Gauteng																		
Griquas																		
Namaqualand		N/r								N/r								
North West Cape		N/r			N/r	N/r		N/r	N/r	N/r	N/r							
KZN South Coast					N/r	N/r												
KZN North Coast					N/r													
KZN Midlands																		
Northern KZN																		
KZN Dolphins																		
KZN																		
Northern																		
Northern Province																		
North West																		
Western Province																		
National average																		

N/r = No record

The overall result for high schools is not as positive as for primary schools possibly because of the wider age group covered and larger number of players involved. Approximately 20% of the results returned (not all were returned) showed non-compliance with the representativity targets set and only one out of the eighteen areas (USSASA Under-17 team composition) monitored, at a national average level showed non-compliance. The diagram also indicates relatively higher level of representativity related problems in certain provinces eg. Gauteng, North West and Griqualand West.

At a national level two out of the four teams selected did not comply. The national representativity for the USSASA under-17 national team (48%) and the under-19 national team (42%) did not achieve the transformation criteria set.

The representativity measures used to evaluate transformation effectiveness in the school environment are targeted at the top level of competition (provincially and nationally) for primary schools at a very specific age group level: under-13. It does not cover other age group levels. The report does not provide data with respect to the number of schools, number of players reached, number of available facilities per participant, etc. The extent to which participation opportunities downwards in the organisation structure are created, maintained and made accessible are the drivers for broadening the participation base and creating opportunities for participation. This will progressively lead to demographic profiles approaching that of a specific region and ultimately the national profile.

Actual performances against the set targets for both the primary and high schools have been impressive in its contribution to filtering **quality** players upwards from an under-13 level through to an under-19 level. The ultimate benefit thereof has been widely recognised and confirmed within the system. This is the result of a narrow focus, with the potential weakness that cricket is not sufficiently accessible to the majority of schools and potential cricketers. The existing transformation process appears to be imbalanced with respect to wider more accessible structures providing for greater participation opportunities. Superimposing on to the existing and effective "quality focused" approach, a system aiming for greater accessibility - a model approach for balanced transformation at school level for all sport - is possible.

General comments from provincial structures confirmed that less than 10% of the cricket playing potential at school were reached, essentially because of a lack of resources in addition to a need for focus on identifying and developing talent in order to survive in an increasingly commercially threatening environment.

The general semi-qualitative observation is supported by a presentation made by the UCB at a May 1999 Development Conference on "School Cricketers: 'Traditional' vs Bakers - Racial Representation Nationally".

The data presented reflected the following demographic profiles for the two categories of school cricketers:

Bakers					
	Asian	Coloured	White	African	Total
Number	6267	8925	18251	26927	60370
Composition	10%	15%	30%	45%	100%

"Traditional"					
	Asian	Coloured	White	African	Total
Number	16088	20449	82172	25891	144600
Composition	14%	18%	57%	18%	100%

These figures demonstrate the significant degree of transformation and in particular Africanisation (in 1999 already) as a result of the Bakers cricket system. This appears to be one of the main drivers for the

current excellent overall compliancy performance at an under-13 primary school level and will no doubt continue to be a very import platform for nurturing and producing quality cricketers. On the basis of the 70/30 representativity profile reflected in the Bakers Cricket system, higher representativity targets could be considered in the not too distant future.

The "Traditional" component part, however, reflects another situation if the assumption is made that this represents the demographic profile of the broader base for cricket participation at a school level. Degree of transformation, particularly "Africanisation" is low in this area of school cricket, in comparison with the Bakers cricket system.

At the same conference the overall demographic profile for **all** school cricketers were also presented:

	Asian	Coloured	White	African	Total
Number	17 004	23 697	90 817	41 979	173 557
% of total	10	14	52	24	100

These figures can be used to estimate the extent to which cricket is reaching school children. Estimating the school population at about 12 million and assuming a rough 50/50 male/female split, it can be calculated that cricket reaches about 3% of the total school population. Broadening this base is one of the key ingredients for a better aligned demographic profile, particularly with respect to accelerating the "Africanisation" of cricket.

Considering the magnitude of the overall task in the school system with respect to:

- 1) broadening the cricket playing base by making it more accessible, increased resource allocation and more facilities;
- 2) ensuring greater "Africanisation" of the game by extending the Bakers system over a broader base;

- 3) ensuring that the representativity targets set actually tracks the actual demographic profile of the school cricket participating community and
- 4) ensuring consolidation of the excellent representativity level achieved based on the crop of quality cricketers emerging from the school system suggests the continued, longer term need for guidance, direction and overseeing of the transformation process at school level by the UCB. The complexities and magnitude of the forces impacting on transformation in the school environment are such that premature delegation of the responsibility could negatively impact the work done to date.

4.5. Tertiary Institutions

The following representativity diagram summarises compliance with respect to targets set for first team composition at a tertiary level:

TERTIARY INSTITUTIONS REPRESENTATIVITY	
Team	SASSU IX
30/70	
UPE	
RHODES	
RAU	
UCT	
STELLENBOSCH	
FREE STATE UNIVERSITY	
UNIVERSITY OF NATAL	
UNIVERSITY OF PRETORIA	
UNIVERSITY OF THE NORTH	
UNITRA	
UNIVERSITY OF POTCHEFSTROOM	
UWC	
FORT HARE	
WITS	
VISTA PE	
UDW	
MEDUNSA	
PE TECHNIKON	
TECH N N GAUTENG	
EASTERN CAPE TECH	
VAAL TECHNIKON	
PRETORIA TECH	
WITS TECHNIKON	
BORDER TECHNIKON	
BORDER COLLEGE	
FREE STATE TECH	
PENINSULA TECH	
DURBAN COLLEGE	
EDGEWOOD COLLEGE	
PRETORIA COLLEGE	
POTCH COLLEGE	
JHB COLLEGE	
DOWER COLLEGE	
BLM COLLEGE	
WORCESTER COMM	
EAS LONDON COLLEGE	
SELBORNE COLLEGE	
ML SULTAN	
CAPE TECHNIKON	
TECH NORTH WEST	
NATIONAL PERCENTAGE	

Despite the very low 30% representativity target set for tertiary education institutions, gross disparities between old apartheid institutions and failure by the bulk of these institutions to comply, have been observed by the UCB. This situation coupled to the fact that no transformation data, as it relates to club representativity profiles, club participation numbers, number of clubs and the geographic distribution thereof, are included in

the report, raised the possibility of a weak link in the UCB transformation process. As the next level of participation into which the beneficiaries of the structures created at a school level (particularly from a participation point of view) has to feed into, this situation could impact negatively on the broader and longer term demographic transformation objectives of the UCB. It has been reported for example that there is only 1 cricket club in Soweto compared to 106 White clubs in Johannesburg.

Transformation at a tertiary institution as well as at club level, as the next logical step for seamless progress from school level upwards from a participation opportunity point of view, is critically important to the overall process.

