



PILOT **EVALUATION**

RUGBY | CRICKET | NETBALL | ATHLETICS | FOOTBALL

A Transformation Status Report, 2013



sport & recreation

Department:
Sports and Recreation South Africa
REPUBLIC OF SOUTH AFRICA





South Africa's first participation in an – albeit haphazardly organised – Olympic Games was in 1904, when two black and one white runner as well as a tug-of-war team took part.

The two black runners, Len Taunyane and Jan Mashiani competed unofficially in the marathon race as they were part of a trade show off the main event and not registered to compete.

Taunyane came in ninth in a field of 38 of who almost half didn't finish the very tough and by all accounts extremely dusty race. Hearsay has it that he would have done much better if he hadn't been chased off-course by vicious dogs.

Thus ironically as history would show, South Africa's first Olympian team was multi-racial.

PHOTO CREDITS:

SACOS Summer Games 1988 Commemorative Book

Mayibuye Archives, UWC

Laurie Tempelhoff Sport Scrapbook Collection, SRSA Library

"The Possible Dream" in South Africa - SA Rugby Board Brochure

SRSA Photo Library

UN Photo/H Vassal

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Rosina Sedibane Modiba

The Nelson Mail Collection

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FIKILE MBALULA

MINISTER of Sport and Recreation South Africa

Foreword

This report is the first major output of the Eminent Persons Group (EPG) on Sport Transformation in South Africa. The EPG was appointed in May 2012 to among others guide transformation of sport in our country. It is indeed an expression of the sentiments espoused in our groundbreaking Road Map to Optimal Performance and Functional Excellence. The EPG on Transformation in Sport is an offspring of the National Sport and Recreation Indaba (NSRI) held in November 2011 to chart a new way forward for the fundamental transformation and meaningful development of our sporting landscape.

This report is the beginning of our swift reaction to the state of unimaginable luxury reminiscent of the apartheid system and its oligarchy. This pilot enables us to ponder into our past, to reflect on our present and design a future sporting system that will leap-frog us into our world of equal opportunities. It reflects information gained as part of the EPG cutting-edge pilot study to determine transformation status of five sporting codes namely Athletics, Cricket, Football, Netball and Rugby. It contains insight and provides, for the first time in twenty years, a better quantified understanding and empirical evidence of the progress made as well as outlining constraints within transformation initiatives in selected codes.

Through this report we are laying the foundation for the inclusion of more codes and improved data collection and analysis systems. Going forward we will add 11 more sporting codes which will incrementally grow to cover all sporting codes over the next few years.

The findings and recommendations of the report instill confidence that as a monitoring tool, the rate and quality of transformation in sport will be meaningfully impacted on. Through this tool we will set new benchmarks in basic necessities such as the building of facilities, inculcating vibrant club systems culminating in robust league systems. On our part we will

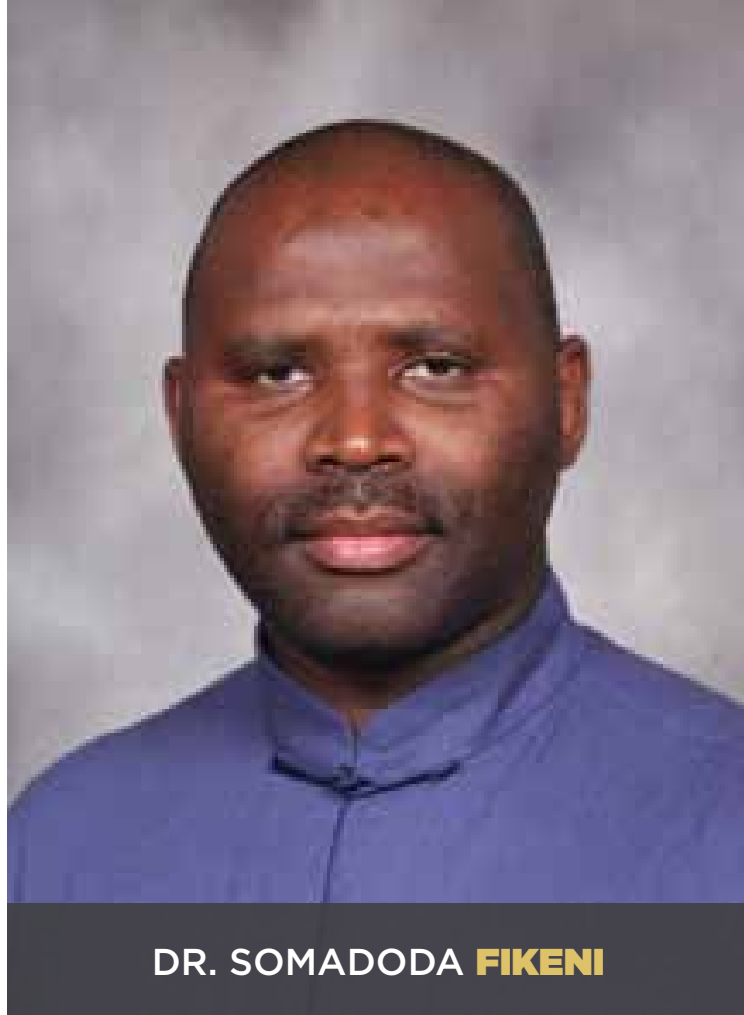
draw lessons from the pilot and develop an implementation plan for the realisation of our transformation goals. We trust that Federations will also out of their own volition take concrete steps to implement the recommendations having given due regard to the importance and urgency of transformation and peculiarities embedded in each federation or sporting body.

It is therefore my singular honour to receive this report from the Chairperson of the Eminent Persons Group, Dr Somadoda Fikeni. I take this opportunity to express my deepest gratitude to all the members of the EPG for their sterling work. I am looking forward to further cooperation in pursuit of our transformation objectives of a non-racial, non sexist, democratic and equitable sports and recreation landscape.

Lastly and most importantly, a word of thanks to the Director-General Mr Alec Moemi for providing the EPG with the requisite support in order for it to fulfill its mandate.

FIKILE APRIL MBALULA

Minister of Sport and Recreation South Africa



DR. SOMADODA FIKENI

CHAIRPERSON of Eminent Persons Group On Transformation In Sport

Statement

The completion and presentation of the pilot evaluation of transformation status of the five selected sports codes (rugby, cricket, athletics, netball and football) is an important milestone and a stepping stone for sports transformation. This preliminary multi-dimensional assessment goes beyond the traditional focus on racial representativity in our national teams to include other critical variables such as gender, access to infrastructure and participation opportunities, governance practice, employment equity and leadership diversity, preferential procurement as well as the demographic profiles of coaches and referees in these codes. These

are all critical variables that enable and reflect sports transformation that produce historical redress of representativity, local and global competitiveness or excellence and sustainable development.

Systematic and comprehensive evaluation provides the basis for targeted intervention for the Department of Sport and Recreation and key stakeholders in sports. Evaluation will be extended to more sporting codes in the subsequent stages and will also be a platform for refining the tool of measurement itself.

CHAIRPERSON'S STATEMENT

This product would not have been possible if we, as EPG, were not given the space and support by the Minister, Mr Fikile Mbalula, the DG, Mr Alec Moemi and the Special Advisor to the Minister, Max Fuzani. Inputs from the EPG members in guiding this process bear testimony to its diverse expertise, skills and experience in the field of sports and related policy areas. A special mention and appreciation of the hand-on work that Dr Willie Basson, a member of EPG, had to undertake is worth mentioning here. The report is a result of a carefully considered process and conceptualization of transformation mindful of the fact that there have been numerous efforts that preceded this intervention, and therefore its comprehensive nature is meant to avoid repeating some hurdles

of the past. Evaluation of transformation status will become a regular feature in the future and will also make comparative analysis over time to track progress and regression for specific interventions that will include incentives, assistance and penalties. It is hoped that this report provides the basis for an informed, systematic and scientific mechanism of transforming our sports landscape in a manner that will eradicate the legacy of the colonial and apartheid past while at the same time fulfilling South Africa's ambition to an African continental and global sports powerhouse.

DR. SOMADODA FIKENI

Chairperson of the Eminent Persons Group on Sport Transformation



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COMMITTEE MEMBERS





Introduction

A decision by the Ministry to gauge the current transformation status of five sport codes - rugby, cricket, netball, athletics, and football based on the recently adopted Transformation Charter as a forerunner to more extensive and in depth surveys in 2014, provided an opportunity to:

- Apply and test the practicality of the principles on which the recently adopted Transformation Charter are based.
- Design and test a first generation data sheet for completion by each one of the codes selected.
- Establish the extent, depth and availability of relevant data within code structures.
- Enable codes to shape and improve appropriate data collection processes and systems.
- Gauge data quality and establish ways to improve it. Reliable data input is a prerequisite for evolving insight based decision making.
- Explore and improve a suitable scoring system.
- Lay the foundation for improved generic data sheets for wider application in 2014 and thereafter.
- Design, construct and test an experimental data base based on data received and initiate the design of an automated data base system for use in 2014.
- Establish a first draft framework for qualifying and quantifying sport's transformation status in the different charter dimensions: performance, demographics, access, skills and capabilities, governance, employment equity, and preferential procurement, as a basis for planned and structured intervention to improve the rate and effectiveness of sport's transformation.

CITY OF DURBAN

UNDER SECTION 37 OF THE DURBAN BEACH BY-LAWS, THIS BATHING AREA IS RESERVED FOR THE SOLE USE OF MEMBERS OF THE WHITE RACE GROUP.

STAD DURBAN

HIERDIE GEBIED IS, INGEVOLGE ARTIKEL 37 VAN DIE DURBANSE STRANDVERORDENINGE UITGEHOU VIR DIE UITSLUITLIKE GEBRUIK VAN LEDE VAN DIE BLANKE RASSEGROEP.



IT IS ACKNOWLEDGED THAT THE PILOT WILL BE IMPACTED BY THE:

1. Short time in which codes had to complete and return data sheets as a result of having been designed and distributed at a much later date than originally scheduled.
2. Data availability and data mining capabilities within code structures and in particular its component provincial sub-structures which could have a major affect on the accuracy and quality of the data submitted.
3. Limited time available for incorporating data received into an experimental data base, transforming the raw data into insight and knowledge and deliver a final report.
4. Ability to develop and apply a first draft scoring system that will deliver credible insights and conclusions. (The initial scoring system will be one of the major outcomes of the pilot and will form the basis for a more detailed and useful system for future application).

transform
performance
evaluation and
intervention
systems to
successfully monitor
progress in the
changing face of
sport strategically

IT WAS ANTICIPATED THAT THE PILOT WILL:

- Serve the purpose of testing and identifying the required improvements to bring about a reliable transformation measurement and scorecard system to determine and monitor transformation status and trends.
- Enhance understanding and appreciation of the Charter as the basis for a multi-dimensional framework to guide and monitor transformation progress in key strategic areas.
- Demonstrate the value of the multi-dimensional Transformation Charter as a strategic framework to bring about structured change in both the provision and delivery of sport across the sport system.
- Provide a basis for quantifying and monitoring transformation processes and outcomes in codes instead of the broad brush generalised approaches used over the past twenty years. (The general historical approaches to quantify transformation progress has proven to be a major obstacle to transparent progress in this all important area of South African sport.)
- Establish the foundation for a long overdue transformation performance evaluation and intervention system to successfully monitor progress in changing the face of sport strategically.
- Transformation is central to government policy. This is an opportunity for sport to

make a meaningful, visible and strategic contribution in important related areas.

- Impact sport's ability to prosper and compete successfully in the international arena in all areas.

THE REPORT IS DIVIDED INTO THREE SECTIONS:

- Part 1. **BACKGROUND SCENARIO** – Summary notes on the selected impacting factors from the environment in which sport functions. (p 15 – 22.)
- Part 2. **REPORT OVERVIEW** – A short background sketch on each one of the Charter dimensions and a narrative summarising the main observations made from the data submitted. (p 23 – 56).
- Part 3. **DATA SHEET SUMMARIES** – Information extracted from data sheets highlighted with 'dashboard' representations qualified with 'observations' and remarks in support of 'Report Overview'. (p 57 – 102).



Part 1

The 1981 South African rugby tour of New Zealand was a controversial event that signified during the time the mounting isolation that South Africa was facing in sport due to Apartheid policies. In New Zealand the tour divided the country into for- and against- camps, and caused widespread protests across New Zealand.

However, due to New Zealand's policy of "no politics in sport" the tour was allowed to go ahead. After the Springbok tour, no official sporting contact took place between New Zealand and South Africa until the early 1990s, when democracy returned.



BACKGROUND SCENARIO

Summary notes on the selected impacting factors from the environment in which sport functions.

“The difficulty lies not in new ideas, but escaping the old ones, which penetrate every corner of our minds”

– John Maynard Keynes

Transformation initiatives in sport has proven to be mostly ineffectual over the past 20 years. Over simplistic and 'quick fix' strategies focused on bringing about demographic change only at the highest representative levels. In the process frustrating, sometimes false and unsustainable outcomes were generated. One-dimensional demographically focused approaches ignored the need for an integrated multi-dimensional processes based on cause and effect relationships to bring about meaningful and sustainable change.

MAJORITY OF PROCESSES IMPLEMENTED UNDERESTIMATED THE:

- Complexity of coordinating transformation initiatives within a largely non-aligned and uncoordinated sport system;
- Extent of the shortcomings of community based structures and infrastructure;
- Impact of post 1994 changes at school level particularly the impact on teacher attitude towards school sport after the establishment of the Department of Sport and Recreation;
- Implication of unclear understanding of the 'provision' and 'delivery' roles in sport;
- Magnitude and availability of additional financial and organisational resources required to effectively transform sport;
- Complexities of effective sport code, local, provincial and national sport department coordination and alignment.

South Africa has been reborn into a globalised and highly *competitive* world where the ability of nations to compete in all arenas (including sport) will depend on the skills and capabilities of its people. The core of this challenge lies in community based access to participation opportunities and resources on an equitable basis linked to skill and capability development initiatives integrated with the identification and incubation of potential exceptional talent.

Successful transformation initiatives involves an orchestrated and deliberate *redesign* of an organisation's genetic architecture by working simultaneously along organisational dimensions involving – **reframing, restructuring, revitalisation, renewal** and the way people **think** and **act**. It involves a complete change, into different looking, more effective, efficient and result oriented structures as a result of a shift from one state or stage to another because of a change in *thinking and doing*. Effective transformation in sport will require a complete *change* in how sport governance structures *works, functions* and how it *is structured*.

Transformation involves two sets of driving forces. The one based on moral and the other on strategic considerations. Successful change processes in a South African context requires the need for dealing with both driving forces at the same time. Moral or altruistic transformation principled drivers are pursued because "it's the right thing to do" while strategic transformation

drivers are pursued because of a recognition that transformation is a strategic imperative, understanding that it is a key factor for long-term survival, sustainable competitiveness and prosperity. In divided structures and societies these two drivers are often in conflict and if not carefully managed means the difference between success or failure. In the early stages of sport's effort's to transform itself this was a major obstacle to progress in that sectors of South African society failed to appreciate the importance of a need for the moral drivers for transformation. Over the years the intensity of this resistance has been reduced.

The transformation model, as outlined in the Transformation Charter, represents an integrated multi-dimensional process based on producing ongoing improvement in seven key strategic areas. Two of these dimensions reflects contributions to national imperatives related to black economic empowerment namely *employment equity* and *preferential procurement* to quantify sport's significant role to South African society in these areas. The transformation dimensions described in the Charter relates to:

- Progression to Peak Performance in all areas and levels of sport's activities;
- Changing the demographic Profile of all Structural components on and off the field of play in line with national and regional demographics;

- Skill and Capability Levels as it relates to human capital development;
- Access to Infrastructure and equitable participation opportunities;
- Institutionalised Governance;
- Employment Equity - Promoting equitable representation in all administrative and support structures of sport and
- Preferential Procurement - Ensuring equal access to sport's total procurement bill.

THE PURPOSE OF SPORT'S TRANSFORMATION STRATEGY IS TO ACCELERATE CHANGE IN ITS HUMAN CAPITAL RESOURCE BASE AND INFRASTRUCTURE BY -

- Significantly increasing the number of people involved in sport;
- Ensuring community based access to resources and participation opportunities on an equitable basis in all sporting areas
- Based on skill and capability initiatives in all areas;
- Consistently improving performances in all areas and all levels on and off the field of play.
- Making meaningful contributions to economic empowerment in South African society

The **goal** of the process is to ensure that the majority of South Africans have the opportunity to participate and achieve equitably in sport on the basis of broader and deeper human capital and structural improvement in all areas and at all levels. The ultimate **objective** is –

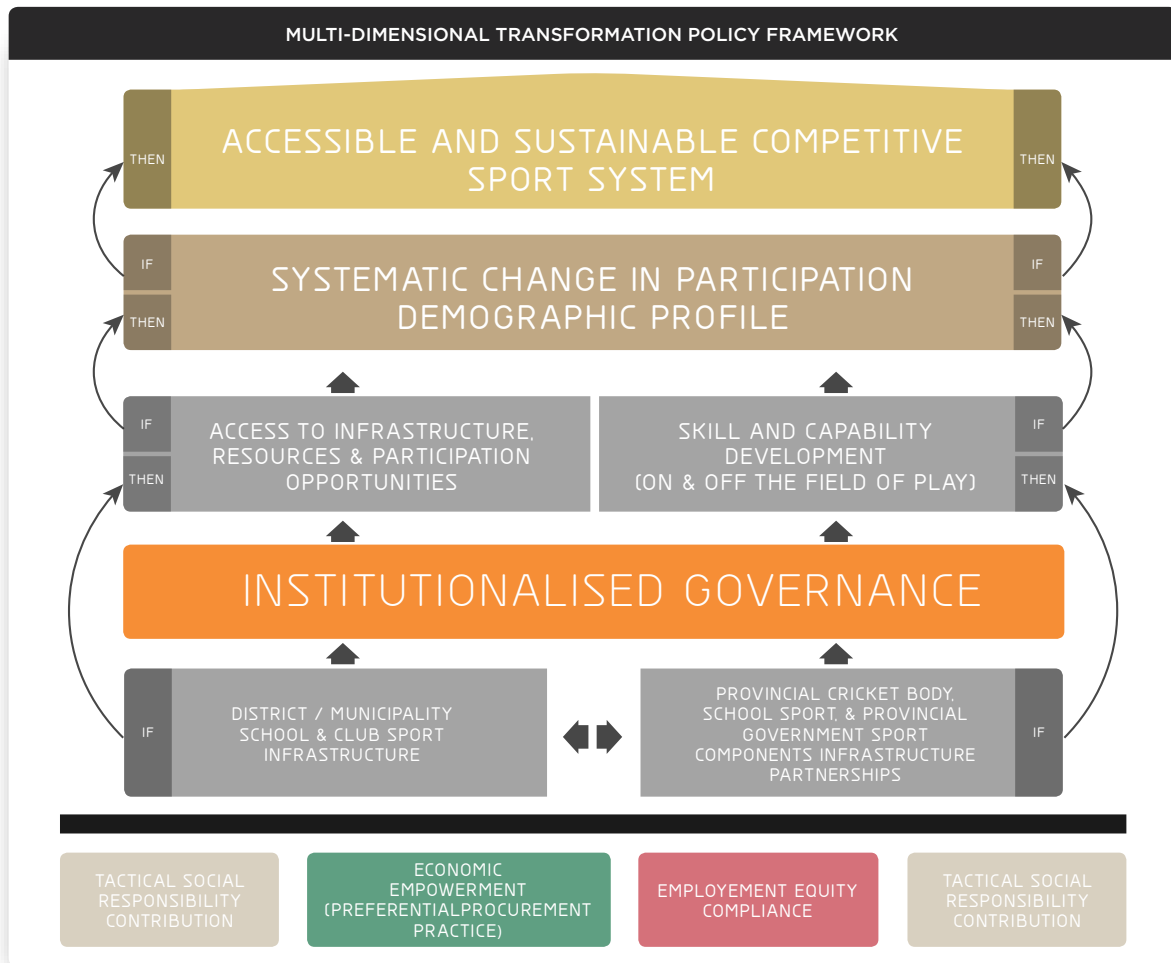
- For all sport structures to closely represent the regional and national demographics of the country;
- Provide a basis to improve vertical and horizontal alignment and coordination among all role players in sport;
- Improvement performances at all areas and all levels in sport
- To promote acceptance that long term success and sustainability of the sport system requires a focus on school and

club sport *equal* to at least that practiced at the top end of sport's development pyramid.

The process is underpinned by a **value set** that includes –

- Equitable access to opportunities and resources;
- Sustainable Skill and Capability improvement;
- Exceptional Governance Practices;
- Strategic Performance Management;
- Pursuance of Excellence.