The transformation results for tertiary institutions coupled to the general comments received from provinces about club cricket: "...low levels of transformation at clubs - committees, selection, team composition ...; few clubs in disadvantaged areas ..." would seem to suggest an area of transformation that has not progressed as well as other areas. Delegation of this responsibility at this point in time is not entirely advisable. Historical values and cultures within traditionally White tertiary education systems and club cricket in general, are deeply entrenched and will require very specific intervention to ensure appropriate transformation.

4.6. Non-Compliance Summary

Based on the foregoing it is possible to construct a table that summarises overall non-compliance. The table shows non-compliance per province in all the areas within which non-compliances were registered and can therefore be used as a "map" of non-compliance. Compliance by all was achieved in about 20% of the categories within which targets were set. The table reflects compliance performance by province in the 32 areas within which performance targets were not met:

Non-Compliance Summary

	Border	Boland	Eastern Province	Easterns	Free State	Gauteng	Griquas	KZN	Northern	North West	Western Province	National Average
Provincial and National Administration												
• CEO												
• Board												
• Senior Management												
Selection and Team Management												
• Managers												
• Senior Selection Committee												
• Under 19 selection committee												
Umpires												
• Executive												
• Membership												
• Officiating												
• Club												
Scorers												
• Test			?									
• Provincial			?									
• Clubs			?									
• Schools			?			?	?					
Coaches												
• Standard Bank U-19 Tournament												
• Coca-Cola U-19 week												
Primary Schools												
• Executive Committee												
• Standard Bank U-13 Management												
• USSASA U-13 management												
High Schools												
• Executive Committee												
• Under 16 management												
• Under 17 Selection												
• USSASA U-17 Players												
• USSASA U-15 selection committee												
• USSASA U-15 players												
• USSASA U-19 selection												
• USSASA U-19 players												
• PG Bison U-19 selection												
• PG Bison U-19 management												
• PG Bison U-19 players												
• Coca-Cola U-19 selection committee												
• Coca-Cola U-19 players												
Number of non-compliance	9	4	8	11	11	21	12	8	12	16	4	13
% of non-compliances	28%	13%	25%	34%	34%	66%	38%	25%	38%	50%	13%	41%

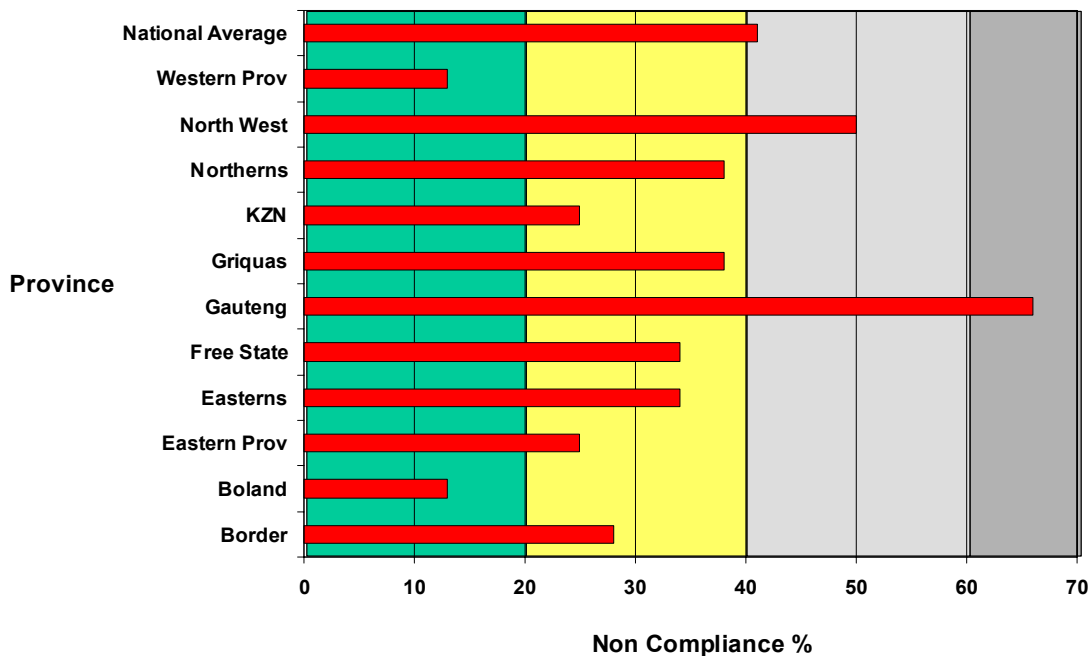
? = No data available

The table challenges the basis for general conclusions drawn as to the extent to which transformation targets have been exceeded and possibly the extent to which the process has been "internalised".

The table indicates a high degree of non-compliance (41%) in the national averages for the 32 areas in which compliance was measured - largely due of course to non-compliance at a provincial level.

The table reflects varying degrees of transformation related problems in the areas listed, with the "Coaches" and "Primary School" categories showing the lowest levels of non-compliance. The problematic areas are in "Umpire" and "Scorer" ranks followed by the "Provincial and National Administration", "Selection and Team Management" and "High School" related categories.

More importantly, the table also collates and magnifies the relative status of transformation at an individual provincial level. The following diagram displays a percentage of non-compliance at a provincial level graphically. The graphic representation can arbitrarily be divided into three "non-compliance zones" - a grey zone, a yellow zone and a green zone, to highlight different relative levels of non-compliance.



Gauteng and North West are in the grey zone with relatively higher records of non-compliance. Below average performance by both, but in particular by Gauteng in the school area is highlighted in the table. North West is typical of those provinces caught between two fires, the need to transform

and the need to stay competitive to survive as part of the UCB's top national competitions.

The yellow zone comprises a grouping consisting of Northerns (38%), Griqualand West (38%), Easterns (34%), Free State (34%), Border (28%), Kwa-Zulu Natal (25%) and Eastern Province (25%). When grouping these provinces together in a wider regional context another transformation problem area is highlighted.

Gauteng, Northerns and Easterns are important components in serving the cricketing needs of the wider Gauteng province. Between these 3 provincial entities non-compliance was recorded in 46% of the 32 areas listed, compared to a combined Boland and Western Province, with 26%, serving the cricketing needs of the Western Province.

The green zone comprises Boland and Western Province who had the lowest relative non-compliant level of 13%.

On the basis of the foregoing ie:

- 1) the wide range of compliancy performance levels across the provincial structures;
- 2) the very specific areas within which transformation appears to be a problem (Umpires, etc.);
- 3) the relatively high level of non-compliance in certain provinces (grey zone);
- 4) the apparent participation vacuum (at tertiary education institution and club level) into which the school system is feeding;
- 5) the need for a more balanced approach to ensure a wider and more accessible structure at a school level, both high schools but in particular primary schools;
- 6) the unclear origin of the 50/50 representativity transformation targets in certain instances and 30/70 targets in other instances; and

- 7) the absence of any indication as to the shape of the transformation targets for the short and medium term future towards the ultimate long-term objective: representativity based on regional and national population demographics,

it is considered important that the UCB continues and strengthens its role with respect to setting the underpinning aims of the overall organisation and to choose the most appropriate goals towards those aims (and fulfilling both over time) that is designing a desired future for cricket and identifying the ways to bring it about. This process involves the thinking and actions that are focused on the long-term future of the **whole** cricket system and which are, at times, conducted in conditions of considerable unpredictability. This responsibility cannot be delegated. What can be delegated to the component units of cricket is the act of implementing the strategy which automatically moves into the operational domain. Accountability for successful implementation of the strategy rests with the UCB.

The process put into place by the UCB comprising:

1. the overall purpose of transformation in the UCB;
2. agreeing to the fundamental long-term aims and goals of the UCB;
3. establishment of mechanisms to ensure that the strategic thinking process does take place (including data collection mechanisms and consultation arrangements as well as decision-making);
4. putting into place appropriate organisational structures to ensure that strategic decisions are promulgated throughout the total cricketing system in accordance with agreed policies;
5. reviewing and evaluating results and making appropriate changes as necessary to aims/goals and objectives, which completes the cycle,

is commendable but it has just started and is still flawed.

The discipline of thinking about, and planning for, the future, does not come easily to everyone. If there is insufficient attention paid to the future at the top of an organisation, no-one else can make up the shortfall.

Transformation with regard to the composition of teams in the national competitions from its current approximate demographic profile of

Asian	Coloured	White	African
9	9	73	9

to the estimated national demographic profile of

Asian	Coloured	White	African
2	8	11	79

is a major challenge. To underestimate the complexities of balancing the need for demographic representativity and world class performances, is a strategic mistake.

Transformation at a regional level, each with its own characteristic demographic profile and divergent value sets, presents an even larger problem. History has proven that transformation does not take place overnight.

As a first stage model on which to build and to bring about effective transformation (as measured in terms of representativity and creating opportunities) the UCB model is unique in many respects. The effort and resources deployed within provinces and the extent to which it has been communicated and accepted as a challenge in such a short space of time, is commendable. By all accounts it is particularly effective in producing a pipeline of quality players - the system as a whole are confident about the pipeline delivering good players. However, interviews conducted suggest widely differing cricketing cultures and most importantly value sets in certain areas. Centralised responsibility to modify and identify transformation areas that will

influence behavioural patterns to bring about on-going and sustainable transformation in the wider sense of the word, is essential. The associated monitoring processes and timeous corrective actions to support procedures to deal with problematic areas and to make sure that transformation is uniformly "internalised", requires consolidation of the strategic leadership role of the UCB for some time to come. Accountability for this mammoth task cannot be delegated. New regionally differentiated representativity targets in areas have to be established, current targets have to be reviewed, new transformation areas have to be identified. The follow-up activities for timeous corrective actions and overall monitoring, against this background of the foregoing (and the document on demographic profiles – Annexure "UCB4"), is a full time responsibility.

5 Term of Reference:

The monitoring process undertaken by the National and Provincial Transformation Monitoring Committees in ensuring that the three year plan of the UCB is translated into concrete programmes of action.

- 5.1 The Transformation Monitoring Committee (TMC) was established by the UCB at its National Vision Conference held in Johannesburg from 13 to 15 November 1998 where it also adopted a Transformation Charter and Vision Statement which prioritised ten strategic thrusts or areas of change for cricket.

This "far-reaching achievement" of the UCB was, however, followed only week later by the selection of an all-White team to play against the West Indies and the controversial statements made by the then president of the Board, Mr Raymond White, at the "Pledge to the Nation" presentation made at Newlands on 3 January 1999.

- 5.2 The TMC saw it as one of its primary roles to evaluate the progress of the transformation charter with its ten thrusts adopted by the UCB. The TMC made comments on progress made by the UCB sub-committees for the ten thrusts in its reports.
- 5.3 From reports submitted by the TMC it is clear that it met on a regular basis as a committee and with members of the Provincial Monitoring Committees. The PMC's submitted reports on the transformation processes in the provinces to the TMC.

Based on evidence heard by the Committee it seems that not all the PMC's operated efficiently and that some of them ceased to exist as full committees towards the end. The Committee was informed that, in some instances, very few meetings were held and in others there were one man committees.

- 5.4 The ten thrusts adopted by the UCB

Thrust 1: The Role of the United Cricket Board of South Africa

In this regard it is stated that *"the UCB needs to be a dynamic body with leaders defining their role in accordance with changing demands and realities. They are the custodians of the sustainability of the sport and are responsible for the control and enhancement of our human assets and our strategic opportunities"*.

The Committee expresses its view on the role of the UCB insofar as transformation of cricket is concerned under the next term of reference.

Thrusts 2 & 3: Democratisation and Constitution

The UCB adopted a new constitution that reflected the transformational aims and objectives of the organisation. Most provinces adopted new constitutions that mirrored that of the UCB. The TMC reports, however, that North West produced no constitution during the three years.

As is stated in paragraph 6 of this report, the progress made by the UCB and its affiliates with regard to representation of persons of colour on their various structures has been singularly unsatisfactory.

Thrust 4: Redress and Representativity

In this regard the UCB reaffirmed that it was their "historic and moral duty to ensure that cricket grows and flourishes among the truly disadvantaged of society, with the recognition that the majority of disadvantaged come from our Black African communities". This thrust is also referred to as the Africanisation of the UCB.

Perhaps the most telling remark heard by the Committee that epitomizes the challenge of Africanisation that the UCB faces was made by a Board member of Gauteng when he stated that it was a source of shame that Soweto, a city of three million people, had only one cricket club.

Statistics provided to the Committee reflects that a remarkable degree of transformation and in particular Africanisation has taken place in Bakers cricket. The degree of Africanisation is, however, low at schools level. The statistics are reflected under section 4 of the report.

It is significant that even in the TMC the demographic representation was not in accordance with this stated objective.

Thrust 5: Competitiveness and Revenue

The aim of this thrust was to ensure the sustainability of cricket in South Africa through its ability to compete effectively in the entertainment and sport industry and to entertain and to maintain and grow its market share.

The Committee has no comment to make on this thrust.

Thrust 6 & 7: Development and Closing the Gap

The TMC cites the development of a database that represents the racial demographics of all components of the South African Cricket system as a significant step forward for the transformation process.

The UCB has a well-coordinated development programme in all its affiliates. From what the Committee has seen cricket is most probably the leading sport in as far as the provision of facilities and coaches are concerned given its historical disadvantage. Most provinces admit, however, that they still have mountains to climb when it comes to taking the sport to the African majority. Statistics provided in this report bears testimony to this.

Thrust 8: Funding and Distribution

The purpose of this thrust is to assist in supporting a financially and operationally viable and stable affiliate/provincial base. This will be achieved by establishing a fair and equitable policy for the distribution of funds that is accepted and supported by affiliates and rewards affiliates for their contribution to cricket.

The Committee's response to this thrust is dealt with under 6.1.21

Thrust 9: Recording the full history of South African Cricket

This sub-committee was one of three that were driven by the TMC. The TMC played an active role in the making of the film documentary "Iqakamba: The history of Black Cricket in South Africa". Most provinces have, however, made no progress in recording the full history of cricket in its area of jurisdiction.