The following schematic illustrates the process based on a 'what-if' principle illustrating the cause effect between important dimensions –



BACKGROUND SCENARIO

The schematic represents the building blocks of the transformation charter and the linkages between the different dimensions. The base of the schematic indicates the need for an integrated, aligned and cooperative foundation consisting of national and provincial sports bodies and local, provincial and national government sport departments. Formal agreements and performance management processes based on agreed projects and programmes facilitates focused and strategically driven initiatives. This base emphasises the need for broader school and club community based initiatives thereby ensuring a strong foundation for the other dimensions to contribute to the overall objective of the process.

The schematic includes a governance dimension at the centre of the change process. It involves systems to monitor and record what is happening within the governing body's jurisdiction, take steps to ensure compliance with established policies and procedures, and providing corrective action in the event rules have been misconstrued or ignored.

At the heart of the process lies the Access and Skills and Capability dimensions which supports the ultimate goals and objectives of transforming South African sport. Designing and aligning the activities associated with these two dimensions throughout the system is the ultimate key to success. The quality and creativity of the actions associated with these two dimensions will ultimately determine the fairness and representativity of sport's demographic profile in all areas and ultimately the competitiveness of the system. Successfully executed the strategy will translate into a unique competitive advantage – inclusion of a massive unexplored human capital base coming into sport's mainstream (**84%** of under 18 year old South Africans are **black African**, the remaining **16%** being white, coloured or indian)!

The schematic furthermore reflects two tactical social contribution dimensions – Preferential Procurement and Employment Equity as part of government's black economic empowerment initiative. As previously indicated these two dimensions serves the purpose of making visible sport's contribution to two important areas of national importance in more qualified terms. These contributions are not insignificant and should be recognised and rewarded in terms of assisting sport in its transformation efforts.

The additional burden on sport's resources to effect transformation has been substantial and over and above of what was required historically as a result of a focus on a relatively narrow segment of South African society. The lack of resources in this regard has been and remains a major constraining factor impacting the rate and quality of change. Qualification of the impact of these two dimensions will assist in motivating more dedicated financial support from government to sport's transformation cause.

Each of the dimensions in the Charter are quantifiable in terms of the activities undertaken to affect change and progress in specific areas that will produce breakthrough results to bring about effective transformation of sport's structures.

Achieving breakthrough results entails embedding transformation principles in day-to-day operations so everyone's everyday job is permeated with it.

To make transformation matter, a tool, a transformation scorecard is used to track progress in clearly identified measures towards pre-set targets. It is aimed at constantly renewing commitments not only to higher aims and purposes but also to higher levels of performance. It goes beyond being a mere checklist of things to do and items to take care of. It goes to the very core of why certain things have to be initiated and done in a proper manner, and why all items, in a balanced manner, should be taken care of to lead to high-level transformation outcomes.

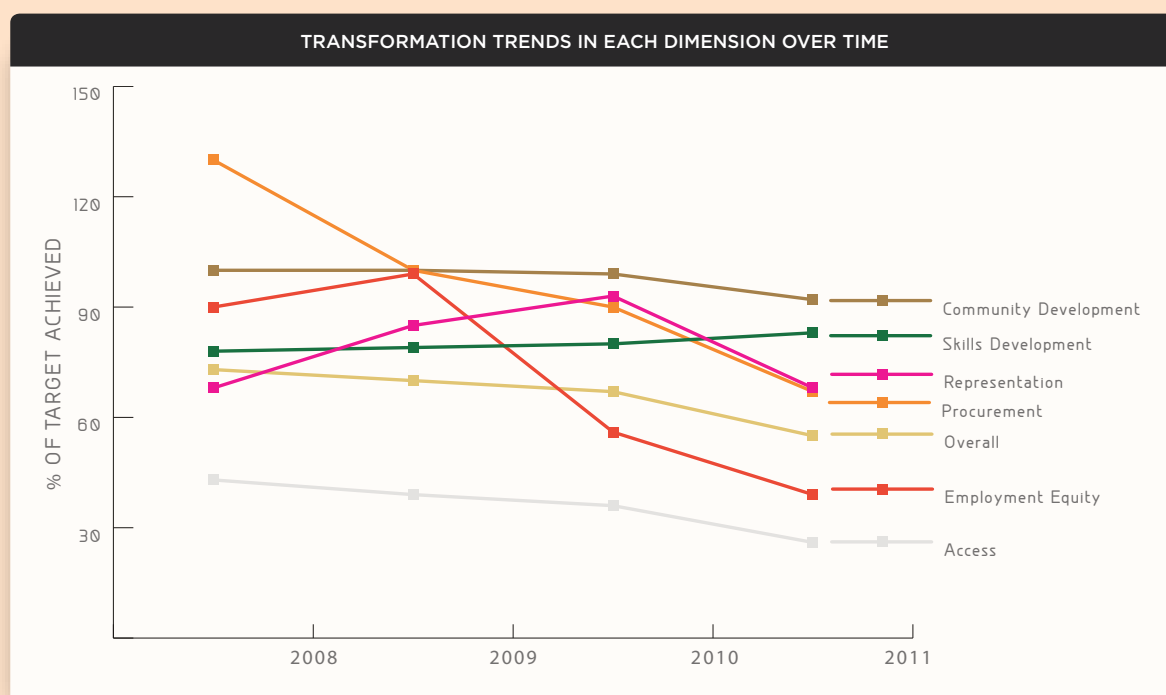
BACKGROUND SCENARIO

On the basis of the scorecard breakthrough results can be achieved precisely by the unbroken link between aspirations and strategy with actions and initiatives. The former inspire and guide; the latter sustainable and bring us to the desired destination. All too often we may have been great with our talk about our aspirations or we may have been overwhelmed by our having to walk in many different uncoordinated direction. The transformation scorecard supplies the link between aspirations/strategy and actions/initiatives.

For the purpose of the pilot study targets were set in different dimension components and compared to actual achievements obtained from the data sheets submitted by each of the codes. An example data sheet is included as part of the Appendix. Scores between 0 and 10 were allocated based on the % of target achieved. A zero score reflects **0%** and a score of 10 indicates **100%** achievement of set target.

A colour coded robot system indicates different categories of performance. A green bullet indicates a score of 10 or **100%** or higher target achievement which is classified as **Excellent**. A yellow bullet signposts a score of between 7 and 9.9 or **70%** and **99%** of target achievement and is rated as a **Good** performance while a red bullet signals a score of between 0 and 6.9 or **0%** and **69%** of target achievement and is rated a **Poor** performance.

The following example scorecard diagram reflects transformation trends in each dimension over time.





Part 2

Dennis Brutus (1924 – 2009)

Dennis Brutus – a celebrated poet and intellectual – was one of the major voices in the sport struggle.

After completing his studies at the University of Fort Hare, Brutus helped create the South African Sports Association in 1959, one of the first sports bodies to campaign for non-racialism in South African sport. He later served as president of SANROC and was at the forefront of the campaign to bar South Africa from taking part in the Olympics.

He remained unapologetic about his views on sport, often stating that true transformation had not taken place since many of those who benefited from sport under Apartheid were still in office without acknowledging the role they played in the reigning oppressive system.

REPORT OVERVIEW

Narrative on the main observations made from the data submitted.

“What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead”

– Walter Sisulu

INTERNATIONAL CAMPAIGN AGAINST
RACISM IN SPORT

SATAR

The report reflects information and insights gained from the content of a set of data sheets completed by five selected sport codes: athletics, cricket, netball rugby and a late submission by football as part of a pilot to gain a more quantifiable understanding of transformation status in each of the codes.

The data sheet was shaped based on the content of the Transformation Charter recently adopted by sport. The multi dimensional charter describes seven quantifiable strategic areas (dimensions) that are loosely interlinked into cause and effect relationships. The dimensions are - *Performance in the Competition Arena; Demographic profiles in defined areas on and off the field of play; Access to infrastructure and participation opportunities; Skills and Capability Development; Governance practice; Employment Equity and Preferential Procurement dimensions which quantifies sport's contribution to economic empowerment.*

The purpose of the Charter is to guide structured systemic change towards a competitive sport system reflecting a demographic profile that mirrors the national and regional demographics of the country in all areas and at all levels of sport and contributing to the country's economic empowerment initiatives in the process.

In the pilot an experimental scorecard system was used to measure overall transformation performance as well as performance in each one of the component charter dimensions.

This scorecard system will be evaluated and improved on based on the outcome of the pilot for use in 2014. This will form part of an on-going process of renewal and improvement to ensure the evolution of an easy to use performance management system to track transformation progress.

The scorecard system used is based on the % achievement of pre-set targets in each one of the transformation dimensions. The targets will be reviewed for use in a more detailed evaluation of transformation status involving an increased number of codes in 2014. Performance was categorised into three colour coded categories - excellent (green ★) - **100%** target achievement; good (yellow ★) - **70%** to **99.9%** and poor (red ★) - less than **69.9%** based on scores allocated between 0 and 10. Performance in different areas are reflected in 'dashboard' format in the main body of the report (part 3) accompanied by bulleted observations and remarks.

REPORT OVERVIEW

Data sheets submitted by codes reflected different levels of completeness, quality and accuracy. This can be seen as a result of the short time in which codes were expected to complete and return data sheets as well as also the orientation of a code to the principles of strategic performance management off the field of play. Effective strategic performance management processes drives the availability, quality and accuracy of data to manage an organisation on performance management principles. One of the outcomes of the pilot suggests that there is considerable room for improvement in the area of data management for strategic purposes at particularly provincial level.

Compared to the well establish and entrenched performance measuring systems for recording, analysing and monitoring results on the field of play in considerable detail, performance measurement as a strategic tool to guide and shape sport's future of a sport system in other areas, (based on the data sheets received) appears, is regretfully, not as well developed.

The establishment and population of an integrated database system with accurate

data will be a key priority in 2014 for each participating code. Without it, reliable transformation status evaluation and progress monitoring is simply not possible nor will the conclusions drawn have much meaning. Data accuracy and reproducibility are key success factors for the establishment of an effective transformation process.

This overview is based on the 'dashboards' and general observations and remarks on each of the charter dimensions compiled from data sheets submitted by each code as described in the main body of the report pages 34 - 65.

1. Dimension: Demographic Profile

Part 3 of the report describes the status of demographic profiles at national level and on aggregate within provincial structures with respect to administrative structures, national and provincial representative teams and coaches, referees/umpires, and school and club related data. Quality of data received from provincial structures were generally substandard.

Demographic profiles are evaluated in terms of the % achievement of the **50%** target set for the percentage **generic black** (black African, coloured and indian) and **black African** representation profile of the structure under review. The bigger the difference between the % generic black target achievement and the % **black African** target achievement the larger the coloured and indian components compared to the **black African** component of a structure. Target achievement in the generic black demographic component in some areas has been good in that a **100%** or close to **100%** of the historical **50%** target was achieved by some of the codes. In the case of cricket and to lesser extent in netball performance levels in certain demographic categories were such that the time may have come for serious consideration to be given to increase the **50%** generic black target to **60%**.

The data below quantifies the progress made in changing the demographic profiles of the codes that formed part of this pilot. The data received crystallised the need to raise the focus on the **black African** demographic component of sport considering the rate of progress made in coloured and indian representation profiles compared to that in **black African** representation. There is, however, a more compelling reason, strategic in nature, for doing this.

It is a strategic reality that **84%** of all Under-18 year old South Africans are **black African**. This means that only **16%** of Under-18 year olds is either white (a population grouping demonstrating negative growth), coloured or indian. Ignoring this fact has got long-term implications for sport. Failure to recognise the Under-18 year old **black African** demographic pool as a substantial source of human capital of comparative competitive advantage, may be strategically unwise.

The quality and detail of netball, athletics and football data did not always match up to that of cricket and rugby in a number of areas. It is important to ensure better quality data input in the future with respect to all data sheet elements, particularly that from each code's provincial structures – the home of sport's basic building blocks. The pilot has emphasised the need for data input received from provincial components to be substantially improved.

1.1. Administration Demographic Profiles

GENERIC BLACK REPRESENTATION IN ADMINISTRATION AREA:

Cricket's efforts to *change* its **generic black** demographic profile appears to have been more successful compared to that of the other codes. At **both** national and provincial administration level (measured in six sub-categories - Full Time Administrative and Management Staff, Board Members, Executive' Committee Members, Finance Committee Members, Audit and Risk Committee members, Transformation Committee members) cricket has achieved an average of **100%** of the **50%** target set for **generic black** at national and average

provincial levels. Rugby's comparative performance with respect to **generic black** representation target achievement is **100%** at both national level and **90%** of target achievement at provincial level. Target increases from **50%** to **60%** for both codes should be considered. Football achieved **100%** of **generic black** target at both national and provincial administration level.

Netball's performances with respect to **generic black** representation is **70%** and **80%** respectively and athletics' **61%** and **30%** of set targets at national and provincial administration level. Athletics' input was incomplete in that data was not received for all sub-categories in the administration component. Based on data received athletics' scores are **60%** at national level and **33%** at provincial level. Netball and athletics' performances suggests that they are lagging cricket and football and to a lesser extent rugby's progress with respect to generic black representative national and aggregate provincial administration structures.

In achieving representation in line with *national demographic representation profile*, football has achieved **6%** of target at national level) and **20%** of provincial target for white representation.

BLACK AFRICAN REPRESENTATION IN ADMINISTRATION AREA:

Cricket achieved **62%** and **67%** of the set target for **black African** representation at national and provincial administration levels respectively. Correspondingly rugby achieved only **40%** and **30%** of

targets set. Rugby's **black African** scores compared to its generic black scores reflects a bias towards coloured and indian representation when compared to **black African** representation profiles- a possible strategic weakness in the long-term. Football reflects **100%** target achievement for **black African** representation at both national and provincial administration level. Netball on the other hand posted the highest score, **70%**, (the highest of all codes) for **black African** target achievement at national administration level but a disappointing **40%** aggregate of the target set at provincial level. Football's data reflect no Audit and Risk and Transformation Committee structures at national and provincial level.

Data submitted by athletics is incomplete (data was tendered in only two administration categories out of six provincial level and four out of six at national level). The average target achievement for **black African representation is 61%** at national administration level and **31%** at Provincial Administration level is therefore somewhat meaningless because of what could be a lack of data in key administrative components.

Athletics' and Football's data suggests unpopulated transformation committees at both national and provincial level and for netball at national level. Functional and effective transformation committees are more important than ever before to oversee the management and implementation of the Transformation Charter.

1. Dimension: Demographic Profile

WOMEN AND DISABLED REPRESENTATION IN ADMINISTRATION AREA:

Target achievement in this area is low, **20%** for rugby at national level and **30%** at provincial level. Cricket on the other achieved **33%** of target set at national level and a low **10%** at provincial level for women. Football achieved **20%** of target set for women representation at both national and provincial administration level. All five codes recorded **0%** of target achievement for disabled representation. The incomplete nature of athletics input with respect to small number of committee structures populated, renders the data less meaningful, however, target achievement of **30%** on average at both national and provincial level was recorded. Women representation profiles in rugby, cricket and football's administrative structures are problematic.

In general, positive and meaningful change in the demographic profiles of administration structures are clearly evident in the case of cricket, rugby, and football particularly in the generic black category but less so in the case of netball and athletics. In the area of black Africanisation, (excluding football) considering comments made earlier on, however, there is reason for concern and room for considerable improvement.

1.2. National and Provincial Representative Team Demographics

GENERIC BLACK REPRESENTATION IN NATIONAL AND PROVINCIAL REPRESENTATIVE TEAMS

Noteworthy progress has been made in the process of changing national representative team demographics. In this regard **cricket's** performance has been exceptional. A **100%** of the set targets for **50% generic black** representation was achieved in each one of the formats of the game at Senior and Under-19 national level as well as for the aggregate at senior provincial level. This achievement was not insignificant in that it was accomplished in all **formats** of the game Tests, ODI's and T20's. In cricket's case it is mission accomplished with respect to generic black representation. To further strengthen its demographic profile cricket introduced a quota system for a number of **black Africans** in provincial teams.

Consideration should now be given for the target for generic black representation to be increased to **60%** to further progress the game towards the goal of representative team demographics reflecting the demographics of the country. It has to be kept in mind that cricket has been subject to two ministerial interventions some years ago as to its transformation status and recently into its governance structures.

In contrast to cricket's efforts **rugby's** initiatives to achieve targeted levels set for **generic black** representation, has been less successful. At national level rugby achieved an average **78%** of the set target. Particularly disappointing was the average **45%** achievement of target

with respect to the springbok team. It is in rugby's long term strategic interests that the causes for slow progress in this area are identified and aggressively addressed on the basis of effective and focused interventions. At underage national representation level an average of **75%** target achievement for generic black representation was recorded.

Generic black representation profile performance in rugby's 7's world series is excellent in that a **100%** of the set target of **50% generic black** representation was achieved. A **100%** target achievement was also posted for World Games team(s) and for the Australian Youth Olympic Festival representative teams.

At provincial level rugby's average **generic black** representation target achievement was only **60%** (18 percentage points lower than at national level) and **40%** lower than that of cricket's. Scores vary substantially across rugby's provincial structures. Non performance at provincial level puts pressure into the system at national level.

Netball's Protea team achieved **90%** of targeted **generic black** representation and **90%** at aggregate provincial level. Similarly netball's National Under-21 team demonstrated **90%** target achievement levels in both **generic black** as well as **black African representation**. The National Under-19 team scored a **100%** of the **50%** target set for both **generic black** and **black African** representation. At netball's provincial NPL level the average target achievement for both **generic black** and **black African** was **90%**.

Athletics achieved a **100%** of the **generic black** and **90%** of the **black African** target set for **senior national** teams. No data was submitted at provincial level. From the data submitted by **athletics** the average demographic profile of the **Under-19 national team** reflects a **50%** (poor) achievement of target set for generic black component and **30%** for the **black African** component. If correct, the reasons for this requires attention. Athletics did not submit data for the demographic profiles of provincial representative teams.

Football **100%** of set targets for both **generic black** and **black African** representation. When considering the national geographic demographic profile it has achieved only **2%** and **5%** of the target set for white representation at national and provincial team level.

BLACK AFRICAN REPRESENTATION IN NATIONAL AND PROVINCIAL REPRESENTATIVE TEAMS

Considering the strategic reality (already mentioned) that **84%** of Under-18 year old South Africans are **black African** and only **16%** is either white, coloured or indian, careful thought have to be given to **black African** representative profiles in all sport structures. It is a source of significant potential competitive advantage, which if effectively utilised, could differentiate South African sport from its competitors in the future. Non-performance in this demographic area will impact sport's competitiveness in the longer term. Failure to effectively mobilise this major source of human capital upwards is unacceptable

1. Dimension Demographic Profile

from a strategic perspective. The slower the progress in exploring and empowering the **black African** component of South African society, particularly at Under-18 level, the greater the negative impact on long-term competitiveness and sustainability.

Overall performance in the **black African** demographic representation area compared to performances in the **generic black** component is generally poor and reflects a bias towards coloured and indian representation in particularly cricket and rugby compared to netball and athletics. At national representative level both **cricket** and **rugby** underperformed in that on average for all teams only **35%** and **34%** of the set targets for **black African** representation were accomplished. Notable exceptions were the **80% black African** representation in the Under-19 cricket team to India. **Black African** representation in all formats cricket was **20%** of target.

At provincial level rugby achieved **30%** (all provincial competitions reflected an average **30% black African** representative profile) of the set target and cricket a considerably improved **70%** (**70%** was achieved in each provincial competition) of set target compared to the **35%** at national level. A recent decision by cricket to set a quota for **black African** representation at provincial level is a brave move which **will** have a positive impact at national level in the not to distant future. If this kind of thinking can be extended into the domains of school and club cricket, cricket's already highly competitive

structure in demographic terms, will be further strengthened.

Netball and **athletics'** (keeping in mind comments previously made) performances in achieving targets set for **black African** representation is considerably better than cricket and rugby's achievements. Netball's Protea team achieved **80%** of target set and the National Under-19 and Under-21 team's **90%** and a **100%** respectively. At provincial level (NPL) **90%** of target was achieved. Netball's exploitation of its available human capital pool in demographic terms shows considerable progress and the time may have come to substantially raise target levels. The obvious challenge now would appear to be a dramatic improvement in quality of play across the board. Considering progress made in changing the demographic shape of the game there is no reason why netball could not become a dominant force on the international stage.

Netball has achieved **90%** of the set **generic black** target for the Protea and Under-21 teams. The National Under-19 team achieved **100%** target set foreboding well for the future. At provincial level the average target achievement was also **90%**.

Athletics reported a **90%** achievement of set target for **black African** representation at senior national level and **100%** target achievement for the Under-21 national team. What is concerning is the **30% black African** target achievement reported for the Under-19 national team combined with the **50%** target achievement for the **generic black** component of the

Under-19 national team. This requires further investigation in that it suggests an unfavourable demographic balance.