Thrust 10: Accountability and Monitoring

It was generally acknowledged by most of the PMC's that they have not effectively monitored transformation in the provinces. Their reasons were:

- The PMC's were not properly empowered
- There was a lack of funding
- Disinterest by some members of the PMC's
- The involvement of Executive Committee members hampered an objective and impartial assessment of progress made and also impacted negatively on accountability
- The devolution of these functions to the national and provincial CEO's who by virtue of their contractual relationship with the UCB and its affiliates cannot be expected to be objective and impartial on this crucial issue.

5.5 The role of the TMC in the decision to scrap the quota system needs some consideration. The TMC has been set up by the UCB to advise the General Council and the provinces on transformation. Professor Odendaal has stated that the TMC never recommended to the UCB to scrap the quota system. In fact the Committee heard evidence that it was a unanimous decision of the TMC at a meeting, held in February 2002 in Durban with the chairpersons of the 11 PMC's, to increase the

quotas for both provincial and national teams. This recommendation strangely does not appear in the TMC report to the National Consolidation Conference.

6. Term of Reference:

The basis for the claim made by the UCB that South African Cricket has grown beyond its own expectations with regard to transformation targets.

During the course of its investigations, the Committee collated and compiled more than 2 000 pages of transcripts of oral evidence, written submissions and data. A province by province summary of the submissions and data provided to the Committee will in due course form an addendum to this report. The Committee points out, however, that the findings and recommendations contained in this document were based on a thorough consideration of all oral and written submissions made to the Committee. These include submissions made by the various cricketing structures as well as those oral and written submissions made by the various members of Executive Councils. It is appropriate though at this stage to provide a brief synopsis of the more important submissions made to the Committee in order to place the findings and recommendations which will follow in their proper context.

6.1 Brief Summary of Submissions

6.1.1 The Committee has, wherever it went, been inundated with complaints regarding the lack of consultation which preceded the Kievits Kroon Conference. Of all the provinces, only Free State and Northerns claimed to have had some sort of mandate from their provinces prior to the Conference. It is

common cause that there has not been any prior consultation in the other provinces at all. Even in Free State and Northernns the consultations were limited to discussions at Executive Committee level.

It is furthermore common cause that there has not been any consultation with the Minister of Sport & Recreation or with the provincial members of Executive Committees.

6.1.2 It is also significant to note that when Gerald Majola and Chris Day visited the provinces prior to the Conference, several provinces suggested that the quota system be abolished from under-15 level downwards, but that it should still be retained at senior level. Most of these provinces were satisfied with the transformation at these levels of the game, but concerned that not enough was being done at senior level. There can be no doubt, and this was confirmed during the Committee's visits to the provinces, that if there were any consultative process prior to the Kievits Kroon Resolution, this is the view that would have prevailed at the Conference.

6.1.3 Most of the interviewees, including Senior Executive Committee Members, stated that they were surprised when they learned about the decision. Even those who supported the Kievits Kroon Resolution, were of the view that the process was badly handled by the UCB and that there ought to have been a comprehensive consultative process prior to the Conference.

6.1.4 The view was expressed that the quota system was a transformation tool which, *inter alia*, was meant as an incentive to provinces to ensure that the necessary

facilities are provided to enable players of colour to advance to the highest levels of the game. It was in their view therefore necessary to canvass the intended beneficiaries of this programme before abolishing a key component thereof.

6.1.5 The Committee also heard evidence to the effect that the UCB General Council had previously resolved to review the quotas only after the 2003 World Cup. There was no logical explanation as to why the decision was taken with what appeared to have been undue haste.

6.1.6 Attempts by the Committee to determine the rationale for the decision to scrap the quotas elicited some very confusing responses from interviewees. When this question was put to the erstwhile Chairperson of the Transformation Monitoring Committee, Professor Odendaal, he stated that in his view the decision was strategically sound. He felt that notwithstanding the huge transformation challenges, it was important to recognize and deal with the negative attitudes of the White cricket supporters and the White press. He stated that these two groups were perceived to be very hostile to the South African team, especially the Black players. This, according to him, was something that the country could least afford in the build-up to the World Cup. He furthermore stated that the shift in power relations within the UCB itself and the provinces necessitated a review of the Transformation Programme. According to him the increase in the number of Black administrators meant that transformation could now be internalised.

6.1.7 The Committee members were however at pains to point out to Professor Odendaal that this view simply did not accord with the evidence heard by the Committee. The Border Cricket Union had, during the course of the Committee's investigations, on several occasions been mentioned as one such province where there has been a significant shift in power relations. Two out of the three senior provincial selectors in this province are Black. It is therefore interesting to note that during the 2001/2002 season Border exceeded the quota minimum of three only on two occasions. This in a province with a very large pool of Black players in its B team and below. The Committee also heard evidence to the effect that whenever Makhaya Ntini returned from National duty to play for his province, inevitably a Black player would be left out to make way for him.

6.1.8 Another issue that militates against this type of argument was the fact that in the UCB itself the number of Whites in senior management compared to Blacks are rapidly increasing. These numbers increased from 42% in the 2000/2001 cricket season to 62% in the 2001/2002 season, whilst that of Blacks dropped from 58% to 38% during the aforesaid seasons. This indicated to the Committee a dramatic reversal of transformation at the most senior management level of the game.

6.1.9 It is also important to note that Professor Odendaal confirmed that the Transformation Monitoring Committee did not recommend to the UCB that the quotas be scrapped. The Committee heard evidence to the effect that a unanimous decision was taken by the Transformation Monitoring Committee during February 2002

(at Durban), to recommend that the quotas for both the Provincial and National teams should be increased.

6.1.10 The views expressed by Black players regarding the negative consequences of the quota system have been widely publicised in the press and the UCB has publicly stated on several occasions that the quota system was detrimental to the team's morale. It was significant though that some of the Black players who publicly stated their opposition to the quota system, indicated their support during private sessions with the Committee. It is important also to state that all the coaches and convenors of selectors interviewed by the Committee were adamant that the quota system never resulted in them having to field a player who did not deserve to be in the team on merit. The evidence was to the effect that while initially the implementation of the quota system necessitated the fast tracking of Black players, that over a period of time the system had forced provinces to put in place programmes to ensure that there is a steady stream of competent and talented Black players to ensure that quotas are met.

6.1.11 Even those Black players who felt hard done by the quota system in that they were being labeled as quota players, were at pains to acknowledge that the quota system was indeed crucial in allowing them an opportunity to progress to the highest level of the game.

6.1.12 Whilst the Committee has heard evidence to the effect that the Kievits Kroon Resolution was merely intended to remove the negative connotation attached to the word "quota" and that nothing had really changed since the implementation of that Resolution, it was interesting to hear

from some players that they are now being labeled as "guideline players". The Committee is however of the view that the views expressed by the Black players regarding the negative consequences of the quota system was born out of ignorance as to exactly what the objectives of the quota system were as well as unnecessary and unfair pressure brought to bear by the media. Most of the provinces acknowledge that this is a shortcoming and had already taken steps to educate players about the necessity of affirmative measures and to equip them with the necessary skills to deal with the media.

6.1.13 One of the reasons stated by the UCB for the scrapping of the quotas was that the statistics indicated that cricket unions have sufficiently internalised transformation during the past three years and that there is therefore no longer a need for quotas, or any prescriptive affirmative measures, at the senior levels of the game. The Committee has however observed that during the 2000/2001 Supersport Competition, most of the provinces played the average of three Black players per game, which was the minimum quota. It is significant to note that despite the goodwill that allegedly abounds among the cricket affiliates, eight out of the eleven provinces averaged the minimum number of players of colour prescribed in terms of the quota system. The minimum has therefore, so to speak, become the maximum. It is a matter for concern that after more than eleven years of transformation, more than 70% of the provinces only managed to satisfy the minimum quota in their senior provincial teams.

6.1.14 This, in the view of the Committee, is an indication that there still is not a sufficiently large pool of Black players to select from. It is interesting to note that Border, the province with the best development record in the country, showed similar malaise when selecting its provincial team. The junior provincial teams in this province have more Black players (50% from under-13 to under-19) than most provinces, yet in the Supersport Competition (2000/2001) season with the exception of only two games, they only had three Black players on the field. Similarly for Griqualand West and Kwa-Zulu Natal, provinces with a long history of Black cricket and an abundance of talent in their junior ranks, the minimum was rarely surpassed.

6.1.15 It is also important to make the point that the conduct of UCB officials did not accord with their stated belief that there was sufficient goodwill in the system to enable them to scrap the quota.

During December 2001 the President of the UCB interfered with the selection of the South African team during a tour to Australia. His actions, so he claimed, were justified in response to discrimination against Black players by the national selectors. This drastic intervention occurred only a few months before the Kievits Kroon Resolution.

6.1.16 Perhaps the most compelling evidence against the cricket fraternity is the allegations of discrimination against individual Black players. In one of the provinces the Committee heard evidence from a contracted Black provincial player who, as a result of treatment meted out to him, had to undergo psychological treatment for a full year. This player related shocking incidents of

discrimination from fellow White players, the coach and the provincial administration during his professional career. It was however encouraging to note his understanding that in a sense he was a pioneer and the passion for the game has fortified his resolve to assist other Black players to deal with this type of discrimination. The Committee also heard evidence about a Black player who scored an undefeated century in his debut for his province's B team, but was never selected for his province again.

6.1.17 During one of the Committee's interviews a member of the UCB Transformation and Monitoring Committee stated that: "*We are living in a country where prejudice still exists, and this we witness daily. It is therefore unreasonable to place the future of Black players on the goodwill of White officials.*" Black officials echoed the same sentiments across the country. We also noted that in almost all the provinces there are still more White contracted players than Blacks. The Committee has noted furthermore that most of the senior coaching positions belong to Whites (9 out of 11). The Committee has also noted that almost all the captains in the senior provincial teams are White (9 out of 11). The number of Black players (66) who have played in the provincial competition (for the 2001/2002 season) has been used as evidence of the success of transformation. However, this figure translates into only a third of the total number of players.

6.1.18 Figures provided by the UCB of a survey done by SARFU of children in the 7 to 15 age group indicates that in 1999 3,3 million were Black African, 360 000 White, 323 000 Coloured and 84 000 Indian. It is therefore a matter of concern that 10% of the population provides the provinces with about

70% of the talent. It is also important to note that out of a possible 195 players in this competition, only 16 were Black Africans. This means that 80% of the population provides under 10% of the provincial talent. Similarly, the senior national team has averaged two players of colour in the last year.

6.1.19 Whilst the UCB must be commended for devising and implementing a transformation programme which is perhaps unparalleled in South Africa, it is the view of the Committee that the key elements in the achievements thus far have undoubtedly been the compulsory nature of the affirmative measure (ie quota) prescribed by the UCB and the fact that these were driven and enforced from a national level.

6.1.20 The absence of adequate facilities in Black areas is another matter of great concern. It is clear that with this acute lack of facilities, Black cricketers are not yet in a position to compete equally with their counterparts. It is significant in this regard that most of the Black players who have in fact been able to make it to the top are products of the White private school system. It must however also be stated in all fairness that the Committee has been quite impressed by some of the progress that has been made by UCB affiliates in some areas under difficult conditions and with scarce resources. The role of the Government in this regard can also not be overstated. This issue is however dealt with elsewhere in this report and also in the recommendations.

6.1.21 The system used by the UCB to determine the allocation of development funds, ie the scorecard system, also merits consideration. In terms of this system emphasis is placed on the number of so-called development cricket clubs in a particular province. The implementation of this system however brought about some serious anomalies. Boland, for instance, gets almost the same amount, (about 1.6 million rands), as Gauteng Province. It appears therefore that Boland is being rewarded for having a high number of development clubs. Soweto, in Gauteng, has a far greater population density than Boland. It appears however that this system "punishes" it for not having enough clubs - a historical fact that was not the making of the people of this township. The scorecard system does not take into consideration the history of particular areas and the densely populated areas that are still under-developed such as Soweto, Mdantsane and Botshobelo. The scorecard formula therefore needs to be changed to deal with the backlog, particularly in African areas.

6.1.22 UCB allocates the development funds to the various provinces for them to spend as they see fit. The utilisation of the funds is entirely at the discretion of the CEO and Development Manager. One of the provinces, Griqualand West, suggested that development committees should be formed, where all the communities, particularly Africans who are most disadvantaged, are sufficiently represented. The government, as a contributor, should also be represented. This will result in more accountability and transparency. It will also ensure that there is proper consultation regarding the utilisation of development funds and deal effectively with problems such as facilities

located in the wrong area and unnecessary vandalism of the facilities.

6.1.23 Some concern has also been expressed to the Committee regarding the manner in which the World Cup legacy funds are being utilised. It is the view of this Committee that not sufficient consideration has been given to spending a significant proportion of these funds in African areas in order to eliminate existing disparities. The four largest townships in the country, Soweto, Mdantsane, Motherwell and Botshobelo's combined population is about 8 million people. However, there is only a total of seven cricket clubs situated in these townships. The White population of Johannesburg is about 700 000, and yet there are over 106 cricket clubs in this area.

6.1.24 It is the view of this Committee that the manner in which development funds are spent will ultimately determine the success of transformation. The Committee was, for example, shocked to learn that the club where Makhaya Ntini plays his cricket in Mdantsane, ie Willows Cricket Club, still does not have a facility to play their home games.

6.1.25 While some provinces such as Griqualand West, Boland and Easterns have been able to achieve significantly with very little, other provinces have little to show for the millions which they have spent. Standards or guidelines need to be set on how this money is to be spent so that the success achieved by Griqualand West can be emulated in the rest of the country.