Athletics did not submit data for demographic representation outcomes at provincial level.

Athletics reported a **100% generic black** target achievement for senior and Under-21 participants and a disappointing **50%** achievement for the Under-19 team. No data was provided for provincial structures. The complexity of the code in terms of disciplines and events involved coupled to the turmoil within athletics renders the data provided suspect at best. In the next round of evaluations, interaction with this all important code will be more extensive to ensure the establishment of appropriate and more specific participation categories and data collection processes.

Football achieve an overall **100%** of **generic black and black African** targets set for senior and Under-19 national and provincial representative teams.

WOMEN'S NATIONAL AND PROVINCIAL REPRESENTATIVE TEAM DEMOGRAPHIC PROFILES:

Both **cricket** and **rugby's** progress in this area have been exceptional.

Cricket achieved **100%** of set target for **generic black** representation for both senior and under age teams at national as well as provincial levels. Cricket's performance with respect to **black African** representation in women teams however, was disappointing in that only

50% of the set target was achieved. The difference between the **100% generic black African** target achievement and the **50%** of **black African** target achievement indicates a bias towards coloured and indian participants as opposed to **black African** participants. This has to be addressed for reasons already mentioned.

Rugby's transformation initiatives is more than noteworthy. A **100%** achievement of set target for both **generic black** representation and **black African** representation was reported for senior and under age teams at national and average provincial level. The **100%** achievement in both **black African** and **generic black** categories mirrors the balance between **black African**, coloured and indian representation in representative teams at national and provincial level - The ideal picture.

Football's representative women' team demographics reflect **100%** of set target achievement nationally and provincially for bot **generic black** and **black African** representation. However, only **11%** and **5%** of set targets for representation in national and provincial representative teams were achieved.

To build on this foundation for women demographic representation targets have to be elevated. Opportunity for greater organised participation opportunities e.g. teams, leagues and coaching and investment at school level for girls extending into club levels has become a strategic necessity. When this happens women's cricket, women's rugby and women's football will blossom. A greater voice for women in administration structures is needed.

1. Dimension Demographic Profile

COACH, REFEREE/UMPIRE DEMOGRAPHIC PROFILES

The quality of data received and performance levels achieved in this area was generally disappointing compared to the data and performances in other demographic related areas. There is room for significant improvement in the data recording and presentation involving coaches, referees/umpires.

Not one of the codes responded to the request to provide detailed demographic related data for coaches and referees/umpires at provincial level. This may be a reflection of relevant data not being reliable or readily available. The basic structures for training, developing and accrediting coaches, referees and umpires are rooted in the provinces, if these all important resource bases are not carefully managed and kept track of, code footprint enlargement exercises related to participation opportunities will be restricted.

Athletics did not submit any demographic break down data and indicated an illogical number of 85 coaches. This may be a consequence of the state of administration in this code. **Rugby** did not provide a demographic breakdown for coaches and reported a total of 17 408 almost four times more than that of rugby (4 921).

Netball's data input reflects the highest number of coaches (104 217?) roughly six times! greater than the next highest number of coaches and a significantly lower number of referees (146) compared

to other codes. The validity of these numbers will be further probed. **Netball's** target achievement with respect to both **generic black (100%)** as well as **black African (100%)** coaches are better than both that of cricket and rugby.

Netball's performances with respect to **referees** indicates target achievement levels of **60%** for both **generic black** and **black African** categories demographic which although poor, demonstrates a **balance** between **black African**, coloured and indian numbers. Referee demographic profile for netball needs to be brought in line with that of coaches.

Cricket underperformed with respect to target achievement in the **generic black (90%)** and **black African (40%)** demographic categories for **coaches**. The difference between the percentages reflects a bias towards coloured and indian coaches and therefor a need for greater effort in the area of black Africanisation. Cricket's performance in the **umpire** arena is also below targeted levels, **80%** in the **generic black** and only **50%** in the **black African** demographic categories. Scores that again reflect a bias towards coloured and indian umpires. Efforts Africanisation of coaches and umpires needs to be intensified.

Rugby did not provide a demographic breakdown for coaches and indicated a **90%** target achievement for **generic black** referees (compared to cricket's **76%**) and **90%** for **black African** referees (compared to cricket's **47%**).

In general, judging from the quality of data received the detailed management of coach and referee resources may be in need of an upgrade, particularly in provincial structures. The next survey will probe these resources in considerably more detail. The importance of adequate numbers and demographically transformed coach and referee/umpire resource structures is widely accepted. Effective enlargement of participation base in all codes cannot take place if there are insufficient numbers of qualified and accredited umpires/referees and coaches. 2014 will see a greater focus on numbers and demographics down to individual provincial level including school structures.

DEMOGRAPHIC SUMMARY

There is little doubt that the results associated with the demographic dimension in the administration area and particularly in the representative team areas have contributed to greater visibility with respect to the 'real' overall situation. For the first time there is a mechanism in place to track demographic changes and shape interventions. In the absence of appropriate and more transparent processes to demonstrate progress (or lack of progress) made in more quantifiable terms over the past 20 years, may not have been entirely visible. Consequently many opportunities to accelerate demographic change through creative interventions, have been lost.

This pilot demonstrates the value of a process of collecting data, translating it into information and knowledge as forerunners to deeper insight and understanding to facilitate more effective change management initiatives.

2. Primary, Secondary Schools and Clubs

The **Access** and **Skills/Capability** development dimensions are primary focus areas of sport's transformation strategy. It represents the main drivers contributing to 'equitable and representative change in participation profile at all levels and in all areas of sport'. As long as the availability of resources and opportunities for involvement are unequal, demographic representation in line with the country's national and regional population demographics will remain an elusive dream.

Participation growth is a major barometer of South African sport's health. The key factors involved at grass root level are well known and include among other – the number of Under-18 year old people participating in sport; the number of participating schools and clubs, teams, leagues, coaches, referees/umpires, and volunteer administrators organising and structuring activities; and number of available facilities. This data is required to calculate relevant ratios that will enable the structuring of an optimal system at school and club level. Additional impacting factors include:

- A white population grouping demonstrating an aging population profile and the only one with negative population growth.
- In the north of the country the sport structures of a number of key internationally competitive codes have not transformed demographically to the same extent as those in southern regions of the country. This has led to some codes in the north relying on the transformation outcomes in the south to transform their representative team demographic profiles, slowing down their own demographic transformation initiatives in the process.
- The pace of including and developing *new* sport participating schools in the north have, in some instances also not matched developments in the south thereby placing longer term regional sustainability and competitiveness at risk. In addition there is a lower percentage of participating schools in certain codes in general in the north compared to that in the south.
- Transformation initiatives impacted by the trends highlighted above indicates a need for focus on broadening the participation base among black schools in the north while the transformation focus in the south should shift towards skill and capability improvement
- Pre -1994 sport and education was accommodated in one department – the Department of Education and Sport and Recreation. This meant that teachers had a dual responsibility with respect to sport and education at school level. This resulted in a number of codes building a strong reliance on teaching resources to organise sport at school level.
- Post 1994 the departments of Education and Sport and Recreation were separated into two departments, a move which has resulted in teachers being less inclined to be involved with sport. In addition the traditional white male support base for sport at school level has diminished.
- Codes will have to totally rethink their involvement at school level. Primary, secondary schools and clubs have been and remain the bedrock of South African sport. If not nurtured and looked after the quality of South African sport's level of

competitiveness will be impacted in the longer term.

The school and club sport environments have undergone significant change in recent years. Participation numbers in some codes at school, particularly primary schools, have shown a downward trend in some regions while club structures in certain parts of the country are in distress. The large dropout rate in sport participation after school as a result of unfavourable socio-economic circumstances, sub-optimal school-club linkages and inadequate provision of participation opportunity, (over the years the number of club teams have decreased in some areas in certain codes) further complicates the overall situation.

The establishment, updating and analyses of a comprehensive database covering school and club infrastructure down to municipal, district and metro level is essential in order for planning initiatives not to be constrained. Appropriate ratio analysis based on relevant school and club characteristics will in future, once the quality of data collection has been extended and improved, assist in optimising and benchmarking structural requirements.

The data submitted by codes in this pilot was in some instances incomplete and of relatively poor quality reflecting the possibility of data not being readily available at particularly provincial level. Qualification and quantification of sport's primary and secondary school environments are essential inputs for planning exercises to be meaningful.

Disappointingly **netball** and **athletics** failed to submit data in this dimension. No code can afford the luxury of not having a handle on the operational environments within which these

basic structures function. **Cricket** and **rugby** submitted only aggregated data for their provinces but not for individual provincial school and club structures. This reduced the ability to probe status of school and club structures for these codes in different geographic areas. All shortcomings will be corrected in the next transformation status (2014) evaluation which will include a larger number of codes.

2.1. Primary and Secondary Schools

PARTICIPATING SCHOOLS -

Cricket indicated that there are **8 030** junior and **3 667** secondary schools in its area of jurisdiction. Football indicated 20 000 junior and 6 000 secondary schools present in their jurisdiction area whilst rugby, netball and athletics did not provide corresponding data.

The number of primary and secondary schools participating in cricket were reported as **1 591** (which translates into **20%** participation rate) and **1 044** participating secondary schools (a participation rate of **28%**.) Football reported 7000 participating junior (**35%**) and 3000 participating secondary schools (**50%**). Rugby, athletics and netball did not submit data.

These figures reflect **averages** for provincial structures which is not useful for identifying geographical areas where there is no or very little cricket activity. This will be corrected in the next round.

FACILITIES -

Data supplied by **cricket**, **rugby** and

2. Primary, Secondary Schools and Clubs

football indicates on average less than **one** available facility at both **primary** and **secondary** school level in their areas of jurisdictions. Netball and athletics did not submit data. The facility problem at schools has remained largely unsolved for 20 years and is a major constraint in enlarging sport's footprint and creating participating opportunities. It makes little sense to pay lip service to the importance of school sport and to advocate expanding participation opportunities to involve a new generation of sports people without resolving associated infrastructure shortcomings.

LEAGUES AND TEAMS -

Number of **leagues** and **teams** are important measures to qualify participation opportunities and access requirements. Cricket, rugby and football's data suggests an average of between **one** and **two** participating teams per **primary school**. Without sufficient number of teams appropriate levels of participation opportunities is not possible. Cricket and football's data reflects a lack of leagues at primary school level (on average less than **one**). Rugby, athletics and netball did not submit data. Data submitted indicated an average of **less than one** facility at primary school for both cricket, rugby and football. Athletics and netball did not submit data.

At **secondary school** level data supplied by cricket and football suggests a 170 (0.2 per secondary school) and 5 (0.002! Per secondary school) leagues respectively in area of jurisdiction. No data was received

from rugby, athletics and netball. The data provided with respect to organised teams were suspect and not of any value.

The data submitted indicated **less than one** facility available for both cricket, football and rugby at secondary school level. Emphasising once again the constraining impact of a lack of facilities and human resources. Without a proper facility infrastructure, organised team and league structures optimal participation opportunities are not possible. The lack of facilities at school level are reaching serious proportions. For too long this ball has been passed between different agencies with little success and significant costs. A much higher level of professional planning and management is overdue.

Netball and athletics did not provide data on their school structures.

The dilemma of insufficient data availability and the impact thereof on planning activities is clear. Effective team, league and facility infrastructure planning related activities are intimately linked to the availability of reliable data at individual provincial level. Without it, it is not possible to shape a code's geographical footprint and resource requirements to improve access.

2.2. Clubs

The data received indicated a total of **1123** club structures with only **421** facilities in rugby's area of jurisdiction and **886** clubs with **586** facilities in cricket's jurisdiction area. For football the corresponding

REPORT OVERVIEW

figures are 23200!! With only 131 facilities This illustrates the magnitude of the facility shortage problem, far less than '1' on average.

Rugby's club structures supports **3235** teams (about **three** teams on average per club), cricket's structure a **1382** teams (on average **two** per club) participating in **353** leagues (average four teams per league). Football's club structure support 430 teams participating in 2046 leagues (average two teams per league). Netball and athletics did not supply data. The data received suggests **less than one facility** per club on average. The following tables summarises.

PRIMARY SCHOOLS					
RATIO	CRICKET	RUGBY	NETBALL	ATHLETICS	FOOTBALL
% Participating jnr schools	19,8	NO DATA	NO DATA	NO DATA	35,0
Av no of teams per participating jnr school	1,0	1,5	NO DATA	NO DATA	1,0
Av no of school leagues per jnr school	0,2	NO DATA	NO DATA	NO DATA	0,001
Av no of school teams per jnr school league	5	NO DATA	NO DATA	NO DATA	1750
Av no facilities per jnr school	1	1	NO DATA	NO DATA	0,1
Av no of teams per facility	2	2	NO DATA	NO DATA	7
Av no of accredited coaches per jnr school	0,4	0,9	NO DATA	NO DATA	0,0003
Av no of non - accredited coaches per jnr school	0,7	4,3	NO DATA	NO DATA	0,1
Rand per jnr school	1912	3042	NO DATA	NO DATA	148

SECONDARY SCHOOLS					
RATIO	CRICKET	RUGBY	NETBALL	ATHLETICS	FOOTBALL
% Participating secondary schools	28,5	NO DATA	NO DATA	NO DATA	50,0
Av no of teams per participating secondary school	2,4	4,2	NO DATA	NO DATA	1,0
Av no of leagues per secondary school	0,2	NO DATA	NO DATA	NO DATA	0,002
Av no of teams per secondary school league	15	NO DATA	NO DATA	NO DATA	600
Av no facilities per secondary school	0,6	0,7	NO DATA	NO DATA	0,3
Av no of secondary school teams per facility	0,4	2	NO DATA	NO DATA	0,002
Av no of accredited coaches per secondary school	4	6	NO DATA	NO DATA	3
Av no of non - accredited coaches per secondary school	1,0	1,5	NO DATA	NO DATA	0,002
Rand per secondary school	3 727	6 539	NO DATA	NO DATA	870

2. Primary, Secondary Schools and Clubs

CLUBS					
RATIO	CRICKET	RUGBY	NETBALL	ATHLETICS	FOOTBALL
Av no of club teams per participating club	2	3	1	944	0,2
Av no of leagues per club	0,4	NO DATA	NO DATA	NO DATA	0,1
Av no of club teams per club league	4	NO DATA	NO DATA	NO DATA	2
Av no facilities per club	0,7	0,4	NO DATA	NO DATA	0,0
Av no of club teams per facility	2	8	NO DATA	NO DATA	33
Av no of accredited coaches per club	2	1	1	74	0
Av no of non - accredited coaches per club	0,6	2,5	6,0	NO DATA	0,6
Rand per club	14 110	10 597	NO DATA	NO DATA	716
Rand per female team	14 825	19 868	NO DATA	NO DATA	10 062

The availability and quality of data in the area of schools and clubs were relatively incomplete and in some instances the accuracy thereof were questionable. It would appear as if though no quality control measures to validate data was in place. Schools and clubs are most probably the most important building blocks of sport structures. To strengthen and shape these structures in a meaningful way, the environment in which they operate has to be qualified and quantified right down to municipality level for each code.

This pilot, focused on five codes only, exposed the general unavailability and suspect quality of data supplied particularly at school and club level. Although flawed the data provided lifted the curtain, ever so slightly, on what is clearly an inadequate facility infrastructure and suboptimal participation opportunities as defined in terms of teams and leagues.

To secure its long term future the time may have come for each code to embark on extensive planning exercise involving school and club structures on the basis of more detailed insight. It is no longer acceptable to just talk about it the importance of schools and clubs, the time has come for action for coordinated action to identify and implement appropriate interventions. The next transformation status survey will lay a foundation for this on the basis of extracting more detailed data for each code and its component provincial structures.

3. Governance Dimension

Governance is defined as the system by which organisations are controlled and directed and how resources are managed to good effect in the interest of all stakeholders. It influences how the objectives of the organisation are set and achieved, spells out the rules and procedures for making organisational decisions and determines the means of optimising and monitoring performance, including how risk is monitored and assessed. Governance matters profoundly in the success of an organisation.

The governance mechanism (e.g. formal documentation, organisational structure) specifies how rights, authority and responsibility are distributed among the participants in order to monitor performance and achieve goals. The test of effective governance is the degree to which any organisation is achieving its stated purpose. Good governance requires high levels of efficiency and effectiveness. This means processes to produce results that meet member needs in a way that makes optimal use of human and physical resources have to be put into place. A proper governance strategy ensures systems to monitor and record what is happening within the governing body's jurisdiction. This involves the steps required to ensure compliance with established policies and procedures and corrective actions to be taken in the event rules have been misconstrued or ignored.

To make governance matter and produce breakthrough results, processes that would help meet its insistent demands are needed. The status quo, it should be abundantly clear, cannot and should not hold, there is a need for governance performance to be consistently elevated to higher levels. The only way to do this is to have a portfolio of strategic priorities that all can rally around and be fully committed

to. An evolving governance scorecard can produce breakthrough results by ensuring an unbroken link between aspirations and strategy with actions and initiatives. Aspirations inspire and guide and strategy substantiate and brings about the desired destination.

As an initial approach (next evaluation will be on a more detailed basis) governance performance in the five elected codes were evaluated by measuring performance in nine areas which include the number of times -

- Board effectiveness and productivity has been evaluated on the basis of a balanced scorecard over the last five years,
- Strategic Plan has been reviewed and progress monitored over the last five years,
- The effectiveness of board chairperson has been determined on the basis of a scorecard over the last five years. (Given the importance of the chairman in instilling the right board culture for non-executive contribution, providing constructive feedback to him/her is of critical importance).
- The effectiveness of board meetings have been established on the basis of a scorecard over the last five years,
- The effectiveness of the CEO has been established on the basis of a scorecard over the past five years,
- Transformation Status has been monitored and interventions implemented over the last five years,
- Transformation Strategy has been reviewed and updated over the last five years,

3. Governance Dimension

- Unqualified Financial Reports have been received over the last five years,
- Doping incidents reported over the last five years and
- Doping incidents resulting in disciplinary action over the last five years.

Performance levels in this dimension were generally disappointing and reflects a need for enhanced focus by all five codes in each one of the areas selected as indicators to define the governance dimension. Performances in the areas selected are important drivers in shaping other charter dimensions and subsequently overall transformation performance.

Effectiveness and efficiency in the governance areas defined are key success factors. Nothing less than 'excellent' performances in each of the nine areas selected at both national and provincial level, are acceptable.

GOVERNANCE	NATIONAL	PROVINCIAL
(% of Set Target Achieved)		
CRICKET	★ 33	★ 10
RUGBY	★ 53	★ 50
NETBALL	★ 38	★ 0
ATHLETICS	★ 13	★ 0
FOOTBALL	★ 67	NO DATA

Football's **67%** of target is better than that of any other code. Rugby's overall average of **53%** target achievement (although classified in the 'poor' category, (**0-69%** of set target)) is substantially better than that of netball, athletics and cricket. Rugby posted the highest governance target achievement scores at provincial level **50%** of target. Netball achieved the next highest score **38%** of the overall

average target set at national level, no data was submitted for provincial structures.

Cricket's overall scores in this dimension are lower than that of rugby and netball at **33%** of set target national level and an average **10%** at provincial level. With new governance structure put into place following Ministerial intervention this situation should improve.

Athletics' performance in this dimension averages only **13%** of target set at national level. No data was submitted for provincial structures.

The low scores posted by cricket and athletics may be a reflection of the former's recent governance problems which led to ministerial intervention and athletics ongoing problems.

Netball achieved **100%** of set target in two out of the nine governance areas namely 'Evaluation of Board Effectiveness' and 'Number of Strategic Plan Reviews'. Whereas rugby achieved **100%** of target set in two governance areas selected - 'Transformation Plan Reviews' and 'Unqualified Financial Report Reviews' and cricket achieved **100%** of set target in one area - 'Transformation Plan Reviews'.

Except for rugby, average scores achieved at provincial level are low pointing to need for a more detailed evaluation of governance practice within provincial structures. This will be done in 2014.

4. Preferential Procurement Dimension

Preferential Procurement plays an important role in economic empowerment processes. The process involves the sourcing of goods and services from a target category of society. The objective is to give suppliers in the targeted group equal access to sport's outsourced market (those services and products acquired from outside sources) so that they will not forever be excluded from playing meaningful roles in the economic mainstream of sport's business. Preferential procurement practice increases the volumes of purchase from the targeted category of society thereby supporting the development and utilisation of such enterprises. A target of **25%** of total procurement to come from BEE accredited companies has been set thereby encouraging black people to start their own businesses. Through this dimension it is also possible for sport to demonstrate its substantial contribution to the economy and black economic empowerment in particular.

The overall quality and completeness of the data submitted was generally substandard and will require considerably more attention if the intended tactical value thereof is to be realised. Performance is well below the target set for the preferential procurement dimension and response from all province was poor indicating low priority associated with this dimension. This means the strategic value of this dimension is not optimally exploited. The next status upgrade will receive more detailed attention in this area.

PREFERENTIAL PROCUREMENT (% OF SET TARGET ACHIEVED)	NATIONAL	PROVINCIAL
CRICKET	★ 100	40
RUGBY	★ 100	100
NETBALL	★ 100	0

PREFERENTIAL PROCUREMENT (% OF SET TARGET ACHIEVED)	NATIONAL	PROVINCIAL
ATHLETICS	★ 50	0
FOOTBALL	★ 100	NO DATA

Cricket, football and netball achieved **100%** of the set target of **25%** of total procurement from BEE companies. Athletics achieved only **40%** of the target. Only about half of both rugby and cricket's provinces submitted data and athletics, football and netball did not any data for their provinces. This could be indicative of a code not being sufficiently focused on the implementation of their preferential procurement policies. There is a need for improved performance in this important empowerment dimension to demonstrate sport's not insignificant contribution.

Rugby did not submit any data at a national level but indicated a total spent of **R76 300 000** for those provinces that did submit data. Cricket indicated preferential procurement expenditure of **R7 900 000** at a national and **R32 336 892** at provincial level (representing data return from about half of the provinces). netball and athletics did not provide any data for this dimension and Football failed to submit completed data sheets for evaluation.

Monitoring and record keeping with respect to preferential procurement performance, judging from the data supplied, will require greater focus in order for the strategic value thereof to be exploited. Particular attention will be paid to this in 2014.

5. Employment Equity Dimension

The topic of Black Economic Empowerment is poised at a stage of immense excitement, yet tempered by a sense of intrepid caution. It has been an evolving and fluid situation in South Africa, with new rules being debated and written through current actions making difficult to define best practice. There is no right or wrong approach as it is very dependent on context.

EMPLOYMENT EQUITY	GENERIC BLACK	BLACK AFRICAN	WOMEN	DISABLED
(% of Set Target Achieved)				
CRICKET	★ 84	★ 61	★ 71	★ 0
RUGBY	★ 86	★ 37	★ 38	★ 0
NETBALL	NO DATA	NO DATA	NO DATA	NO DATA
ATHLETICS	NO DATA	NO DATA	NO DATA	NO DATA
FOOTBALL	★ 100	★ 100	★ 100	★ 100

Sport as a provider of jobs have got an important role to fulfill in this transformation phase which is full of promise yet of fragile construction. Empowerment is a complex issue that evokes strong emotions. As a consequence, discussions on empowerment tend to provoke strong reactions, with key stakeholders sometimes having quite divergent views. Empowerment is an important mechanism to build stable and sustainable organization in symbiosis with its environment. In organisations the managing diversity model is but one means used to bring about transformation.

The underlying principle of employment equity is to create a workforce at all occupational categories and levels, which is representative of the country's demographics, nationally and regionally. Perhaps, more importantly, it is to ensure equal employment opportunities for everyone in the economy. The objective of Black Economic Empowerment is not to replace white with black, but to increase opportunities available to black people. Through increasing opportunity a natural absorption of labour into the mainstream economy is likely to occur. Success is dependent on the employees' determination to run with the opportunity

and the organisation's capacity to support skill and capability development. Employment Equity practiced in sport organisations is about bringing about an equitable representation of black persons in all occupations and positions at all levels on and off the field of play in sport's structures over a period of time.

Netball and athletics did not provide data for this dimension suggesting that suitable systems may not be in place.

Netball and athletics needs to ensure that systems are in place for recording and report on performance in this dimension at national level and in each one of their component provinces.

Not one of the data submitting codes hit the set targets nationally nor provincially. Cricket's recorded a score of **84%** of target achievement for its **generic black** component compares with its score of **61%** of target achievement for **black African** representation. Rugby achieved **86%** of its **generic black target** and **37%** of the set **black African** target. Cricket's score for **Women** (**71%** of target) is measurably higher than that achieved by rugby (**38%**).

Both codes scored zero's in the area of disabled representation.

There is a significant differences between cricket's **54%** and rugby's **40%** overall **average** scores for all employment equity categories indicating a substantially better performance by cricket in the employment equity dimension.

The highest scoring province in **cricket's** provincial structure were Gauteng (**70%**), Northern (b) (**70%**), Border (**70%**) and Boland (**68%**) with the lowest scoring province Griquas with a score of **35%**. In rugby's provincial structure the Pumas (Mpumalanga) scored the highest score **73%** achievement of set target for overall employment equity (all categories). All other rugby provinces posted scores in the range of **25%** to **50%** target achievement

The scores indicates room for significant performance improvement by cricket and in rugby in particular.

Netball and athletics needs to ensure that systems are in place for recording and report on performance in this dimension at national level and in each one of their component provinces.



Overall

Comparative MULTI-DIMENSIONAL SCORECARD (PILOT - 2013)

Performance Indicators: **GREEN BULLET** = ★ EXCELLENT (100%), **YELLOW BULLET** = GOOD (70% - 99%) and **RED BULLET** = ★ POOR (0 - 69%) target achievement levels

SUMMARY MULTI-DIMENSIONAL SCORECARD					
Dimension (% Target Achievement)	Cricket	Rugby	Netball	Athletics	Football
DEMOGRAPHICS (Generic Black)					
Average Male: (Admin, Repr Teams, Coaches, Referees/Umpires)	★ 95	★ 66	★ 82	★ 73	★ 100
Average Women: (Admin, Repr Teams, Coaches, Referees/Umpires)	★ 32	★ 42	★ 78	★ 11	★ 20
PERFORMANCE	★ 57	★ 58	★ 57	INSUFFICIENT DATA	★ 33
GOVERNANCE	★ 22	★ 52	★ 38	★ 7	★ 67
EMPLOYMENT EQUITY	★ 84	★ 86	NO DATA	NO DATA	★ 100
PREFERENTIAL PROCUREMENT	★ 33	★ 53	★ 19	★ 38	★ 54
AVERAGE SCORE	★ 65	★ 71	★ 37	★ 22	★ 40





Dashboard

Summary

TRANSFORMATION STATUS (PILOT - 2013)

Targets

	GREEN	YELLOW	RED
GENERIC BLACK TARGET = 50%	100% Target Achieved ★	70-99.9% Target Achieved ★	0-69.9% Target Achieved ★
BLACK AFRICAN TARGET = 50%			
WOMEN TARGET = 40%			
GOVERNANCE = % of set targets achieved			
DISABLED TARGET= 2.75%			
PREFERENTIAL PROCUREMENT TARGET = 25% of external purchases from BEE Businesses			

Demographics, Performance and Governance

DEMOGRAPHIC SCORECARD (% of Target Achieved)		GENERIC BLACK				
		Cricket	Rugby	Netball	Athletics	Football
ADMINISTRATION	National	★ 100	★ 100	★ 70	★ 61	★ 100
	Provincial	★ 100	★ 90	★ 80	★ 31	★ 100
REPRESENTATIVE TEAMS	National	★ 100	★ 78	★ 90	★ 100	★ 100
	Provincial	★ 100	★ 60	★ 90	NO DATA	★ 100
COACHES		★ 97	NO DATA	★ 100	★ 100	★ 100
REFEREEES/UMPIRES		★ 76	★ 90	★ 60	NO DATA	★ 100

DEMOGRAPHIC SCORECARD (% of Target Achieved)		BLACK AFRICAN				
		Cricket	Rugby	Netball	Athletics	Football
ADMINISTRATION	National	★ 62	★ 40	★ 70	★ 61	★ 100
	Provincial	★ 67	★ 30	★ 40	★ 31	★ 100
REPRESENTATIVE TEAMS	National	★ 35	★ 34	★ 90	★ 100	★ 100
	Provincial	★ 70	★ 30	★ 90	NO DATA	★ 100
COACHES		★ 70	NO DATA	★ 100	NO DATA	★ 100
REFEREEES/UMPIRES		★ 47	★ 90	★ 60	NO DATA	★ 100

DEMOGRAPHIC SCORECARD (% of Target Achieved)		WOMEN				
		Cricket	Rugby	Netball	Athletics	Football
WOMEN IN ADMINISTRATION STRUCTURES	National	★ 33	★ 20	★ 100	★ 33	★ 20
	Provincial	★ 10	★ 30	★ 100	★ 33	★ 20
WOMEN REPRESENTATIVE TEAMS	National	★ 100	★ 100	★ 100	NO DATA	★ 100
	Provincial	★ 50	★ 100	★ 100	NO DATA	★ 100
WOMEN COACHES		NO DATA	NO DATA	★ 100	NO DATA	★ 100
WOMEN REFEREEES/UMPIRES		NO DATA	NO DATA	★ 100	NO DATA	★ 40

PERFORMANCE	% WINS	DEMOGRAPHIC SCORECARD (% of Target Achieved)	NATIONAL	AVERAGE PROVINCIAL
CRICKET	★ 57	CRICKET	★ 33	★ 10
RUGBY	★ 58	RUGBY	★ 53	★ 50
NETBALL	★ 57	NETBALL	★ 38	★ 0
ATHLETICS	NO DATA	ATHLETICS	★ 13	★ 0
FOOTBALL	★ 33	FOOTBALL	★ 67	NO DATA

PRIMARY , SECONDARY SCHOOLS & CLUBS (ACCESS) 1

SKILLS AND CAPABILITIES/ACCESS DIMENSION: PRIMARY SCHOOLS					
Areas	Cricket	Rugby	Netball	Athletics	Football
Annual Financial support (rand) to all primary schools in area of jurisdiction	NO DATA	4 000 000	NO DATA	NO DATA	1 035 000
Organised primary school League competitions in area of jurisdiction	NO DATA	NO DATA	NO DATA	NO DATA	4
Playing Facilities available to primary schools in area of jurisdiction	905	813	NO DATA	NO DATA	1000
Primary school teams participating in organised junior school league competitions in area of jurisdiction	4 886	7 023	NO DATA	NO DATA	1 200
Primary schools in area of jurisdiction	8 030	NO DATA	NO DATA	NO DATA	20 000
Primary schools in area of jurisdiction participating in code	1 591	1 315	NO DATA	NO DATA	7 000
Regional Representative primary school teams in area of jurisdiction	1 513	14	NO DATA	NO DATA	1 200

ACCESS DIMENSION: SECONDARY SCHOOL					
	Cricket	Rugby	Netball	Athletics	Football
Secondary schools in jurisdiction area	3 667	NO DATA	NO DATA	NO DATA	6 000
Number of participating secondary schools	1 044	1 147	NO DATA	NO DATA	3 000
Number secondary school teams	2 541	4 851	NO DATA	NO DATA	3 000
Number secondary school leagues	170	NO DATA	NO DATA	NO DATA	5
Number of facilities available to secondary schools	652	758	NO DATA	NO DATA	1 000
Number secondary school accredited coaches	1 012	1 717	NO DATA	NO DATA	6
Number secondary school non - accredited coaches	1 134	4 951	NO DATA	NO DATA	3 150
Financial support per annum to secondary schools	3 891 106	7 500 000	NO DATA	NO DATA	2 610 000

SKILLS AND CAPABILITIES/ACCESS DIMENSION: CLUBS					
Areas	Cricket	Rugby	Netball	Athletics	Football
Total Number of female club teams participating in organised league competitions in area of jurisdiction	86	151	NO DATA	NO DATA	1 292
Total Number of organised club female league competitions in your area of jurisdiction	27	NO DATA	NO DATA	NO DATA	3
Total Number of playing facilities available to clubs in area of jurisdiction	589	421	NO DATA	NO DATA	131
Total Annual Financial support (rand) given to clubs in areas of jurisdiction	0	1 190 000	3 000 000	NO DATA	1 550 000
Total Annual Financial support (rand) given to women's national team	0	3 000 000	500 000	NO DATA	13 000 000
Total Number of club teams participating in organised league competitions in area of jurisdiction	1 382	3 235	659 (females)	NO DATA	4 308
Total Number of organised club league competitions in your area of jurisdiction	353	NO DATA	NO DATA	NO DATA	2 046
Total Number of Registered clubs in area of jurisdiction	886	1 123	659	NO DATA	23 200

PRIMARY , SECONDARY SCHOOLS & CLUBS - RATIOS (2)

PRIMARY SCHOOLS					
Ratio	Cricket	Rugby	Netball	Athletics	Football
% Participating jnr schools	19,8	NO DATA	NO DATA	NO DATA	35,0
Av no of teams per participating jnr school	1,0	1,5	NO DATA	NO DATA	1,0
Av no of school leagues per jnr school	0,2	NO DATA	NO DATA	NO DATA	0,001
Av no of school teams per jnr school league	5	NO DATA	NO DATA	NO DATA	1 750
Av no facilities per jnr school	1	1	NO DATA	NO DATA	0,1
Av no of teams per facility	2	2	NO DATA	NO DATA	7
Av no of accredited coaches per jnr school	0,4	0,9	NO DATA	NO DATA	0,0003
Av no of non - accredited coaches per jnr school	0,7	4,3	NO DATA	NO DATA	0,1
Rand per jnr school	1 912	3 042	NO DATA	NO DATA	148

SECONDARY SCHOOLS					
Ratio	Cricket	Rugby	Netball	Athletics	Football
% Participating secondary schools	28,5	NO DATA	NO DATA	NO DATA	50,0
Av no of teams per participating secondary school	2,4	4,2	NO DATA	NO DATA	1,0
Av no of leagues per secondary school	0,2	NO DATA	NO DATA	NO DATA	0,002
Av no of teams per secondary school league	15	NO DATA	NO DATA	NO DATA	600
Av no facilities per secondary school	0,6	0,7	NO DATA	NO DATA	0,3
Av no of snr school teams per facility	0,4	2	NO DATA	NO DATA	0,002
Av no of accredited coaches per snr school	4	6	NO DATA	NO DATA	3
Av no of non - accredited coaches per snr school	1,0	1,5	NO DATA	NO DATA	0,002
Rand per snr school	3 727	6 539	NO DATA	NO DATA	870

CLUBS					
Ratio	Cricket	Rugby	Netball	Athletics	Football
Av no of club teams per participating club	2	3	1	944	0,2
Av no of leagues per club	0,4	NO DATA	NO DATA	NO DATA	0,1
Av no of club teams per club league	4	NO DATA	NO DATA	NO DATA	2
Av no facilities per club	0,7	0,4	NO DATA	NO DATA	0,0
Av no of club teams per facility	2	8	NO DATA	NO DATA	33
Av no of accredited coaches per club	2	1	1	74	0
Av no of non - accredited coaches per club	0,6	2,5	6,0	NO DATA	0,6
Rand per club	14 110	10 597	NO DATA	NO DATA	716
Rand per female team	14 825	19 868	NO DATA	NO DATA	10 062

DIMENSIONS: PREFERENTIAL PROCUREMENT & EMPLOYMENT EQUITY

PREFERENTIAL PROCUREMENT (% OF SET TARGET ACHIEVED)	NATIONAL	PROVINCIAL
CRICKET	★ 100	★ 40
RUGBY	★ 0	★ 100
NETBALL	★ 100	★ 0
ATHLETICS	★ 50	★ 0
FOOTBALL	★ 100	NO DATA

PREFERENTIAL PROCUREMENT (% OF SET TARGET ACHIEVED)	NATIONAL	PROVINCIAL		
CRICKET	★ 84	★ 61	★ 71	★ 0
RUGBY	★ 86	★ 37	★ 38	★ 0
NETBALL	NO DATA	NO DATA	NO DATA	NO DATA
ATHLETICS	NO DATA	NO DATA	NO DATA	NO DATA
FOOTBALL	★ 100	★ 100	★ 100	★ 100



Observations

- *Cricket and rugby's* data sheets demonstrated the highest degree of completeness. *Netball's* was less complete followed by *athletics*.
- Data quality and accessibility at a provincial level within all codes are problematic. Quality of data suspect.
- Based on the data sheets received *Cricket* has shown excellent progress towards meeting *Generic Black* targets in both administrative and representative team structures by achieving **100%** of target set.
- The rate of **black African** representation in sport has fallen behind the rate of improving generic black representation.
- coloured and indian sports people have benefitted more than **black Africans** over the past 20 years. Africanisation of sport has become an important focus area for the immediate future.

NOTE: 84% of Under-18 year old South Africans are **black African** – only **16%** is either white, Indian or coloured.

- School and club related data reflects a problem with respect to data availability and quality.
- Data and information orientation within codes, particularly at provincial level are sub optimal.
- Compared to cricket's representative team **generic black** demographic profile (**100%** of target achieved for **all** teams), rugby recorded an average of **78%**. Springbok team achieved only **50%** of set generic black target.
- Football achieved **100%** of set generic black and **black African** demographic targets in administrative and representative team structures at national and provincial level. White representation does not represent national demographics profile.
- Demographic profile of **women's** rugby and cricket has achieved **100%** of target set for **generic black** representation. Rugby achieved **100%** of target set for **black African** representation whereas cricket achieved only **50%** of target. Football achieved set targets for both generic black and **black African** categories. Football's national male teams reflects **0%** of the national demographic for whites and provincial representative teams **5%**.
- Overall average % win records of all representative teams are **57%, 58%, 57%** and **33%** for cricket, rugby, netball and football respectively.
- Participation numbers for rugby, cricket and football for **girls** can be substantially improved. Little participation opportunity exist at school level.
- Quality of data for **coaches** and **referees (umpires)** not of the same standard as demographic data for admin and representative team structures.
- Data submitted for **schools** and **clubs** were generally disappointing in terms of completeness and lack of detail with respect to available facilities, teams, and leagues. Responses from provincial structures were poor. Netball and athletics did not submit any school and club related data.
- Inadequate level of facilities, teams, and leagues per school and club impacting participation opportunities. Without facilities number of teams and consequently leagues will remain constrained.
- Governance performance in key selected areas in general below par and there is room for considerable improvement.
- Limited focus on Preferential Procurement and Employment Equity data collection. From the data submitted Football achieved **54%** of the set target of **25%** of external purchases from BEE accredited suppliers followed by rugby **53%**, athletics **38%**, cricket **33%** and netball **19%**.



Recommendations

- Ensure sufficient time to complete and return data sheets.
- Set up data verification processes.
- Based on experience gained establish a centralised electronically linked data base system which is linked to department's programme performance management system.
- Sport to establish special measures to ensure greater accessibility and better quality data input.
- Consider increasing generic black demographic targets from **50%** to **60%** in certain codes.
- Ensure that data on coaches and referees (umpires) are more detailed and more accurate.
- Ensure appropriate school and club data bases applicable to each code's area of jurisdiction at provincial and local level to monitor well-being of fundamental structures and support planning processes.
- Establish feasibility of establishing Junior Club structures to provide opportunity for after school participation and one of the elements to address dropout of participants after school.

- Ensure appropriate school and club data bases applicable to each code's area of jurisdiction at provincial and local level to monitor well-being of fundamental structures and support planning processes.
- Establish feasibility of establishing Junior Club structures to provide opportunity for after school participation and one of the elements to address dropout of participants after school.
- Accelerate finalisation of sport facility status survey and strategy to deal with this major strategic constraint.
- Ensure data sheet workshop sessions to explain and discuss principles involved, provide feedback and emphasise the long-term strategic value of the process.
- Consider establishing a detailed Transformation (change) programme positioned in a more strategic area of the DSRSA because of strategic nature thereof and integrate with EPG initiative.
- Revisit EPG remit and adapt to experiences and understanding gained from pilot.
- Ensure clarity and alignment between DSRSA and SASCO's transformation initiatives.
- Re-emphasise the need for active and vibrant transformation committee structures nationally and provincially to drive transformation in sport codes aggressively on the basis of the transformation charter and the outcomes of transformation status surveys.
- Select additional codes plus the 5 that formed part of pilot and repeat status review in 2014 based on revised data sheets, more detailed interaction with code management, centralised data base system, and improved data verification processes.
- Use transformation data sheet outcomes as a tool for prioritising sport codes for funding purposes.
- Include **black African** alongside generic black representation as a major focus area to ensure a higher degree of demographic equitability.
- Ensure mechanisms that prevent codes from shaping their own demographic profiles provincially by relying on successful demographic changes of other codes at provincial level.
- Ensure effective Transformation committees at national and provincial level as the focal points for managing the implementation of the Transformation Charter and the utilisation of insights gained for strategic purposes.
- Engage rugby with respect to the Springbok team's demographic profile and undertakings to address it on the basis of time lined corrective initiatives.
- Revisit targets set for women's rugby and cricket at representative level and create a larger footprint for girls at school and club level.
- Ensure improved school and club related data and clearly defined areas of jurisdiction down to provincial and municipality level. and % transformation target achievement.