- 6.1.26 The lack of sufficient African representation on the structures that decide on the utilisation of these funds is still a matter of great concern.
- 6.1.27 The Black Africans are by far the largest and most disadvantaged group in the country and yet their representation in all the provincial boards and committees, with the exception of Border, is woefully inadequate. This is also reflected in the UCB's sub-committees. In most of the provinces visited by the Committee, the complaint regarding Black Africans was a lack of funds and poor representation in the forums that decide on the utilisation of these funds.
- 6.1.28 The issue of the utilisation of funds in preparation for the World Cup also featured prominently at the Committee's hearings. A major point of contention was the money spent to upgrade the facilities for the World Cup games. The amounts for each facility varied from six million to fifteen million for St George's Park. The main concern expressed to the Committee was the huge amount spent for just one event when many areas of our country are still without facilities. It has been stated for example that St George's Park, a major test venue with a present capacity of about fifteen thousand people, will be upgraded to the extent of fifteen million rand. These funds are being utilised to prepare the stadium for just one event. Botshobelo, on the other hand, an African township in the Free State, is receiving only R650 000.00 to build its first and only cricket facility. This relatively small sum of money is considered a long term investment in a community of over one million people.

6.1.29 Kwa-Zulu Natal Cricket Union will for example spend over twelve million rand to build a media centre for the World Cup. This is despite the fact that the vast majority of the African population in Durban and Pietermaritzburg do not have a single cricket facility.

6.1.30 It must be stated, however, that, overall, significant progress has been made with the process of transforming South African cricket. In the Committee's view, Griqualand West has surpassed all the other provinces insofar as development of all its Black communities is concerned. Yorkshire Cricket Club, based in one of the poorest African townships, are currently the Premier League Champions. The coloured community in the Boland has also made significant progress towards closing the gap between itself and the White community. The Board and Executive Committee have a clear Black majority. The senior coach is also Black. Their provincial team has comfortably and on various occasions exceeded the minimum quotas.

6.1.31 In Kwa-Zulu Natal the Black (Indian) community dominate both the Executive and the Board. Delta Cricket Club, a predominantly Black club, is currently the league champions. Their progressive policy of insisting on two Black African players in their B team this season and three for the next season is commendable. It must also be noted that Kwa-Zulu Natal has more contracted African players than Western Province and Boland put together. This is despite the fact that the latter two provinces both have a longer history of African cricket than Kwa-Zulu Natal.

6.1.32 The Centres of Excellence earmarked for Eersterust and Fort Hare will no doubt improve the prospects of these regions. Border remains the only province with a Black African president. They are also the only province with a meaningful presence of Africans on the Board and Executive. Northerns, a province with a very conservative history, adopted a constitution that demands a Board which is 50% Black with a minimum of two Black Africans. Gauteng was the first province to have a Black African CEO. Both the president and the CEO of the UCB are Black.

6.1.33 It appears that despite these achievements, the greatest challenge facing the UCB is to take the game to the Black African communities. It unfortunately appears that the development programmes have simply failed to make an impression on this community. If one looks at premier leagues around the country, the teams based in African communities make up under 10% of the total clubs. Border is the only exception, with five African clubs in its premier league of fourteen clubs. Boland has no African club in its premier league. However, even at Border, with its rich history of African cricket, most Black schools have to compete as composite teams. In an area like the former Transkei with between four to five million people, there is no team that participates in the Bowl Competition.

6.2 SUMMARY OF FINDINGS

- 6.2.1 The Resolution adopted at Kievits Kroon was to the effect that quotas at the level of the National and Senior Provincial sides were scrapped. The quotas which were in place for Provincial B Teams and all other levels below were also abolished and replaced by "guidelines". The UCB accepted that these "guidelines" would not be enforceable but stated that it would : "*continuously monitor the actions of the affiliates and encourage them to adhere to the principles of growth*" (our underlining). The stated rationale for this decision was that all the UCB affiliates have been able to achieve the transformation targets and that its transformation programme had succeeded beyond all expectations. The transformation process was therefore "internalised" and left to the Provincial affiliates.
- 6.2.2 The Committee has encountered substantial confusion on the part of provinces insofar as the implications of the aforesaid decision is concerned.

The initial impression gained by the Committee through its interviews with the various provincial role players was that "the Kievits Kroon" Resolution represented a seminal shift in the UCB's approach to transformation and that the quota system was no longer in place at senior Provincial side level. This was also the message that was conveyed to the senior players, selectors and coaching staff. Most of the senior players expressed elation at this decision. Some of the Black players expressed the view that the quota system had resulted in them being labeled as "quota players", the implication being that they were not

selected on merit. They also told the Committee that the quota system caused them to doubt their own ability. They were therefore relieved that it had been abolished. Similarly, the White players also expressed their relief at the abolition – so they understood it – of the quota system, because they perceived it to be unfair towards them. It is however significant that most of the senior Black players regarded quotas as having been crucial to their development as cricketers, they were all convinced that they would never have had the opportunity to prove themselves at senior level, if it were not the existence of the quota system. They remain of the view that the existence of some compulsory affirmative measures are necessary for the advancement of Black cricketers. All these players however seemed blissfully unaware that quotas were still being enforced, albeit in a different guise.

6.2.3 The Provincial Executive Committees similarly evinced the understanding that the quota system had indeed been abolished and had been replaced with "guidelines" which were entirely within their own discretion and to be monitored and enforced by themselves. Some of them also interpreted the "internalisation" of the transformation process as having necessitated the abolition of Provincial Monitoring Committees. Their understanding of the UCB Resolution was that the monitoring would now vest in the Chief Executive Officers. There are however some provinces who decided to retain the Monitoring Committees. These views appeared to be predicated on a correct analysis of the Kievits Kroon resolution.

6.2.4 Most of the Provinces however – in particular Free State, Kwa-Zulu Natal, North West, Northern Province and Easterns – expressed the view that the Kievits Kroon Resolution did not bring about any significant changes to their own transformation programmes. Their understanding was that the Kievits Kroon Resolution did not result in the abolition of quotas at Provincial A Team level. In their view quotas in fact still remained in place and the term "quota" had merely been replaced with "guidelines". They were adamant that they still retained a system through which players of colour are being affirmed. This system does in essence not differ from the system enforced prior to the Kievits Kroon Resolution. The only significant difference being that, whereas previously these affirmative measures were monitored by the UCB from a centralised position, the monitoring and implementation of these measures were now left to the provincial structures. All of them were *ad idem* that these affirmative measures – now referred to as guidelines – are in fact still essential for the continuation of the transformation process at provincial level. In fact, the Executive Committees were quite emphatic in their view that they could not leave the implementation and monitoring of the transformation programme in structures such as their selection panels, coaches, etc. This view appears to be in direct contradiction to the Kievits Kroon Resolution.

6.2.5 The latter view was however subsequently confirmed by the UCB. The UCB's understanding of the Kievits Kroon Resolution is that instead of abolishing transformation targets and affirmative measures, it merely "repositioned" the responsibilities, placing them in the hands of provincial structures. Whereas, prior to the Kievits Kroon Resolution,

the monitoring and implementation of these transformation targets were vested in the UCB, they now vest in the provincial structures. The UCB, so it claimed, still has a limited role insofar as monitoring is concerned. It is now a requirement that Provincial teams be submitted to the UCB for scrutiny.