REPORT OVERVIEW

- Accelerate finalisation of sport facility status survey and strategy to deal with this major strategic constraint.
- Ensure data sheet workshop sessions to explain and discuss principles involved, provide feedback and emphasise the long-term strategic value of the process.
- Consider establishing a detailed Transformation (change) programme positioned in a more strategic area of the DSRSA because of strategic nature thereof and integrate with EPG initiative.
- Revisit EPG remit and adapt to experiences and understanding gained from pilot.
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- Engage rugby with respect to the Springbok team's demographic profile and undertakings to address it on the basis of time lined corrective initiatives.
- Revisit targets set for women's rugby and cricket at representative level and create a larger footprint for girls at school and club level.
- Ensure improved school and club related data and clearly defined areas of jurisdiction down to provincial and municipality level.
- Ensure suitable data collection processes in the Preferential Procurement and Employment Equity dimensions to quantify sport's contribution to economic empowerment.
- Engage with athletics and netball (completeness and quality of data) to ensure improvement of data submitted in next transformation status evaluation.
- Link DSRSA financial support programme to quality of data sheets.



Part 3

SA Non-Racial Olympic Committee (SANROC)

The organisation SANROC was formed in 1963 as frustration with the South African Apartheid government's reluctance to move to non-racialism in sport grew, and it became clear that more pressure was necessary to persuade those in power to ensure all South Africans could participate in sport on an equal footing.

SANROC continued to exist until the post-Apartheid National Olympic Committee of South Africa (NOCSA) became operational.

TRANSFORMATION DASHBOARDS

Information extracted from data sheets and highlighted with dashboard interpretations and qualified with observations and remarks.

“If you want to make peace with your enemy, you have to work with your enemy. Then he becomes your partner”

- Long Walk to Freedom



Transformation dashboards

Dimension: Demographic representation

The Demographic Dimension representation focuses on the shape of sport's demographic profile on and off the field. It is the dimension most often equated with earlier narrow view taken sport transformation during the middle 90's and for greater part of 2000. The strategy to bring about demographic change at the top levels of competitive sport on the basis of quotas and targets without addressing and solving the problem lower down in sport structures, particularly at school and club level, have been marginally successful.

The long-term objective associated with this transformation dimension is that sport's structures (on and off the field of play) are transformed in such a way that it reflects a more equitable population demographic profile at a local, provincial and national level. The ultimate goal being to ensure that the country's total human capital is accessed and developed unlike social engineering practices of the past which excluded certain population groupings.

The ultimate aim is for all structures in South African society to represent the demographics of the country which is approximately **80% black African, 9% coloured, 9% white and 2% indian**. Important factors to keep in mind is that whites are the only population demonstrating a negative growth rate and that **84%** of all Under-18 year old South Africans are **black African** and that the remaining **16%** is either white, coloured or indian. The strategic importance of a black africanisation as the basis of a long term human capital development strategy is obvious. This large pool of unexplored human capital presents the country with a significant potential competitive advantage.

In considering representation targets for sport's structures, it is important to recognise that there are significant differences in population demographics at local and provincial levels regionally. This could result in different representation targets being set for different provinces and local areas. In addition, cognisance has to be taken of the demographic profiles of the pool of people actually participating in sport in general at a local, provincial and national level. A greater regional or local involvement in sport in general should encourage more stretching representation targets for those regions.

Schools and clubs in particular should be viewed as sport component units for which

more demanding representation targets should be set. Success in these areas will lead to accelerated changes in demographic profiles with greater long-term impact at the highest representative levels as well as increased levels of performance. To base the competitive success of South African sport based on current demographic profiles in the longer term future is strategically flawed.

Demographic profiles of national and provincial administrative structures for cricket, rugby, netball and athletics were established in the six categories listed in the tables below. The tables reflect the scores achieved in each of these categories for rugby, cricket, netball and athletics.

Dimension: National and Provincial Administration Demographics

1. National Administration Demographics: Cricket and Rugby

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

CRICKET: NATIONAL ADMINSTRATIVE DEMOGRAHIC PROFILE	BLACK AFRICAN SCORE	GENERIC BLACK SCORE	WOMEN SCORE
Audit and Risk Committee	★ 7	★ 10	★ 0
Board Members	★ 7	★ 10	★ 10
Executive' Committee	★ 7	★ 10	★ 0
Finance Committee	★ 0	★ 10	★ 0
Full Time Administrative Staff	★ 10	★ 10	★ 10
Transformation Committee	★ 6	★ 10	★ 0
AVERAGE	★ 6.2	★ 10	★ 3.3

RUGBY NATIONAL BODY ADMINISTRATIVE DEMOGRAPHICS	TOTAL	BLACK AFRICAN SCORE	GENERIC BLACK SCORE	WOMEN SCORE
Full Time Administrative and Management Staff	76	★ 5	★ 10	★ 10
Board Members	0			
Executive' Committee Members	12	★ 4	★ 10	★ 0
Finance Committee Members	5	★ 5	★ 9	★ 0
Audit and Risk Committee Members 5	5	★ 5	★ 10	★ 0
Transformation Committee Members	6	★ 4	★ 10	★ 0
AVERAGE		★ 4	★ 10	★ 2

OBSERVATIONS AND REMARKS:

- Both **cricket** and **rugby** achieved **100%** of the overall set target of **50%** for the **generic black** components of both their national administration and provincial structures as well as in **each** one of the selected administration categories,
- From a **black African** representation perspective cricket reached **62%** of the set **black African** target and rugby only **40%** of the **50%** target set for the overall average **black**

African component of their National Administration Structures.

- Both codes performed poorly with respect to **women** representation in their national administration structures. Rugby achieved **20%** compared to cricket's **33%** achievement of the set **2.75%** target for **women** representation in administration structures.

SUMMARY

- From a **generic black** representation perspective both rugby and cricket

can be considered successfully transformed at a both national and provincial administration levels (after 20 years). The challenge now is to increase the target for cricket and rugby to a higher level (**60%**).

- Performances by both rugby and cricket with respect to **black African** representation in the national administration component of the Demographic Dimension, is lagging (poor) although cricket's **60%**

performance is 20 percentage points better than that of rugby's **40%**. For strategic reasons focus on this segment requires attention.

- Both codes underperformed in terms of women representation in their administration structures at national levels.
- **Black African** and women representation requires greater in both codes.

2. Provincial Administration Demographic Profile: Rugby And Cricket (Average of all Provincial Structures)

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

CRICKET PROVINCIAL BODY ADMINISTRATIVE DEMOGRAPHICS	TOTAL	BLACK AFRICAN SCORE	GENERIC BLACK SCORE	WOMEN SCORE
Full Time Administrative and Management Staff	251	★ 10	★ 10	★ 1
Board Members	202	★ 6	★ 10	★ 1
Executive' Committee Members	82	★ 5	★ 10	★ 3
Finance Committee Members	57	★ 4	★ 10	★ 1
Audit and Risk Committee Members	40	★ 5	★ 10	★ 1
Transformation Committee Members	71	★ 10	★ 10	★ 0
AVERAGE		★ 6.7	★ 10	★ 1

RUGBY PROVINCIAL BODY ADMINISTRATIVE DEMOGRAPHICS	TOTAL	BLACK AFRICAN SCORE	GENERIC BLACK SCORE	WOMEN SCORE
Full Time Administrative and Management Staff	349	★ 5	★ 10	★ 10
Board Members	127	★ 2	★ 9	★ 1
Executive' Committee Members	201	★ 4	★ 10	★ 1
Finance Committee Members	66	★ 1	★ 9	★ 3
Audit and Risk Committee Members	63	★ 4	★ 10	★ 1
AVERAGE		★ 3.0	★ 9.0	★ 3

Dimension: National and Provincial Administration Demographics

OBSERVATIONS AND REMARKS:

- At provincial administration level, represented by the average for all component provincial structures, cricket achieved **100%** of target and rugby **90%** (good) of the set target for overall **generic black** representation which is below the **100%** achieved at national level by the code.
- Cricket achieved **62%** of the set target overall in the **black African** provincial administration category and a **100%** of the set target in the full time admin and management staff compliment. Rugby on the other hand scored **90%** for the generic black component and a low **30%** for the **black African** component. This is lower than at national level.
- Both codes achieved only **1%** of the long term target set for women compared to cricket's **3%** and rugby's **2%** at national level.
- Future data collection exercises will focus on individual provincial performance levels to identify regional shortcomings.

SUMMARY

- Not all the provinces have submitted data. Provincial level is where the basis for transformation is laid and greater monitoring focus is required.
- From a **generic black** representation both cricket and rugby have reached the national target set. At provincial level cricket has also achieved the target but rugby is lagging by 10 percentage points.
- Rugby's overall average generic black representation performance at provincial level is **10%** lower than what was achieved at national level. This is indicative of some provinces delivering suboptimal representation performance in their provincial administrative structures.
- **Black African** representation in provincial administration structures, particularly within rugby's provincial structures (**30%**) compared to cricket's **67%** requires more focus.

The challenge now is to focus on increasing **black African** (South Africa's largest human capital pool) representation at both national and provincial administration level.

Women representation in both national and provincial administration structures is well below targeted levels leaving room for greater strategic exploitation.

3. National and Provincial Administration Demographic Profile: Netball

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

NETBALL NATIONAL BODY ADMINISTRATIVE DEMOGRAPHICS	TOTAL	GENERIC BLACK SCORE	GENERIC BLACK SCORE
Full Time Administrative and Management Staff	8	★ 10	★ 10
Board Members	7	★ 6	★ 6
Executive' Committee Members	6	★ 7	★ 7
Finance Committee Members	3	★ 10	★ 10
Audit and Risk Committee Members	2	★ 10	★ 10
Transformation Committee Members	0		
AVERAGE		★ 7	★ 7

NETBALL: PROVINCIAL ADMINISTRATION DEMOGRAPHIC	TOTAL	BLACK AFRICAN SCORE	GENERIC BLACK SCORE
Total number of Full Time Administrative and Management Staff in all Provincial Structures	0	★ 0	★ 0
Total number of Board Members in all Provincial Structures	0	★ 0	★ 0
Total number of Executive' Committee Members in all Provincial Structures	75	★ 10	★ 10
Total number of Finance Committee Members in all Provincial Structures	8	★ 8	★ 10
Total number of all Audit and Risk Committee Members in all Provincial Structures	0	★ 0	★ 10
Total number of Transformation Committee Members in all Provincial Structures in all Provincial Structures	4	★ 6	★ 10
AVERAGE		★ 4	★ 8

OBSERVATIONS AND REMARKS:

- At national level Netball demonstrates a **70%** achievement (good) of the target set for both **black African** and **generic black** representation. The fact that no data was supplied for the transformation committee at national requires attention. With the multi-dimensional Transformation Charter having to be implemented this committee is more important than ever before to coordinate and manage the Charter implementation process.
- At a provincial level **40%** (poor) **black African** representation considering the **70% black African** representation achieved at national level indicated that this aspect requires attention. This suggests problematic situations in certain provinces **black African** targets were achieved in three committees at national level and in one committee at provincial level.
- Overall performance in the generic black representation category (**80%**) is good

Dimension: National and Provincial Administration Demographics

at provincial level and is weakened only by data not being supplied in two areas where data should obviously be available (Full Time Staff and Audit and Risk Committee – an important part of good governance structures).

SUMMARY

- Netball's achievement of **70% black African** representation higher than any one of the codes for which data was received.
- Future data collection exercises need to include detailed data from each provincial structure. It is important to ensure that all provincial structures are demographically transformed over time.
- Performance in the demographic dimension is acceptable and performance in **black African** category is commendable.

4. National and Provincial Administration Demographic Profile: Athletics

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

ATHLETICS NATIONAL BODY ADMINISTRATIVE DEMOGRAPHICS	TOTAL	BLACK AFRICAN SCORE	GENERIC BLACK SCORE	WOMEN SCORE
Full Time Administrative and Management Staff	19	★ 10	★ 10	★ 10
Board Members	15	★ 10	★ 10	★ 10
Executive' Committee Members	2	★ 10	★ 10	★ 0
Finance Committee Members	3	★ 7	★ 7	★ 0
Audit and Risk Committee Members	0			
Transformation Committee Members	0			
AVERAGE		★ 9	★ 9	★ 3

ATHLETICS PROVINCIAL BODY ADMINISTRATIVE DEMOGRAPHICS	TOTAL	BLACK AFRICAN SCORE	GENERIC BLACK SCORE	WOMEN SCORE
Full Time Administrative and Management Staff	39	★ 10	★ 10	★ 10
Board Members	150	★ 9	★ 10	★ 10
Executive' Committee Members	0			
Finance Committee Members	0			
Audit and Risk Committee Members	0			
Transformation Committee Members	0			
AVERAGE		★ 10	★ 10	★ 3

OBSERVATIONS AND REMARKS:

- Full time administration staff and Board Member demographics at both national level and provincial level reflects **100%** achievement of target levels for both **black African** and **generic black** representation. However, not all provinces submitted data.
- The Full Time Staff compliment, Board, and Executive Committee at national level reflects a **100%** achievement of target set for both **generic black** and **black African** representation.
- At provincial level the average for the Full Time Staff compliment and the Board shows **100%** achievement of set target.
- At national level **90%** of **black African** and generic black targets have been achieved in four out of the six administration categories.
- At provincial level data for only **two** out of the **six** admin categories were received making the **100%** target achievement in the generic black and **black African** groupings less meaningful because it

may suggest the non-existence of the important committee structures at provincial level.

SUMMARY

- The data supplied by athletics were incomplete at both national and particularly at provincial level. The non-availability of data reflects the possibility of deeper administrative problems including challenges in the governance area.
- As will be seen later on, the remainder of athletics' data input in other areas reflects similar levels of incompleteness. This could be seen as a reflection of the current administration difficulties in the code or simply suspect administration capability.
- There is a definitive difference between the quality of athletics' responses compared to that received from rugby and cricket.
- The submission received indicates that there is no Transformation committees nor Audit and Risk and Finance committees active at either provincial or national level.

Dimension: National and Provincial Administration Demographics

5. National and Provincial Administration Demographic Profile: Football

Performance Indicators: Green Bullet = excellent (100%), Yellow Bullet = good (70% - 99%) and Red Bullet = Poor (0 - 69%) target achievement levels

FOOTBALL NATIONAL BODIES ADMINISTRATIVE DEMOGRAPHICS	TOTAL	% BLACK AFRICAN SCORE	% GENERIC BLACK SCORE	% WOMEN SCORE	% WHITE SCORE
Full Time Administrative and Management Staff	38	★ 100	★ 100	★ 20	★ 50
Board Members	7	★ 100	★ 100	★ 30	★ 100
Executive' Committee Members	11	★ 100	★ 100	★ 20	★ 90
Finance Committee Members	9	★ 100	★ 100	★ 20	★ 0
Audit and Risk Committee Members	NO DATA	★ 0	★ 0	★ 0	★ 0
Transformation Committee Members	NO DATA	★ 0	★ 0	★ 0	★ 0
AVERAGE		★ 67	★ 67	★ 15	★ 60

FOOTBALL PROVINCIAL ADMINISTRATION STRUCTURE	% BLACK AFRICAN SCORE (TABLE)	% GENERIC BLACK SCORE (TABLE)	% WHITE SCORE	% WOMEN SCORE (TABLE)	% DISABLED SCORE (TABLE)
Total number of Full Time Administrative and Management Staff in all Provincial Structures	★ 100	★ 100	★ 10	★ 10	★ 0
Total number of Board Members in all Provincial Structures	NO DATA	NO DATA	NO DATA	NO DATA	NO DATA
Total number of Executive Committee Members in all Provincial Structures	★ 100	★ 10	★ 30	★ 20	★ 0
Total number of Finance Committee Members in all Provincial Structures	NO DATA	NO DATA	NO DATA	NO DATA	NO DATA
Total number of all Audit and Risk Committee Members in all Provincial Structures	NO DATA	NO DATA	NO DATA	NO DATA	NO DATA
Total number of Transformation Committee Members in all Provincial Structures in all Provincial Structures	NO DATA	NO DATA	NO DATA	NO DATA	NO DATA
AVERAGE	★ 100	★ 100	★ 20	★ 20	★ 10

OBSERVATIONS AND REMARKS:

- No Audit and Risk Committee.
- No Transformation Committee a weakness in the light of the Transformation Charter and the amount of work required.
- Although achieving set targets for both generic black and **black African** was achieved only **60%** of the **10%** white representation level was achieved.
- Football underperformed with respect to achieving set targets for women

representation. On average only **15%** of the target was achieved.

- Women and white representation needs attention.
- Hardly any provincial administration data was submitted.
- Executive committee reflected generic black and **black African** representation targets at provincial levels.
- No data for other committee structures at provincial level were submitted.

Demographic Dimension: National and Provincial Representative Team Demographics (MALE AND FEMALE)

1. National Representative Team Demographics: Cricket and Rugby (Male):

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

CRICKET: DEMOGRAPHIC PROFILE INTERNATIONAL COMPETITIONS (MALE)	BLACK AFRICAN SCORE	GENERIC BLACK SCORE
International Tests	★ 2	★ 10
International ODI	★ 2	★ 10
International T20	★ 2	★ 10
International ICC Under-19 World Cup	★ 2	★ 10
Under-19 National Team International England	★ 5	★ 10
Under-19 National Team India	★ 8	★ 10
AVERAGE	★ 3.5	★ 10.0

RUGBY: DEMOGRAPHIC PROFILE INTERNATIONAL COMPETITIONS (MALE)	BLACK AFRICAN SCORE	GENERIC BLACK SCORE
Springbok Incoming Series	★ 4	★ 5
Springbok Championships	★ 2	★ 4
7's World Series	★ 3	★ 10
World Games	★ 4	★ 10
Under-20 JWC 2013	★ 3	★ 7
(Student's 2013 Under-21)	★ 3	★ 8
Australian Youth Olympic Festival	★ 4	★ 10
SA Schools 2013 (Under-19)	★ 4	★ 8
AVERAGE	★ 3.4	★ 7.8

Demographic Dimension: National and Provincial Representative Team Demographics (MALE AND FEMALE)

OBSERVATIONS AND REMARKS:

- **Cricket** has successfully changed the **generic black** demographic profiles of its national as well as aggregate for provincial teams representative teams. This is largely due to increase in the number of coloured and indian participants over the years. This has resulted in a **100%** (excellent) achievement of the **generic black** target at Protea and also at Under-19 international level.
- As far as **black African** representation is concerned limited progress has been made. At senior level cricket has achieved only **35%** of the **black African** target. At Under-19 level, however, teams to England and India showed **50%** and **80%** achievement of the set **50% black African** targets respectively.
- Cricket has introduced a quota system for **black African** players in senior provincial teams to increase the pool of **black African** players at a higher level of competition.
- Rugby's efforts in changing its demographic transformation profiles has been less successful. Overall **78%** of the set target was achieved for all senior and underage national teams. At Springbok level only **45%** (poor) of the target set for **generic black** representation has been achieved in comparison with cricket's **100%** of target achievement for the Proteas (all forms of the game). At provincial level rugby achieved only **60%** of the set target.
- Rugby's Sevens team and World Games teams demonstrates a **100%** achievement of target set for generic black representation.

- At an underage international level rugby shows a **80%** (good) achievement of the targeted **generic black** target compared to cricket's **100%** (excellent) target achievement.
- Both cricket and rugby recorded poor outcomes (**35%** and **34%** respectively) in all teams with respect to black Africanisation with the exception of cricket's Under-19 team to India.

SUMMARY

- Measurable progress has been made by cricket in changing the generic black demographic profile (**100%** of target) of its national representative teams.
- Cricket is now ready raise the target for **generic black** representation from its current **50%** level to higher levels (**60%**). This will further strengthen its longer term human capital base.
- Rugby on the other hand, particularly at Springbok level, is lagging behind. Special intervention may be required in order to strengthen its long term human capital base.
- Considering the fact that **84%** of Under-18 year old South Africans are **black Africans** it is obvious that sustainable long term competitive success is linked to bringing this component of SA's human capital base into the mainstream of activities. For this to happen a major structured onslaught at a community level focused on school and club structures is a strategic imperative.
- From a strategic perspective both rugby and cricket will have to apply resources in this area.

2. Provincial Representative Team Demographics: Cricket and Rugby (male)

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

CRICKET: INTER PROVINCIAL MALE TEAM DEMOGRAPHICS	BLACK AFRICAN SCORE	GENERIC BLACK SCORE
Semi Pro Three Days	★ 7	★ 10
Semi Pro 50 Fifty overs	★ 7	★ 10
Semi Pro T20	★ 7	★ 10
AVERAGE	★ 7	★ 10

RUGBY: DEMOGRAPHIC PROFILE PROVINCIAL COMPETITIONS (MALE)	BLACK AFRICAN SCORE	GENERIC BLACK SCORE
Super Rugby	★ 3	★ 5
Currie Cup	★ 3	★ 6
Vodacom Cup	★ 3	★ 6
Currie Cup Under-21	★ 3	★ 7
Vodacom Under-19	★ 3	★ 6
AVERAGE	★ 3.0	★ 6.0

OBSERVATIONS AND REMARKS:

- Cricket's Demographic profile at a representative provincial level shows a **100%** excellent) achievement of the set target of **50%** for **generic black** representation and **70% (good)** target achievement for **black African** representation. The **70% black African** profile at provincial level contrasts with **35%** at national level and forebodes well for the future **black African** profile in national representative teams.
- Cricket's generic black demographic profile reflects a **100%** target achievement at **both** national and provincial levels. A basis for target escalation (**60% ?**) to further consolidate cricket's position from

an effective utilisation of available human capital point of view, exists.

- As is the case at a national level rugby is trailing cricket with a **60%** (poor) achievement of the **generic black** demographic target and a **30%** (poor) **black African** target achievement. The fact that rugby's performances at provincial level are lower than its achievement at a national level indicates a need for increased focus on provincial performances in this area.

SUMMARY

- Comparatively speaking cricket's achievements with respect to its targeted national and provincial representative

Demographic Dimension: National and Provincial Representative Team Demographics (MALE AND FEMALE)

- team demographic profiles (both categories of black representation) are better than that of rugby.
- Generic black achievement at both national level and provincial level for cricket was **100%** of set target whereas rugby achieved **78%** and **60%** of set target levels.
- Consideration has to be given to increase generic black targeted achievement level from **50%** to **60%**.
- Failure to optimally explore available human capital resources effectively is a weakness with long-term competitiveness implications.

3. National and Provincial Representative Team Demographics: Netball and Athletics (male)

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

NETBALL, FOOTBALL ATHLETICS NATIONAL AND PROVINCIAL TEAMS DEMOGRAPHICS	CODE	BLACK AFRICAN SCORE	GENERIC BLACK SCORE	GENERIC BLACK SCORE
National Team Participants in International representative SPAR Protea	Netball	★ 8	★ 10	★ 9
Total Number of under-21 Team Participants in International		★ 9	★ 9	★ 9
Under-19 Team Participants in International representative competition National Under-19 Team		★ 10	★ 10	★ 10
Provincial NPL		★ 9		★ 9
AVERAGE NETBALL		★ 9	★ 9.7	★ 9.0
Average Snr International Teams	Athletics	★ 9		★ 10
Average Under-21 International Team		★ 10		★ 10
Average Under-19 International Team		★ 3		★ 5
Average Snr Provincial Teams				
Average Under-21 Provincial Teams				
Average Under-19 Provincial Teams				
ATHLETICS AVERAGE		★ 7.3		★ 8.3

OBSERVATIONS AND REMARKS:

- Netball's Protea** team achieved **90%** of targeted **generic black** representation and **90%** of **black African** demographic representation levels.
- Similarly netball's National Under-21 team demonstrated **90%** target achievement levels in both **generic black** as well as **black African** demographic groupings.
- The National Under-19 team scored a **100%** of the **50%** target set **for generic black** and **black African** representation.

- At provincial NPL level the average target achievement for both **generic black** and **black African** was **90%**.
- **Athletics** achieved a **100%** of the **generic black** and **90%** of the **black African** target set for **senior national** teams.
- From the data submitted by **athletics** the average demographic profile of the **Under-19 National team** reflects a **50%** (poor) achievement of target set for generic black component and **30%** for the **black African** component. If correct, the reasons for this requires attention. Athletics did not submit data for the demographic profiles of provincial representative teams.

SUMMARY

- Netball project positive demographic profiles at both representative

international and provincial levels with strong performances at under age level. A good basis for the future has been laid. Performance compares favourably with cricket's and is better than rugby's.

- The quality and completeness of the athletics' data could have been affected by the complexity of the multitude of different participation categories. Successful implementation of transformation charter will be a function of successful resolution of this issue.
- The current levels of turmoil in the code is not helpful either in focusing on the underlying value of the transformation charter and the need for data collection and processing. This is a key prerequisite for understanding 'the 'business' and plotting its future.

Demographic Dimension: National and Provincial Representative Team Demographics (MALE AND FEMALE)

4. National and Provincial Representative Team Demographics: football (male)

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

NATIONAL MALE TEAM DEMOGRAPHICS	BLACK AFRICAN SCORE (TABLE)	GENERIC BLACK SCORE (TABLE)	COLOURED SCORE	WHITE SCORE
Number National Team Male Participants in International Competition - 8 National T.	★ 10	★ 10	★ 10	★ 0
Number National Team Male Participants in International Competition - AYC Q.	★ 10	★ 10	★ 10	★ 0
Number National Team Male Participants in International Competition - AYC Q.	★ 10	★ 10	★ 10	★ 0
Number Under-19 National Team Male Participants in International Competition - AYC Q.	★ 10	★ 10	★ 10	★ 6
Number Under-21 National Team Male Participants in International Competition	NO DATA	NO DATA	NO DATA	NO DATA
Number Under-19 National Team Male Participants in International Competition	NO DATA	NO DATA	NO DATA	NO DATA
AVERAGE	★ 10	★ 10	★ 10	★ 0

PROVINCIAL MALE TEAM DEMOGRAPHICS	BLACK AFRICAN SCORE (TABLE)	GENERIC BLACK SCORE (TABLE)	COLOURED SCORE	WHITE SCORE
Number Male Participants in National Provincial Senior Competition - SSD	★ 10	★ 10	★ 10	★ 5
Number of Under-21 Team Male Participants in National Provincial League Competition - SAB League	★ 10	★ 10	★ 10	★ 5
Number Under-19 National Team Male Participants in National Provincial - LFA League	★ 10	★ 10	★ 10	★ 5
AVERAGE	★ 10	★ 10	★ 10	★ 5

OBSERVATIONS AND REMARKS

- Football has achieved set generic black and black African targets for all national and provincial representative teams.
- White representation in line with population demographics. Nationally **0%** of target and provincially only **50%** of population demographic has been reached.

5. National and Provincial Representative Team Demographics: rugby and cricket (female)

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

DEMOGRAPHICS: NATIONAL AND PROVINCIAL TEAMS (WOMEN)			
RUGBY AND CRICKET WOMEN INTERNATIONAL AND PROVINCIAL TEAM DEMOGRAPHICS	CODE	BLACK AFRICAN SCORE	GENERIC BLACK SCORE
Average Snr International Team	Cricket	★ 3	★ 10
Average Under-21 International Team		★ 4	★ 10
Average Snr Provincial Teams		★ 7	★ 10
Average Under-21 Provincial League		★ 5	★ 10
CRICKET AVERAGE		★ 5	★ 10
Average Snr International Team	Rugby	★ 10	★ 10
Average Under-21 International Team		★ 10	★ 10
Average Under-19 International Team		★ 10	★ 10
Average Snr Provincial Teams		★ 10	★ 10
Average Under-16 Provincial Girl's Youth Week		★ 10	★ 10
Average Under-18 Provincial Girl's Sevens		★ 10	★ 10
RUGBY AVERAGE		★ 10	★ 10

OBSERVATIONS AND REMARKS

- The demographic profiles of women participating in rugby demonstrates an extraordinary **100%** achievement of the set **50%** target for both **black Africans** and **generic black** representation at both national and provincial level.
- From a **generic black** perspective cricket has achieved **100%** of the targeted **50%** value at national level (senior and under age).
- Cricket's performance with respect to **black African** representation reflects a **30%** target achievement at senior national level which is less than rugby's **100%** achievement. At provincial level **black**

African representation is **70%** of target also lower than rugby's **100%**.

- Cricket's **black African** target achievement at underage level at both national (**40%**) and average provincial (**50%**) compared to rugby's **100%** achievement in these areas.

SUMMARY

- Rugby and cricket participation opportunities for women in both cricket and rugby at top representative level have improved significantly in recent years.
- Rugby has succeeded in shaping excellent female representative demographic profiles at both national and provincial

Demographic Dimension: National and Provincial Representative Team Demographics (MALE AND FEMALE)

levels. The foundation for a national demographic representative profile in the near future has been laid.

- Cricket has been less successful with respect to its black African representative profile (overall **50%** of set target achieved). Cricket's **100% generic black** component reflects higher coloured

and indian numbers than black African numbers.

- The challenge now is to focus on creating greater organised and structured participation opportunities at school and club level. If successful South Africa could become a major global force in women's rugby and cricket.

6. National and Provincial Representative Team Demographics: football (female)

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

NATIONAL FEMALE TEAM DEMOGRAPHICS	BLACK AFRICAN SCORE (TABLE)	GENERIC BLACK SCORE (TABLE)	COLOURED SCORE	WHITE SCORE
Total number of Senior Female Team Participants in International representative Competitions Olympics	★ 10	★ 10	★ 4	★ 10
Total number of Senior Female Team Participants in International representative Competition AWC	★ 10	★ 10	★ 10	★ 5
Total number of Senior Female Team Participants in International representative Competition Cyprus Cup	★ 10	★ 10	★ 9	★ 5
Total Number of Under-19 Team Female Participants in International representative Competition				
Total Number of Under-21 Team Female Participants in International representative Competition World Cup Q	★ 10	★ 10	★ 6	★ 10

PROVINCIAL FEMALE TEAM DEMOGRAPHICS	BLACK AFRICAN SCORE (TABLE)	GENERIC BLACK SCORE (TABLE)	COLOURED SCORE	WHITE SCORE
National Senior Provincial league	★ 5	★ 10	★ 10	★ 5
Total Number of Under-21 Team Female Participants in National Provincial League Competition	NO DATA	NO DATA	NO DATA	NO DATA
Total Number of Under-19 Team Female Participants in National Provincial League Competition - Regional Womens League	★ 5	★ 10	★ 10	★ 5
	★ 5	★ 10	★ 10	★ 5

OBSERVATIONS AND REMARKS

- **100%** of generic black and black African targets set for national teams were achieved.
- From a population demographic perspective the national team was more representative than the national male team, **70%** of the coloured and **80%** of the national population demographics have been achieved.
- There is no international Under-19 competition but a provincial competition.
- For provincial female representative teams a **100%** of the generic black target and **50%** of the **black African** targets was achieved. The **50% black African** figure requires further investigation.
- A **100%** of the coloured and **50%** of the population demographic.
- Did not get figures for individual provincial structures. Assume that figures received represents average for all provinces.

Demographic Dimension: All' Coaches, Referees/ Umpires

1. Coach, Referee/Umpire Demographic Profiles: Athletics, Cricket, Netball, Rugby

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

DEMOGRAPHICS: ALL ACTIVE COACHES			
CODE	TOTAL	BLACK AFRICAN SCORE	GENERIC BLACK SCORE
Cricket	4 921	★ 4	★ 9
Rugby	17 408	NO BREAK DOWN SUPPLIED	
Netball	104 217	★ 10	★ 10
Athletics	85	NO BREAK DOWN SUPPLIED	
Football	8 028	★ 10	★ 10

Demographic Dimension: All' Coaches, Referees/ Umpires

DEMOGRAPHICS: ALL ACTIVE UMPIRES /REFEREES			
CODE	TOTAL	BLACK AFRICAN SCORE	GENERIC BLACK SCORE
Cricket	1 184	★ 5	★ 8
Rugby	2 132	★ 4	★ 9
Netball	146	★ 6	★ 6
Athletics	500 (officials)	NO BREAK DOWN SUPPLIED	
Football	15 648	★ 10	★ 10

OBSERVATIONS AND REMARKS

- **Rugby** did not provide a demographic breakdown for coaches and reported an almost four times higher number of coaches (**17408 ?** vs **4921**) than that reported by cricket.
- **Cricket** reflects a **90%** achievement of target for **generic black** coaches and **40%** of target for the **black African** component reflecting greater focus on coloured and indian coaches.
- **Netball** reported a large coaching compliment (104 217 ?) and a **100%** target realisation for both **generic black** and **black African** demographic components.
- **Cricket** reported a **85%** target achievement for the **generic black** coach component and **50%** for the **black African** component of its umpire population.
- Correspondingly **rugby** has achieved **90%** of the set target for **generic black** referees and **40%** of the target set for **black African referees**.
- **Athletics** did not supply breakdown figures for either its coach or official/ referee categories.

- Football achieved **100%** of the targets set for coaches and referees for both coaches and referees.

SUMMARY

- General impression from the data received suggests the possibility of room for considerable improvement in recording and managing information related to these all important resource pools.
- Future surveys will focus on gathering more accurate and more detailed data related to both referees/umpires and coaches.
- Nationally organised and managed multi-level accreditation and registration processes are key elements right down into provincial structures to ensure optimisation of this human capital base of sport.
- Future status determination initiatives for coaches and referees/umpires needs to ensure that there is differentiation into different accreditation categories down to individual provincial level.

Dimension: Participation Opportunities Access, Infrastructure & Resources; & Skills and Capability Development

Introduction:

Despite improving economic conditions, the disparity between the richest and poorest sections in society is growing, but this is just a symptom of broader issues of inequity. It is of the utmost importance that sporting opportunities are accessible to all those who wish to participate or be involved. Social, cultural economic barriers have contributed to previously disadvantaged persons, people in rural areas, women, displaced youth, and people with disability being under-represented in South African sport structures as participants and leaders

The Access and Skills and Capability development dimensions are primary focus areas of sport's transformation strategy to bring about change. It is the main driver contributing to 'equitable and representative change in participation profile at all levels and in all areas of sport'. The availability and accessibility of participation opportunities, facilities and the provision of a supportive human infrastructure, new sporting infrastructure in disadvantaged areas, and access to quality development programs are essentials in order for playing fields to be leveled. As long as the availability of resources and opportunities for involvement are unequal, demographic representation in line with the country's national and regional population demographics will remain an elusive dream. Broadening access and reducing inequality in all areas are critical factors to support meaningful demographic transformation of South African sport.

It is understood that people are sport's lifeblood. They are involved in enacting sport's strategies and also in helping to develop them and they operate and interact with sport's essential

'business' processes on and off the field of play and that there is a desperate need to develop a broad base of skills within sport in order for it to survive and prosper. Many South Africans are structurally marginalised because of a lack of basic skill training. There are a number of best practices that can provide the solution to this problem, such as 'learner ships' which are one-year contracts with no obligation of future employment/involvement. In this approach sport and its constituent components assumes responsibility for a sponsored salary, training fees, coaching fees and administrative costs. Learner ships form ideal mechanisms for developing management, administration, refereeing, coaching and playing career paths in areas where there are a scarcity of skills. It acts as a structured approach for competence through 'learning while you work'.

Broad based community involvement forms the basis for effective intervention to increase sport participation and spectator numbers. In addition, it influences awareness for sport. Extensive participation at community level is important from both a future growth perspective as well as the importance thereof in contributing to issues of national strategic importance. Targeted performance in this area provides the opportunity to achieve significant sport related social benefits. Community Development provides the foundation for effective indirect empowerment that in turn leads to initiatives that will impact the quality of sport's human capital base as well as improving sport's image and reputation. It will also enable sport to engage its future spectator base, an important factor considering that sport structures and teams will ultimately closely represent the demographics of the country, as well as future decision-makers and leaders.

Dimension: Participation Opportunities Access, Infrastructure & Resources; & Skills and Capability Development

Indicators to measure the contributions of the Access and Skills and Capability dimension's to sport's transformation efforts relates to investment and support in programs and projects that are extensively community, school and club based. It is not about writing a cheque, it is about ensuring that sport's stakeholders in grass root environments are developed. It is about making an investment to build capacity and to grow a future support base and promoting sport's brand and the brands of business associates to future markets. The Access and Skills and Capability transformation dimensions encourages sport and its component parts to make investments within communities and at school and club level with a view to create infrastructure and broaden participation and facilitating changing demographic profiles.

At the lowest levels of investment intervention it is simply to motivate schools, clubs and sport structures towards delivering on value-adding targets ensuring they are embarking on meaningful transformation processes. At the next level, it is an involvement in workshops with entities engaging each other in joint problem solving initiatives. At the highest level, it is an intrinsic mentoring involvement towards agreed development initiatives. Correctly undertaken it will contribute strategically to the growth in competencies across all sport structures. This can be done through establishing strategic alliances and coordination platforms among key stakeholder groupings particularly at local, provincial and national government levels.

Participation growth is a major barometer of South African sport's health. Key factors are well

known and includes among other – the number of Under-18 year old people participating in sport, the number of teams, leagues, coaches, referees/umpires, and volunteer administrators organising and structuring activities. The positioning and development of a 'new generation' of clubs in regions and provinces in new locations (based on specific criteria) will grow participation numbers thereby securing the base for sport's long term future. In the process it is important to ensure that the school and club sport structures on which sport has been historically built continues to contribute in the short term while the transformation into a more inclusive sport system.

Primary, secondary schools and clubs have been and remains the bedrock of South African sport. If not nurtured and looked after the quality of South African sport's level of competitiveness will be impacted in the longer term. The school and club sport environments have undergone significant change in recent years. Participation numbers in certain codes at school, particularly primary schools have shown a downward trend while club structures in certain parts of the country have disappeared. The large dropout rate after school as a result of sub-optimal school-club linkages and inadequate provision of participation opportunity have further complicated the overall situation.

The factors impacting school and club sporting environments includes:

- A white population grouping demonstrating an aging population profile and the only one showing a negative population growth.

- In the north of the country the sport structures of key internationally competitive codes have not transformed demographically to the same extent as those in southern regions of the country. This has led to some codes in the north relying on the results of transformation initiatives in the south to transform their representative team demographic profiles, slowing down their own demographic transformation initiatives in the process.
- The pace of including and developing new sport participating schools in the north have, in some instances also not matched developments in the south thereby placing longer term sustainability and competitiveness at risk. In addition there is a lower percentage of participating schools in certain codes in general in the north compared to that in the south further complicated by the number of schools that have participated in the past no longer involved.
- Transformation initiatives impacted by the trends highlighted above indicates a need for focus on broadening the participation base among black schools in the north while the transformation focus in the south should shift towards skill and capability development improvement. The length of time required for broadening participation base and changing demographic profiles compared to that required for sustained skill and capability improvements is significantly different.
- Pre-1994 sport and education was housed in one department – the Department of Education and Sport and Recreation. This meant that teachers had a dual responsibility with respect to sport and education at school level. This resulted in a number of codes building a strong reliance on teaching resources to organise sport at school level.
- Post 1994 the departments of Education and Sport and Recreation were separated in two departments, a development which significantly impacted teacher attitude towards organising sport at school level. In many instances the historical white male support base of sport at school level is rapidly declining. Once gone it will only be those schools with exceptionally strong traditional sport ties that will remain if a new teacher support base is not cultivated.
- The new generation of teacher appears to have less inclination, incentive and motivation towards an involvement with sport at school level against the background of increasingly demanding education responsibilities. This trend has manifested itself over a period of twenty years and has been left largely unresolved. This means that the quality of organised sport at a school level will be impacted negatively over time unless creative initiatives are implemented to counter the consequences of these developments. This has to be seen as a major threat to sport.
- The fact that about **84%** of Under-18 year old South Africans are **black African** while the remaining **16%** is white, coloured or indian, is a strategic reality that would

Dimension: Participation Opportunities Access, Infrastructure & Resources; & Skills and Capability Development

be strategically naïve to ignore. The fact that about 80 out of every 100 Under-18 year old South Africans are **black African** gives clarity on where sport (and all other sectors in SA society) should be relentlessly focused on and resources applied. This area represents South African sport's undeniable competitive advantage. Failure to develop and nurture this resource base under the banner of black Africanisation will seriously impact the country's ability to compete globally in the future.

It is against this background that the data for schools and clubs (the basic building blocks of

the pipeline) supplied by the codes forming part of this pilot study are to be viewed, improved and evaluated on. From a strategic perspective, analysis of the situation in individual provinces will in future reveal regional deficiencies and strengths in order for longer term sustainability to be improved. The establishment, updating and analyses of a comprehensive database covering school and club infrastructure down to municipal, district and metro level is essential in order for planning initiatives not to be constrained. Ratio analysis based on relevant school and club characteristics will in future, once the quality of data input has been extended and improved, assist in optimising and benchmarking structural requirements.