- 6.2.6 The Committee points out however that even in this regard there is still considerable uncertainty.

In a document prepared by the UCB CEO, Gerald Majola, and titled "Transformation and the start of the new season", he states that the *"UCB has also introduced a new system of evaluating the transformation programme on a match by match basis"*.

It appears from this document that the Provincial Presidents and CEO's have now jointly assumed the responsibility for ensuring that Provincial targets are met.

It appears however that the UCB still plays a significantly interventionist role, which may well be even more drastic than that which existed prior to the Kievits Kroon Resolution.

Majola states for eg, that: *"CEO's [Provincial] file the names of their on-the-field teams into a central database that allows one to monitor the national picture, province-by-province, match-by-match, against targets set"*.

He states furthermore that: *"This way we can pick up negative trends early and adjust accordingly. This is a far*

cry from the former method of monitoring when it was conducted by volunteers and only analysed annually".

The extent to which the role of the UCB remain interventionist appears from the following example quoted by Majola: *"The process has become detailed to the extent that Easterns held an enquiry while the match was still on into why two Black players, selected as batsmen, were put in at nine and ten. The captain and coach said it was done for tactical reasons, and in the second innings the tactics changed and one of the players opened the innings".*

It is quite significant to note that this enquiry was held at Majola's behest. At the meeting between the Committee and the UCB Majola stated as follows: *"All teams are submitted to us before they take the field and we monitor it as they play each game. We picked up an anomaly in one of the games already, which we intervened. They batted Geoffrey Toyana at No 9 and another youngster at No 10. In the previous game he played he scored a 100 against Western Province. So that alone was not correct to have a person who is a batsman to bat at No 9. He had just previously scored a ton, so we immediately got on the phone, went straight to the Province and said 'what is happening, you sport two Black players now, both batters, at No 9 and 10, can you please tell us what the story is?' "*

This type of drastic intervention on the part of the UCB is certainly unprecedented.

There is also no doubt that this interventionist monitoring role played by the UCB cannot be reconciled with the Resolution adopted at Kievits Kroon. In a media release on 7 July 2002, which followed the Kievits Kroon Conference, the UCB President, Percy Sonn, stated as follows: *"The Conference, which was held at Kievits Kroon, East of Pretoria over the weekend, emphasised that South African Cricket had gone beyond its own expectations when targets for transformation were set three years ago. That success has meant that we can now be confident that we can move from numbers based transformation to one which is driven by ownership and a spirit of responsibility and team work. Transformation will continue apace in cricket as we endeavour to take the game to everyone who wishes to play it and administer it in our country, but we now believe that cricket people are mature enough to take responsibility for that process. The General Council endorsed the recommendation from the Conference that transformation quotas be done away with at the level of national teams and senior provincial sides. Selection for these teams will now be based purely on merit. We have seen enough real change to be confident that these sides can be selected on merit and that we have enough real quality players of colour that their presence in these senior teams no longer needs to be dictated by a quota system"*.

It is therefore clear that at the heart of the Kievits Kroon Resolution was a commitment to remove a system in terms of which Provinces were compelled to select a certain number of Black players in their senior teams and to replace it with a system *"based purely on merit"*. It is therefore passing strange that since the appointment of

this Committee there has been a significant shift on the part of the UCB and its affiliates, to the extent that the enforcement and monitoring of quotas is even more rigorous than prior to the Kievits Kroon Resolution. The confusion which has been caused by this apparent anomaly cannot be over-emphasised. It is significant that already some provinces are failing to adhere to the previous transformation targets. In a recent Supersport Series match, Northerns failed to field even its own minimum number of Black players. Technically though, they cannot be accused of being in contravention of the Kievits Kroon Resolution.

Whilst Majola's statements may well be perceived to be at variance with its stated position, it confirms the view that the enforcing and monitoring role played by the UCB remains crucial to the successful implementation of any transformation programme.

6.2.7 Whereas the Committee's investigations were initially focused on the apparent abolition of the quota system at certain levels of the game, it eventually transpired that the aforesaid quota system – albeit in a different guise, ie guidelines – in essence still remained in place. It was only the responsibility for enforcing and monitoring those systems which have been "repositioned" (ie internalised) to the extent that it now vests in the provincial structures. It also became apparent during the Committee's investigation that all the relevant role players recognise the need for the continued enforcement of affirmative measures and transformation targets. The preceding analysis of the provincial data and the extent to which the UCB affiliates have been successful in achieving the

transformation targets in any event indicate that the UCB's statement to the effect that it had achieved transformation targets "beyond all expectations" is simply not borne out by the evidence.

- 6.2.8 In view of the fact that the issues mentioned above are largely common cause, it is only necessary for the Committee to make a finding on the issue of the "repositioning" (as it has been referred to by the UCB) of the responsibility to enforce and monitor the transformation targets.
- 6.2.9 During the Committee's investigations it became apparent that even those who were initially opposed to the implementation of the quota system recognised its critical role in the quite significant achievements by the UCB affiliates. It also became apparent that the success of this transformation tool, ie the quota system, was largely due to the fact that it had been based on transformation targets set, enforced and monitored by the UCB at a National level. This has resulted in a uniform and common understanding by all the provinces of their responsibilities insofar as transformation is concerned.
- 6.2.10 The "repositioning" or decentralisation of this responsibility has brought about considerable confusion. It is in fact this Committee's considered opinion that there is a serious lack of common understanding on the part of UCB provincial affiliates as to exactly what is required of them post-Kievits Kroon. This was exacerbated by the lack of consultation that preceded the Kievits Kroon Conference. Complaints regarding the lack of consultation and the process followed by the UCB in arriving at the Kievits Kroon

Resolution were repeated to the Committee wherever it went. Even those who were strong proponents of the Kievits Kroon Resolution were extremely critical of the process that was followed.

6.2.11 The general lack of understanding as to exactly what the Kievits Kroon Resolution required of provinces also resulted in significantly diverse approaches being adopted by the provincial affiliates. The submissions in this regard ranged from general undefined expressions of commitment to transformation, to the other extreme, ie the increase of transformation targets previously set by the UCB. This was particularly true in the case of Kwa-Zulu Natal where the quotas have been increased to four players. There also does not seem to be any clear understanding of exactly what sanction, if any, is to follow the non-compliance with particular guidelines.

6.2.12 It is furthermore the opinion of the Committee that the Resolution was not based on a proper analysis and assessment of the data and the recommendation of the National Monitoring Committee.

When Gerald Majola and Chris Day visited the provinces prior to the Kievits Kroon Conference, most of the provinces expressed the view that it was still necessary for quotas to be retained at national and senior provincial level, but that it should be scrapped at under-15 level. The rationale for this view is clearly evident from the preceding analysis. There is no explanation as to why these views did not prevail at the conference.