Dimension: Access

1. Primary Schools

ACCESS DIMENSION: PRIMARY SCHOOLS					
AREAS	CRICKET	RUGBY	NETBALL	ATHLETICS	FOOTBALL
Annual Financial support (rand) to all primary schools in area of jurisdiction	NO DATA	4 000 000	NO DATA	NO DATA	1 035 000
Organised primary school League competitions in area of jurisdiction	NO DATA	NO DATA	NO DATA	NO DATA	4
Playing Facilities available to primary schools in area of jurisdiction	905	813	NO DATA	NO DATA	1 000
Primary school teams participating in organised junior school league competitions in area of jurisdiction	4 886	7 023	NO DATA	NO DATA	1 200
Primary schools in area of jurisdiction		8 030	NO DATA	NO DATA	20
Primary schools in area of jurisdiction Participating in code	1 591	1 315	NO DATA	NO DATA	7 000
Regional Representative primary school teams in area of jurisdiction	1 513	14	NO DATA	NO DATA	1 200

OBSERVATIONS AND REMARKS:

- 'The number of primary schools in jurisdiction area' is a key measure in footprint enlargement exercises. Rugby did not provide data while cricket indicated that there are **8 030** primary schools in their area of jurisdiction. This suggests a overall **20%** school participation rate for cricket.
- Netball and Athletics did not provide data for this dimension. The lack of data coming from Netball and Athletics, important school sports, is a matter that requires attention.
- The data supplied by rugby and cricket reflects the overall average situation within their provincial entities. This in itself is flawed in that not all provinces submitted data, some was incomplete and other of suspect quality.
- Average number of facilities per school for rugby, football and cricket is less than one. This restricts the number of teams and league competitions that can be accommodated and is counterproductive to any footprint and participation increase exercises. Without sufficient facilities, coaches and organisers false expectations are created.
- Cricket's data suggests on average only **two** teams per participating school and rugby **five** teams per participating primary school, a significant difference.

- The absence of data on the number of organised leagues an important measure, illustrates the point on data availability.

SUMMARY

- Regretfully the quality and completeness of the data submitted was disappointing. The availability of data and information at primary and secondary school and clubs indicates a problem area. Without reliable data and knowledge it will be impossible to develop and implement appropriately interlinked strategies for schools and clubs. The pilot study has exposed a possible major weakness in South African sport.
- The quality and accuracy of the data is a function of the reliability of the data supplied by provinces, where it all happens. Future data gathering exercises will focus on making sure that more data is collected and that the quality thereof is improved.
- To pay lip service to the importance of these structures as the basis of sport's long term sustainability and ultimate competitiveness is simply not enough. Innovative and urgent interventions based on knowledge is long overdue.
- From the data presented it can be concluded that data availability, detail and quality at provincial level needs to be improved.

Dimension: Access

2. Secondary Schools

ACCESS DIMENSION: SECONDARY SCHOOLS					
AREAS	CRICKET	RUGBY	NETBALL	ATHLETICS	FOOTBALL
Annual Financial support (rand) to all secondary schools in area of jurisdiction	3 861 106	7 500 000	NO DATA	NO DATA	2 610 000
Organised Secondary school League competitions in area of jurisdiction	652	758	NO DATA	NO DATA	1 000
Playing Facilities available to Secondary schools in area of jurisdiction	193	14	NO DATA	NO DATA	3 000
Secondary school teams participating in organised junior school league competitions in area of jurisdiction	376	840	NO DATA	NO DATA	0
Secondary school teams participating in organised school League competitions in area of jurisdiction	2 541	4 861	NO DATA	NO DATA	3 000
Secondary schools in area of jurisdiction	3667	NO DATA	NO DATA	NO DATA	6 000
Secondary schools in your area of jurisdiction Participating in the Code	1 044	1 147	NO DATA	NO DATA	3 000

OBSERVATIONS AND REMARKS:

- Netball and Athletics did not provide data for this dimension.
- The number of secondary schools in jurisdiction area is a key measure in footprint enlargement exercises. Rugby did not provide data while cricket indicated that there are **3 667** secondary schools in its area of jurisdiction. Based on the number secondary schools participating in cricket (**1 147**) it can be concluded that on average, for the provinces from which data was received, **28%** of secondary schools participate in cricket.
- Football has indicated that **3 000**, (**50%**) of the **6 000** secondary

schools in its area of jurisdiction participate in football.

- Average number of facilities per school for rugby, football and cricket is less than **one**. As in the case for primary schools this places severe restriction on the number of teams and league competitions that can be accommodated. Coupled to declining number of teachers involved in organising sport, SA sport at school level will be different 20-30 years from now.
- Cricket, football and rugby's data relating to average number of teams and leagues per school does not make sense and will be followed up. The average number of organised league participation opportunities

reported per secondary school is **two** for cricket, **four** for rugby and **one** for football.

- Conditions at secondary level appears to be better than that at primary school level.
- From the data presented and that not supplied, performance in the secondary school environment requires more focused and planned intervention.

SUMMARY

- The lack of data forthcoming from Netball and Athletics is a concern.
- The data supplied by rugby, football and cricket reflects the sum total of the overall situation in all provincial entities. As already indicated the data submitted was incomplete and did not cover all provinces.
- The quality and accuracy of the data is a function of the reliability of the data supplied by provinces. Future data gathering exercises will focus on this aspect.

3. Clubs

ACCESS DIMENSION: CLUBS					
AREA	CRICKET	RUGBY	NETBALL	ATHLETICS	FOOTBALL
Total Number of female club teams participating in organised league competitions in area of jurisdiction	86	151	NO DATA (males)	NO DATA	1 292
Total Number of organised club female league competitions in your area of jurisdiction	27	NO DATA	NO DATA (males)	NO DATA	3
Total Number of playing facilities available to clubs in area of jurisdiction	589	421	NO DATA	NO DATA	131
Total Annual Financial support (rand) given to clubs in areas of jurisdiction	0	1 190 000	3,000,000	NO DATA	15 500 00
Total Annual Financial support (rand) given to women's national team	0	3 000 000	500,000	NO DATA	13 000 000
Total Number of club teams participating in organised league competitions in area of jurisdiction	1 382	3 235	659 (females)	NO DATA	4308
Total Number of organised club league competitions in your area of jurisdiction	353	NO DATA	NO DATA	NO DATA	2 046
Total Number of Registered clubs in area of jurisdiction	886	1 123	659		23 200

Dimension: Access

OBSERVATIONS AND REMARKS:

- Athletics did not provide data for this dimension while netball's was incomplete.
- On average there is once again less than **one** facility per club for cricket, football and rugby.
- Facility availability and number of teams to optimise access and participation opportunities at club and school level demands more attention.
- The data received indicated a total of **1 123** club structures with only **421** facilities in rugby's area of jurisdiction and **886** clubs with **586** facilities in cricket's jurisdiction area. Football reported **2 046** clubs and 131 facilities.
- Rugby's club structures supports **3 235** teams (**three** teams on average per club) and cricket's structure **1 382** teams (on average **two** per club) participating in **353** leagues. On the other hand football's club structures supports **4 308** teams (**0.2?**) on average per club participating in **2 046** leagues.
- The causes for the large dropout, among particularly cricket and rugby players after school, requires more attention if rugby and cricket's club infrastructures are not to deteriorate further.
- The basic structures for women to participate in rugby, football and

cricket exists. Football's **1 292** club teams, rugby's contribution of **151** club teams and cricket's **86** club teams provides a good base to build on. In addition cricket contributes **R1.2m** to women club cricket and **R3m** to the national women's team. Corresponding figures for football are **R16.6m** and **R13m** respectively. Rugby did not indicate the extent of financial support for women's rugby..

- Greater progress in women's cricket and rugby is dependant on the structured introduction and organisation at school level.

SUMMARY

- Due to the suspect and incompleteness of the data received comments on schools and clubs must be taken as very general and purely qualitative. Considering the quality and detail of data received in other dimension areas it is clear that the greater and more structured attention at school level is necessary.
- Club wellbeing and sustainability built on structured and well organised and participation opportunity driven school sport requires higher quality focus from sport's leadership.
- Next transformation status survey will have strong focus on quality and detail in schools and club areas.

Dimension: Governance

From the beginning, humankind has sought ways to make decisions for the group. That is, it looks for better ways to govern in order to resolve disputes, control disruptive behaviours, and achieve goals that advance the welfare of the group and society as a whole. In this sense, sport-governing bodies exist to make group decisions within a particular segment of the sport industry that can be seen from two perspectives –

- A micro perspective as an organisation itself set up in a particular way to achieve goals and
- A macro perspective where it may be thought of as the tip of the iceberg overseeing all the individual organisations within its jurisdiction.

Governance is defined as the system by which organisations are controlled, directed and managed and how resources are managed to good effect in the interest of all stakeholders. It influences how the objectives of the organisation are set and achieved, spells out the rules and procedures for making organisational decisions and determines the means of optimising and monitoring performance, including how risk is monitored and assessed. Governance matters profoundly in the success of an organisation. The test of governance effectiveness is the degree to which an organisation achieves its purpose.

Any given governing body is structured in a way to achieve its stated mission. There is inherent challenge in this process because it must maintain a level of consistency and stability over time as well as be responsive to changes in the environment within which they operate. Effective governance requires leadership, integrity, and judgment. It is furthermore participatory, responsive, equitable, inclusive, consensus oriented and follows the rule of law. A governing body is said to be transparent when information is freely available and accessible to affected members. Following the rule of law involves applying rules in an impartial manner during decision making and enforcement. In general governing bodies are accountable to those affected by its decisions or actions. Accountability cannot be enforced without transparency and rule of law. On a larger scale, governance describes methods a governing body uses to ensure its constituents follow established protocol. At the macro level, there is a loosely coupled organisational structure that oversees and maintains accountability.

GOVERNANCE INVOLVES THREE KEY ISSUES:

- *How* an organisation develops strategic goals and direction;
- *How* the governing body monitors the performance of the organisation to ensure it achieves these strategic goals, places effective systems in place and complies with its legal and regulatory obligations;

Dimension: Governance

- Ensuring that leadership *acts* in the best interests of the members of the organisation.

Appropriate governance structures ensures more effective decision-making, greater transparency, accountability and responsibility in activities undertaken and resources expended and is concerned with the structures and processes associated with management, decision-making and control in organisations. Although it may require some detailed tasks to be carried out at a lower level in the organisation (such as application of control systems), governance focuses on what happens – or does not happen – at the top. It necessarily concentrates on the activities of those carrying ultimate responsibility for the success or failure of the organisation.

The governance mechanism (e.g. formal documentation, organisational structure) specifies how rights, authority and responsibility are distributed among the participants in order to monitor performance and achieve goals. The test of effective governance is the degree to which any organisation is achieving its stated purpose. Good governance requires efficiency and effectiveness. This means processes must be developed to produce results that meet member needs in a way that makes optimal use of human and physical resources. A proper governance strategy implements a system to monitor and record what is happening within the governing body's jurisdiction, take steps to ensure compliance with established policies and procedures, and provides corrective action in the event rules have been misconstrued or ignored.

In governance, the board of directors *plan* by outlining the mission statement and goals and

strategic plan to achieve them and *organises* by structuring the organisation to implement a specific strategy and delegating the authority and responsibility senior management needs to accomplish tasks. *Leading* (directing) comes in the form of guidance and support. Since the environment is in constant flux the board must be prepared to provide input or change strategy when needed. *Controlling* is the means to ensure planned performance is achieved.

Management involves converting the system of governance into day-to-day operations. Senior management, working with the board, develops an operational plan to achieve the identified mission and goals within a specified time period. Using the organisational structure, senior management organises by delegating specific responsibility to staff members to carry out operations. *Leading* is the ability to influence others to work toward achieving personal and professional goals. *Controlling* is the documentation system to ensure tasks are completed according to policy in a timely fashion. The authority and jurisdiction to perform these functions come from the board.

Good governance structures ensures the incorporation of performance evaluation and feedback procedures to monitor for the quality of all board and committee meetings as well as the individuals involved including the chairperson. CEO's are evaluated bi-annually. Self-evaluation is a key process that ensures continuous improvement and renewal. The external environment is ever changing and leadership must be prepared to change with it. There is always room to improve. Modern governance structures not only spend time designing robust processes for board and committee improvement, they also give weight to individual assessments.

- Sport is self-regulated because the organisations themselves are best placed to make the right decisions for sport. Good governance is a vital ingredient in ensuring that the law and regulators do not start battle with sport organisations for control of the sector. The practice of good governance helps to preserve the integrity and independence of sports organisations and enable them to retain the freedom to administer the complexities of sport. By demonstrating good governance, sport organisations can mitigate the risk of a regulator being established to impose standards on the sport sector. This balance of power needs to be maintained while demonstrating that good governance can be practiced in a self-regulated environment. Governance goes beyond compliance, and has become a necessary element contributing to the success of both a specific code and the sport organisation as whole.
- In a sporting context there is a contradiction between a governing body's role as an advocate within the sport industry and its requirement to regulate members. In other words, the governing body must make decisions to promote sport, but in order to promote sport, it must make decisions about what members can and cannot do. To facilitate participation, either direct or through legitimate representatives, members need to be informed and organised. Further the governing body must be responsive, that is, to serve all members within a reasonable timeframe in an equitable and inclusive environment where members feel they have a stake in the organisation and

have an opportunity to maintain, if not improve their status.

It is commonly accepted that governance structures have a significant impact on the performance of all organisations including sporting organisations. Poor governance has a variety of causes, including leadership inexperience, conflicts of interest, failure to manage risk, inadequate or inappropriate financial controls, and generally poor internal business systems and reporting processes. Ineffective governance practice not only impact on the sport where they are present, but also undermine confidence in the sports industry as a whole as has transpired recently and currently in the case of the disputes within certain codes spilling over into the public space.

The ability to make changes and to reflect the needs of society coupled with the organisation becoming greater than the sum of its parts will enable sport to prosper way beyond the lifetime of its current administrators. Good sport governance recognises diversity – i.e. understands how people's differences and similarities can be synergised for the benefit of all. Sport is for everyone.

In keeping with best practice in corporate governance the following principles provides guidelines within which leading sports structures operate and enact their roles:

- **Integrity; acting as guardians of the sport involved in.** Leadership upholds the highest standards of integrity not only in what it does but also in the environment in which its sport operates.
- **Defining and evaluating the role of the board.** Leadership understand and

Dimension: Governance

evaluates the role it plays and the way it can contribute to the overall organisation.

- **Delivery of mission and purpose of organisation.** The Board set the high level strategy and vision of the organisation and ensure that it is followed and monitored without becoming involved in the delivery.
- **Objectivity: balanced, inclusive and skilled board.** The Board is made up of individuals with the right balance of objectivity skills and experience to meet the needs of the organisation. Included in this is a need for independent expertise and for representation of the diversity of the sport and the communities it serves.
- **Standards, systems and control.** The Board is conscious of the standards it should operate to, and its role in exercising appropriate and effective control over the organisation.
- **Accountability and transparency.** The Board is open and accountable to its membership and to participants and its actions should stand up to scrutiny when reasonably questioned.
- **Understanding and engaging with the wider sporting landscape.** The Board is aware of the international and domestic sporting worlds and position the organisation appropriately.

To make governance matter and produce breakthrough results, a first generation tool that would help meet its insistent demands is needed. The status quo, it should be abundantly clear, cannot and should not hold; there is a need for governance performance to be elevated to a higher level. The only way to do

this is to have a portfolio of strategic priorities that are practical and easily measurable for all to rally around and be fully committed to. On the basis of a meaningful governance scorecard breakthrough results can be achieved by the unbroken link between aspirations/strategy and actions/initiatives. The former inspire and guide; the latter substantiate and crystallises the desired destination.

As an initial approach governance performance in the five elected codes were evaluated by measuring performance in nine governance areas based on the number of times -

- Board effectiveness and productivity has been evaluated on the basis of a balanced scorecard over the last five years,
- Strategic Plan has been reviewed and progress monitored over the last five years,
- The effectiveness of a board chairperson has been determined over the last five years. (Given the importance of the chairman in instilling the right board culture for non-executive contribution, providing constructive feedback to him/her is of critical importance).
- The effectiveness of board meetings have been established on the basis of a scorecard over the last five years,
- The effectiveness of the CEO has been established on the basis of a scorecard over the past five years,
- Transformation Status has been monitored and interventions implemented over the last five years,

- Transformation Strategy has been reviewed and updated over the last five years,
- Unqualified Financial Reports have been received over the last five years,
- Doping incidents reported over the last five years and
- Doping incidents resulting in disciplinary action over the last five years

Dimension: National & Provincial Governance Structures

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

GOVERNANCE DIMENSION (ALL FIVE CODES)								
AREA	ATHLETICS: NATIONAL BODY SCORE	ATHLETICS: AV ALL PROVINCES SCORE	NETBALL: NATIONAL BODY SCORE	NETBALL: AV ALL PROVINCES SCORE	CRICKET: BODY SCORE	CRICKET: AV ALL PROVINCES SCORE	RUGBY: NATIONAL BODY SCORE	RUGBY: AV ALL PROVINCES SCORE
Number of Doping incidents resulting in disciplinary action over the last five years	★ 0		★ 0		★ 0	★ 0.5	★ 4	★ 3.6
Number of times Board effectiveness and productivity has been evaluated on the basis of a balanced scorecard over the last five years	★ 0		★ 10		★ 2	★ 1.2	★ 4	★ 4.8
Number of times Strategic Plan has been reviewed over the last five years	★ 0		★ 10		★ 4	★ 1.3	★ 4	★ 5.9
Number of times the effectiveness of board chairperson has been established on the basis of a scorecard over the last five years	★ 0		★ 0		★ 2	★ 0.6	★ 4	★ 4.3
Number of times the effectiveness of board meetings have been established on the basis of a scorecard over the last five years	★ 0		★ 4		★ 2	★ 1.0	★ 4	★ 4.1
Number of times the effectiveness of the CEO has been established on the basis of a scorecard over the last five years	★ 2		★ 0		★ 2	★ 0.4	★ 6	★ 3.6
Number of times Transformation Status has been monitored over the last five years	★ 0		★ 4		★ 10	★ 1.5	★ 10	★ 8.3
Number of times Transformation Strategy has been reviewed and updated over the last five years	★ 0		★ 6		★ 4	★ 0.9	★ 2	★ 6.8

Dimension: National & Provincial Governance Structures

GOVERNANCE' FOOTBALL SCORE	
Number of times Strategic Plan has been reviewed the over the last five years	★ 10
Number of times Transformation Strategy has been reviewed and updated the over the last five years	★ 10
Number of times Transformation Status has been monitored the over the last five years	★ 10
Number of times Board effectiveness and productivity has been evaluated on the basis of a balanced scorecard the over the last five years	★ 6
Number of times the effectiveness of board meetings have been established on the basis of a scorecard the over the last five years	★ 0
Number of times the effectiveness of board chairperson has been established on the basis of a scorecard the over the last five years	★ 0
Number of times the effectiveness of the CEO has been established on the basis of a scorecard over the last five years	★ 10
Number of unqualified Financial Reports over the last five years	★ 10
Number of Doping incidents reported the over the last five years	
Number of Doping incidents resulting in disciplinary action the over the last five years	★ 5
OVERALL	★ 6.7

OBSERVATIONS AND REMARKS

- The selected indicators to score this dimension reflects activity in the basic activities related to governance – planning, guidance towards mission and vision achievement, transformation status, and individual board member, board, CEO and chairperson performances.
- Football** did not submit completed data sheets whereas netball and athletics did not provide data related to their regional governance structures.
- Netball** achieved **38%** of the overall average target set at national level.
- Rugby** posted the highest governance scores at both national (**53%** of target) and average for provincial structures (**50%** of target).
- Cricket's** overall scores are lower than that of rugby and netball with **33%** of set target achievement at national level and a disappointing average **1%** at provincial level. With new governance structures put into place following Ministerial intervention this situation should improve.
- Athletics'** performance in this dimension average **1.3%** of target set at national level. The score may be a reflection of prevailing circumstances.
- Netball** achieved **100%** of set target in two out of the nine governance areas - 'Evaluation of Board Effectiveness' and 'Number of Strategic Plan Reviews'.
- Rugby** achieved **100%** of target set in two governance areas selected – 'Transformation Plan Reviews' and 'Unqualified Financial Report Reviews'.

- **Cricket** achieved **100%** of set target in - *'Transformation Plan Reviews'*.

SUMMARY

- Performance levels in this dimension were disappointing and reflects a need for enhanced focus in each one of the areas defining this dimension.
- Performances in the preliminary areas selected to gauge the Governance Dimension are important drivers in shaping other charter dimensions and subsequently overall transformation performance. Effectiveness and efficiency in the governance areas defined are key success factors.
- Nothing less than 'excellent' performances in each of the nine areas selected at both national and provincial level, are acceptable.
- **Rugby's** overall average **50%** target achievement performance is substantially better than that of the other codes.
- The low scores posted by cricket may be a reflection of recent governance related problems leading to ministerial intervention.



Dimension: Employment Equity

The topic of Black Economic Empowerment is poised at a stage of excitement, yet tempered by a sense of intrepid caution. It has been an evolving and fluid situation in South Africa, with new rules being debated and written making difficult to define best practice. There is no right or wrong approach, as it is very dependent on context. In South Africa, a land of contrasts, an era is dawning where black economic empowerment is staking its claim under the auspices of the constitution and a vision for all people of all races and colours.