6.2.13 The Committee also heard evidence to the effect that a few months prior to the Conference, the National Monitoring Committee adopted a resolution in terms of which it would recommend to the UCB that the quotas be increased. It would have been expected that the views of this Committee, which had the responsibility to monitor the efficacy of the UCB's transformation programme, would carry significant weight.

6.2.14 In its summary of main findings presented to the Consolidation Conference (contained in Annexure "UCB1") the Transformation Monitoring Committee stated *inter alia*: "*Finally, the general success of the UCB in reaching specific three year cricket transformation objectives, should not obscure the fact that cricket transformation must be an ongoing process. The broad socio-economic inequalities in South Africa arising from apartheid will take generations to eliminate, and cricket needs to remain an active change agent. In particular, intensified efforts must be made to help redress the historical marginalisation of African communities*".

Regarding the role of the UCB, the Monitoring Committee commented as follows: "*For transformation to succeed it needs to be driven self consciously from the top. As stated in the Transformation Charter, the UCB is the principal agent for driving transformation in cricket*".

6.2.15 The Transformation programme which is set out in "UCB1" envisages that the targets would have been reviewed after a period of three years. It appeared unfortunately that the Kievits Kroon Conference was focused singularly on the consideration of whether or not it was necessary to

retain the quota system as transformation tool based on an – as it now appears - erroneous assessment of the available data. There does not appear to have been any serious consideration given to the recommendations of the Transformation Committee and the need to upwardly adjust the aforesaid transformation targets. The Resolution has therefore unfortunately resulted in the abolition of a key transformation tool, ie the centralised driving and monitoring role played by the UCB.

6.2.16 In the light of the foregoing and on the basis of the empirical evidence before us, we are constrained to conclude that the abdication, alternatively devolution, alternatively "repositioning" of the UCB's function relating to the setting of transformation targets, enforcement and monitoring its transformation programme, to its affiliates was ill considered, based on an erroneous understanding of the available data and therefore requires fundamental reconsideration.

7. RECOMMENDATIONS

7.1 It is the Committee's view that the decision taken by the UCB at its Conference held at Kievits Kroon on 7 July 2002, to scrap transformation quotas at the level of national teams and senior provincial sides, was taken without any consultation with its affiliates and various structures, was based on an inadequate assessment and consideration of the Transformation Monitoring Committee's Report, and on an erroneous analysis of the available data relating to the achievements of its various affiliates. The decision therefore requires urgent and fundamental reconsideration by the UCB. On

the basis of the submissions made to the Committee during its hearings and the analysis of the available data, the Committee recommends that the UCB, as a matter of urgency and prior to the forthcoming 2003 World Cup, put in place the necessary process to ensure that the aforesaid Resolution is rescinded.

7.2 The transformation targets set by the UCB in its Transformation Charter during 1999 were not based on a proper analysis of the demographic make-up of its various affiliates and should therefore also be urgently reviewed. The demographic analysis undertaken by the Committee, and set out in Annexure "UCB4" hereto, suggests that the transformation targets set in the aforesaid Transformation Charter should be increased. The Committee therefore recommends that the UCB, after consultation with its various affiliates and after considering the demographic make-up of each of its affiliates, increase the transformation targets contained in the Transformation Charter. The Committee recognises that in view of the unique demographics and historical disadvantages of certain provinces, it may well be necessary for these transformation targets to be set on a differential basis.

7.3 During the course of its investigation it has become apparent to the Committee that the successes achieved by the UCB affiliates insofar as transformation is concerned, is primarily due to the centralised driving and monitoring role played by the UCB. One of the unfortunate consequences of the Kievits Kroon Resolution is that this responsibility has been delegated to the Provincial Executives and/or Provincial Chief Executive Officers. This has, in the view of the Committee, resulted in a lack of a common understanding on the part of the UCB affiliates regarding their transformation responsibilities. The Committee therefore recommends that the UCB Executive Committee again assumes this responsibility.

- 7.4 It appears common cause amongst all role players that there is a lamentable lack of structured co-operation between the Government and sporting codes. The Government has already assumed responsibility for driving transformation in other spheres, such as commerce and mining. It is appropriate for Government to play a leading role in the transformation of all spheres of society. It is therefore recommended that Sport and Recreation South Africa sets in motion a consultative process which will result in a National Transformation Charter wherein the respective roles of Government and those of the various sporting codes will be clearly defined. This charter should also provide for the appointment of a National Transformation Committee by the Minister.
- 7.5 The system of transformation quotas was intended to serve as an incentive to the various UCB affiliates to ensure that there is a steady stream of players of colour who could compete successfully at the highest levels of the game. It therefore envisaged that provinces would produce their own players in order to meet the transformation targets. It appeared unfortunately, during the course of the Committee's investigations, that some of the provinces have been able to circumvent the stringent requirements set by the UCB by purchasing players of colour from other provinces. The Committee recommends that the definition of transformation targets be revised so as to exclude players of colour purchased from other provinces and players of colour who have been, or are still, contracted to the National team.
- 7.6 It is generally accepted by the UCB and most of its affiliates that its transformation programme has failed to produce a significant number of Black African players, administrators and other officials who could compete and make a contribution to the game of cricket at all levels of the game. The Committee therefore

recommends that the UCB appoints a committee and/or specialised department which should focus singularly on the development of Black African players, administrators and officials. Such a committee/department should be duplicated in all provinces.

- 7.7 It has been a matter of great concern to the Committee that provinces such as Free State and in particular Gauteng and Northern, where the bulk of infrastructure is located, have been the slowest in transforming. It is recommended that the UCB make extra effort to focus on these provinces in order to ensure that transformation is accelerated.
- 7.8 The Committee heard evidence (and some complaints) on the lack of transparency insofar as the expenditure of development funds are concerned. It is stressed that these complaints did not at all pertain to alleged irregularities, but rather to a lack of consultation with the various role players and communities insofar as the utilisation of funds and location of facilities are concerned. It is therefore recommended that the UCB give consideration to instructing all its affiliates to have separate accounts for development funds and to ensure that there is proper liaison and consultation with communities regarding the utilisation of the funds.
- 7.9 The Kievits Kroon Resolution necessitated the abolition of the Transformation Monitoring Committee and the Provincial Monitoring Committees. In some provinces the monitoring responsibility vests in the Chief Executive Officers. Even in those provinces where the Provincial Monitoring Committees have been retained, there is an unacceptable level of representation of Executive members. It is crucial for progress in transformation to be monitored by structures and/or persons who are sufficiently objective and preferably removed from executive and

operational structures. The Committee therefore recommends that the UCB retains the system of monitoring undertaken by national and Provincial Monitoring Committees. The UCB should be astute to ensure that these committees comprise of persons who are sufficiently objective and independent.

8. CONCLUSION

For the members of this Committee it has been an honour and a privilege to have been involved in this exercise. It has indeed been an enriching experience. It left an indelible impression as to the importance of transformation, not only with respect to cricket, but also as far as other sporting codes and the whole of society is concerned.

The Committee trusts that this report will make an important contribution towards sport regaining its historical role as an agent of change.

16 October 2002