Sport as a provider of jobs have got an important role to fulfill in this transformation phase which is full of promise yet of fragile construction. Empowerment is a complex issue that evokes strong emotions. As a consequence, discussions on empowerment tend to provoke strong reactions, with key stakeholders sometimes having quite divergent views. Empowerment is an important mechanism to build a stable and sustainable organization in symbiosis with its environment. In organisations the managing diversity model is but one means used to bring about transformation.

The underlying principle of employment equity is to create a workforce at all occupational categories and levels, which is representative of the country's demographics, nationally and regionally. Perhaps, more importantly, it is to ensure equal employment opportunities for everyone in the economy. The objective of Black Economic Empowerment is not to replace white with black, but to increase opportunities

available to black people. Through increasing opportunity a natural absorption of labour into the mainstream economy is likely to occur. Success is dependent on the employees' determination to run with the opportunity and the organisation's capacity to support skill and capability development. Employment Equity practiced in sport organisations is about bringing an equitable representation of black persons in all occupations and positions at all levels on and off the field of play in sport's structures over a period of time.

Organisational behavior, components of transformation, change and culture are driving elements to attain competitive advantage in a complex and dynamic environment. The challenge is to integrate concepts such as harmonious transformation, togetherness, Ubuntu and African values into an organization in such a way as to provide opportunities for leadership to dismantle past organisational cultures and promote the development of new, more inclusive culture and demographically representative structures whilst maintaining competitive advantage.

For this pilot the five codes were asked to submit a breakdown of people employed in senior and middle management positions nationally and in each one of their component provincial entities. The dimension will be expanded upon in more detail in the next round of transformation status establishment on which occasion skills development and training initiatives will also be included.

Dimension: Employment Equity

National Employment Equity Outcomes: rugby, cricket, athletics, netball, football

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

CODE	BLACK AFRICAN SCORE	GENERIC BLACK SCORE	WOMEN SCORE	DISABLED SCORE	AVERAGE OVERALL SCORE
CRICKET	★ 6.1	★ 8.4	★ 7.1	★ 0.0	★ 5.4
Rugby	★ 3.7	★ 6.3	★ 3.8	★ 0.0	★ 3.5
Netball	Did not submit Employment Equity data				★ 0
Athletics	Did not submit Employment Equity data				★ 0
Football	★ 10	★ 10	★ 10	★ 0	★ 10

OBSERVATIONS AND REMARKS:

- **Netball** and **athletics** did not provide data for this dimension while **football** failed to submit completed data sheets for evaluation.
- **Football** achieved **100%** of targets set for employment equity.
- **Cricket's** score for the **generic black (84%)** component compares with a score of **63%** of target achievement for **black African** representation.
- **Rugby** recorded a score of **63%** achievement of generic black component and **38%** in the area of **black African** representation reflecting a bias towards coloured and indian representation.
- **Cricket's** score for women (**71%** of target) is measurably higher than that achieved by **rugby (38%)**.
- **Zero's were scored** in the disabled category.

SUMMARY

- **Football** was the best performer in this category
- There is a significant differences between cricket's **54%** and rugby's **35%** overall **average** scores in the employment equity dimension.
- *The scores indicates room for performance improvement by cricket and in rugby in particular. Individual performances in each code's provincial substructures are shown in the following tables.*
- **Netball** and **athletics** needs to ensure a system for recording and report on performance in this dimension at national level and in each one of their component provinces.

Dimension: Employment Equity (Cricket Provincial Structures)

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

CRICKET: EMPLOYMENT EQUITY	BLACK AFRICAN SCORE	GENERIC BLACK SCORE	WOMEN SCORE	DISABLED SCORE	AVERAGE OVERALL DEMOGRAPHIC SCORE
Number of employees/honorary members in senior, and middle management positions on structure at National level					★ 0.0
Number of employees/honorary members in senior, and middle management positions at Border	★ 10	★ 10	★ 8	★ 0	★ 7.0
Number of employees/honorary members in senior, and middle management positions at Boland	★ 7	★ 10	★ 10	★ 0	★ 6.8
Number of employees/honorary members in senior, and middle management positions at Eastern Province	★ 6	★ 6	★ 10	★ 0	★ 5.5
Number of employees/honorary members in senior, and middle management positions at Free State	★ 6	★ 6	★ 10	★ 0	★ 5.5
Number of employees/honorary members in senior, and middle management positions at SWD	★ 5	★ 10	★ 5	★ 0	★ 5.0
Number of employees/honorary members in senior, and middle management positions at Western Province	★ 1	★ 10	★ 10	★ 0	★ 5.3
Number of employees/honorary members in senior, and middle management positions at Gauteng	★ 10	★ 10	★ 8	★ 0	★ 7.0
Number of employees/honorary members in senior, and middle management positions at Griquas	★ 1	★ 10	★ 3	★ 0	★ 3.5
Number of employees/honorary members in senior, and middle management positions at KZN Cricket Union	★ 10	★ 10	★ 2	★ 0	★ 5.5
Number of employees/honorary members in senior, and middle management positions at Northerns	★ 9	★ 9	★ 10	★ 0	★ 7.0
Number of employees/honorary members in senior, and middle management positions at North West	★ 4	★ 8	★ 9	★ 0	★ 5.3
Number of employees/honorary members in senior, and middle management positions at Kei Cricket Union	★ 10	★ 10	★ 7	★ 0	★ 6.8
AVERAGE	★ 6.1	★ 8.4	★ 7.1	★ 0.0	★ 5.4

OBSERVATIONS AND REMARKS:

- The overall average (all provinces) for the Employment Equity dimension is **54%**.
- The average score for **black African** score indicated a **61%** (poor) achievement of set target and average

84% (good) achievement for generic black target. The average for **women** presentation was **71%** (good). The average score for disabled persons was **0%** with no province achieving any score in this category.

Dimension: Employment Equity (Cricket Provincial Structures)

- The lowest overall average employment equity scores were associated with Griquas (**35%**), North West (**53%**) and Western Province (**53%**). Griquas, Western Province also posted the lowest **black African score (1%)** of target.
- The large difference between Western Province's **black African (1%)** and **generic black (53%)** scores indicates a large coloured component as a result of regional demographic profile. This emphasises dealing with demographic profiles on a regional basis.
- Gauteng, Border, KZN and Kei provincial cricket structures (**100%**) achieved both the set targets of **50%** of national **black African** and **generic black** group demographics.
- The overall average score achieved for **generic black** component is **84%** of target set. In this regard all provinces except Eastern Province (**60%**), Free State (**60%**), Northerns (**90%**) and North West (**98%**) achieved target set.
- Employment equity target set for **women (40%** of middle and senior management) was achieved by, Boland, Eastern Province, Free State, Western Province, and Northerns. The average for all the provinces was **71%** target achievement.
- **0%** of the target set for disabled employees (**2.5%**).
- Overall provincial structure performance in employment equity reflects a **72%** of target achievement.



Dimension: Employment Equity (Rugby Provincial Structures)

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

RUGBY: EMPLOYMENT EQUITY	BLACK AFRICAN SCORE	GENERIC BLACK SCORE	WOMEN SCORE	DISABLED SCORE	AVERAGE OVERALL DEMOGRAPHIC SCORE
Number of employees/honorary members in senior, and middle management positions on your structure at National level	★ 1	★ 10	★ 10	★ 0	★ 5.3
Number of employees/honorary members in senior, and middle management positions on your structure at Blue Bulls	★ 8	★ 8	★ 1	★ 0	★ 4.3
Number of employees/honorary members in senior, and middle management positions on your structure at Border	★ 9	★ 10	★ 0	★ 0	★ 4.8
Number of employees/honorary members in senior, and middle management positions on your structure at Boland	★ 1	★ 10	★ 0	★ 0	★ 2.8
Number of employees/honorary members in senior, and middle management positions at Eastern Province	★ 0	★ 0	★ 0	★ 0	★ 0.0
Number of employees/honorary members in senior, and middle management positions at Falcons	★ 0	★ 10	★ 0	★ 0	★ 2.5
Number of employees/honorary members in senior, and middle management positions at Free State	★ 4	★ 9	★ 6	★ 0	★ 4.8
Number of employees/honorary members in senior, and middle management positions at Griffons	★ 7	★ 10	★ 3	★ 0	★ 5.0
Number of employees/honorary members in senior, and middle management positions at Griquas	★ 5	★ 9	★ 0	★ 0	★ 3.5
Number of employees/honorary members in senior, and middle management positions at Golden Lions	★ 4	★ 10	★ 5	★ 0	★ 4.8
Number of employees/honorary members in senior, and middle management positions at KZN	★ 2	★ 10	★ 5	★ 0	★ 4.3
Number of employees/honorary members in senior, and middle management positions at Leopards	★ 5	★ 6	★ 2	★ 0	★ 3.3
Number of employees/honorary members in senior, and middle management positions at Pumas	★ 9	★ 10	★ 10	★ 0	★ 7.3
Number of employees/honorary members in senior, and middle management positions at SWD	★ 0	★ 10	★ 8	★ 0	★ 4.5
Number of employees/honorary members in senior, and middle management positions at Western Province	★ 0	★ 7	★ 7	★ 0	★ 3.5
AVERAGE	★ 3.7	★ 8.6	★ 3.8	★ 0.0	★ 4.0

Dimension: Employment Equity (Rugby Provincial Structures)

OBSERVATIONS AND REMARKS:

- Rugby's overall average employment equity score for all its provinces is **40%** of set target which compares with cricket's **54%**.
- The below overall average performers were Boland (**28%** of target), Leopards (**33%**), Blue Bulls (**30%**), Griquas (**35%**), Falcons (**25%**), Boland (**28%**), no data was received from Eastern Province.
- The Pumas had the highest overall employment equity score of **86%** of target achieved.
- The average score for **black African** representation achieved is **37%** and **63%** of **generic black** target. This compares with cricket's **61%** and **84%** respectively.
- The large difference between Western Province's **black African (0%)** and **generic black (70%)** scores indicates a large coloured component reflecting regional demographic profile. This emphasises dealing with demographic profiles on a regional basis.
- No rugby province achieved the **black African** employment equity target compared to four cricket provinces that achieved target set for **black African** representation.
- The average score for generic black representation was **86%** compared to cricket's **84%**. Border, Boland Falcons, Griffons, Golden Lions, KZN, Pumas and SWD all achieved the target set for **generic black** component at senior and middle management level.
- Blue Bulls (**80%**), Free State (**90%**), Griquas (**90%**), and SWD (**80%**) were the next highest scorers. Boland (**70%**) and Northern's (**100%**) of set targets for black African component were next higher scorers. Leopards (**60%**) and Western Province (**70%**) are lagging.
- Rugby's overall average for the women component of the employment Equity Dimension is **38%** compared to cricket's **71%**. Employment equity target set for women (**40%** of middle and senior management) was achieved only by Pumas and the national office.



Dimension: Preferential Procurement

Preferential Procurement Dimension

The Preferential Procurement dimension involves the sourcing of goods and services from a target category of society. The objective is to give these suppliers equal access to sport's outsourced market (those services and products acquired from outside sources) so that these suppliers will not forever be excluded from playing a meaningful role in the economic mainstream of sport's business. Preferential procurement increases the volumes of purchase from the targeted category of society thereby supporting the development and utilisation of such enterprises. A target of **25%** of total procurement to come from BEE accredited companies has been set representing another element of an empowerment process encouraging black people to start their own businesses. Through this dimension it is also possible for sport to demonstrate its substantial contribution to the economy and black economic empowerment in particular.

Through Preferential Procurement practices and policies sport can develop and establish relationships with the largest growth market in South Africa. Black people constitute by far the largest market for most organisations operating

in South Africa. Sporting codes has to see and treat this market as an important future spectator and participant market in the light of the inevitable change in the demographic playing and decision-making profiles of the game. Black people provide opportunity for significant growth as they continue to move into the middle class, with higher disposable income. There is now a significant decision-making presence of black executives in both the private and public sectors. Many of sport's sponsors are from large corporations all of whom are involved in transformation processes through Broad-Based Black Economic Empowerment. This will bring about significant changes in ownership and decision making profiles.

In addition, there are new powerful and significant black controlled organisations, who are future sponsors, appearing on the scene. Repositioning sporting codes in this rapidly changing environment is a critical strategic issue. It is a matter of time before black consumers begin to vote with their wallets - an important factor to consider in sponsor relationships. Preferential procurement is a strategic issue. It is not only about whom you buy from, but also what you buy.

Preferential Procurement – rugby, cricket, netball, athletics

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

CODE	AVERAGE OVERALL PREFERENTIAL PROCUREMENT SCORE	
Cricket	★ 5.5	INCLUDES ONLY ABOUT HALF OF PROVINCES
Rugby	★ 4.9	INCLUDES ONLY ABOUT HALF OF PROVINCES
Netball	NO DATA PROVIDED	
Football	★ 5.4	
Athletics	NO DATA PROVIDED	

Dimension: Preferential Procurement

OBSERVATIONS AND REMARKS:

- The overall quality and completeness of the data submitted by all was generally substandard and requires considerably more attention if the intended tactical value thereof is to be realised. The next status upgrade will receive more detailed attention.
- Cricket scored an overall **49%** and rugby a **55%** respectively with respect to achievement of the set target of **25%** of total procurement from BEE companies.
- Only about half of rugby and cricket's provinces submitted data. This may be indicative of a need for greater focus on this important empowerment dimension considering the sports industry's not insignificant external procurement practices.
- Rugby did not submit a figure for preferential procurement at a national level and indicated a total spent of **R76 300 000** for those provinces that did submit data.
- Cricket indicated preferential procurement expenditure of **R7 900 000** at a national and **R32 336 892** at provincial level (representing data return from about half of the provinces).
- Netball and Athletics did not provide data for this dimension and Football failed to submit completed data sheets for evaluation.
- Monitoring and record keeping with respect to preferential procurement performance, judging from the data supplied, will require greater attention in order for the strategic value thereof to be exploited.
- On a comparative basis cricket reflects a marginally better approach. However, performance is well below the target set for the preferential procurement dimension. This means the strategic value of this dimension is not optimally exploited.

Summary Multidimensional Comparative Scorecard

Performance Score: Green Bullet = excellent (10 = 100%), Yellow Bullet = good (7 - 9.9 = 70% - 99%) and Red Bullet = Poor (0 - 6.9 = 0 - 69%) target achievement levels

The following dashboard summarises scores achieved in each of the transformation charter dimensions -

OVERALL TRANSFORMATION SCORECARD					
DEMOGRAPHICS (GENERIC BLACK)	CRICKET	RUGBY	NETBALL	ATHLETICS	FOOTBALL
Male: (Admin, Repr Teams, Coaches, Referees/Umpires)	★ 95	★ 66	★ 82	★ 73	★ 100
Women (Admin, Repr Teams, Coaches, Referees/Umpires)	★ 32	★ 42	NOT APPLICABLE	★ 11	★ 20
PERFORMANCE	★ 57	★ 58	★ 57	INSUFFICIENT DATA	★ 33
GOVERNANCE	★ 22	★ 52	★ 38	★ 7	★ 67
EMPLOYMENT EQUITY	★ 84	★ 86	NO DATA	NO DATA	★ 100
PREFERENTIAL PROCUREMENT	★ 33	★ 53	★ 19	★ 38	★ 54
AVERAGE SCORE	★ 65	★ 71	★ 37	★ 22	★ 40



Part 4



EXAMPLE DATA SHEET

Information extracted from data sheets and highlighted with dashboard interpretations and qualified with observations and remarks.

“Sports do not build character. They reveal it.”

– Haywood Hale Broun



The arrival in South Africa of a high-level IOC delegation gave impetus to what was always going to be a difficult and drawn-out unity process in South African sport. ANC leaders, Oliver ATambo, with the walking stick, and Nelson Mandela. Mluleki George, President of the National Sports Congress, is standing on the right in the front row

Example data sheet

The following data sheet layout was used to obtain data from the pilot codes. It was used to construct the dashboard and observations/conclusions on which the report is based.

EXAMPLE DATA SHEET

RUGBY INDICATORS					
1. International Performances (Men):	COMPETITION NAME	COMPETITION NAME	COMPETITION NAME	COMPETITION NAME	COMPETITION NAME
Current Ranking in each international competition participated in by senior national Men's team					
National senior Men's team Log position in last completed or current International competitions					
Number of games played by senior national Men's team last season					
Number of games won by senior national Men's team last season					

RUGBY INDICATORS					
2. International Performances (Women):	COMPETITION NAME	COMPETITION NAME	COMPETITION NAME	COMPETITION NAME	COMPETITION NAME
Current Ranking in each international competition participated in by senior national Women's team					
National senior Women's team Log position in last or current International competitions					
National senior Women's team Log position in last or current International competitions					
Number of games played by senior national Women's team					
Number of games won by senior national Women's team					

3 (A) ADMINISTRATION - NATIONAL STRUCTURE						
	AFRICAN	COLOURED	INDIAN	WHITE	WOMEN	DISABLED
Total number of Full Time Administrative and Management Staff						
Total number Board Members						
Total number of 'Executive' Committee Members						
Total number Finance Committee Members						
Total number Audit and Risk Committee members						
Total number Transformation Committee members						
Total number of officials serving on International Bodies						

3 (B) ADMINISTRATION - SUM OF ALL PROVINCIAL STRUCTURES *						
	AFRICAN	COLOURED	INDIAN	WHITE	WOMEN	DISABLED
Total number of Full Time Administrative and Management Staff in all Provincial Structures						

3 (B) ADMINISTRATION - SUM OF ALL PROVINCIAL STRUCTURES *						
	AFRICAN	COLOURED	INDIAN	WHITE	WOMEN	DISABLED
Total number of Board Members in all Provincial Structures						
Total number of Executive' Committee Members in all Provincial Structures						
Total number of Finance Committee Members in all Provincial Structures						
Total number of all Audit and Risk Committee members in all Provincial Structures						
Total number of Transformation Committee members in all Provincial Structures in all Provincial Structures						
Total number of all Provincial Officials serving on International Bodies						

4 (A) NATIONAL TEAM DEMOGRAPHICS IN DIFFERENT INTERNATIONAL COMPETITIONS (MEN):					
	COMPETITION NAME	AFRICAN	COLOURED	INDIAN	WHITE
Total number of National Team Male Participants in different International Competitions	1				
	2				
	3				
	4				
Total number of Under-21 Team Male Participants in different International Competitions	1				
	2				
	3				
	4				
Total number of Under-19 National Team Male Participants in International Competitions	1				
	2				
	3				
	4				

* Please attach relevant data for each individual Provincial entity.

4 (B) PROVINCIAL TEAM DEMOGRAPHICS IN DIFFERENT NATIONAL COMPETITIONS (MEN)*					
	COMPETITION NAME	AFRICAN	COLOURED	INDIAN	WHITE
Total number of Senior Team Male Participants in different National League Competitions	1				
	2				
	3				
	4				
Total number of Under-21 Team Male Participants in different National League Competitions	1				
	2				
	3				
	4				

EXAMPLE DATA SHEET

4 (B) PROVINCIAL TEAM DEMOGRAPHICS IN DIFFERENT NATIONAL COMPETITIONS (MEN)*					
	COMPETITION NAME	AFRICAN	COLOURED	INDIAN	WHITE
Total number of Under-19 Team Male Participants in different National League Competitions	1				
	2				
	3				
	4				

* Please attach separately the relevant data for each individual Provincial entity.

4 (C) NATIONAL TEAM DEMOGRAPHICS IN DIFFERENT INTERNATIONAL COMPETITIONS (WOMEN):					
	COMPETITION NAME	AFRICAN	COLOURED	INDIAN	WHITE
Total number of Senior Female Team Participants in different International representative Competitions	1				
	2				
	3				
	4				
Total number of Under-21 Team Female Participants in different International representative Competitions	1				
	2				
	3				
	4				
Total number of Under-19 Team Female Participants in different International representative competitions	1				
	2				
	3				
	4				

4 (D) TEAM DEMOGRAPHICS IN DIFFERENT NATIONAL COMPETITIONS (WOMEN)*:					
	COMPETITION NAME	AFRICAN	COLOURED	INDIAN	WHITE
4(d) Team Demographics in Different National Competitions (Women)*	1				
	2				
	3				
	4				
4(d) Team Demographics in Different National Competitions (Women)*	1				
	2				
	3				
	4				
Total number of Under-19 Team Female Participants in different National League Competitions	1				
	2				
	3				
	4				

* Please attach separately the relevant data for each individual Provincial entity.

5. PRIMARY SCHOOLS	
	NUMBER
Total number of primary schools in area of jurisdiction	

5. PRIMARY SCHOOLS	
	NUMBER
Total number of primary schools in your area of jurisdiction participating in rugby	
Total number of organised primary school league competitions in your area of jurisdiction	
Total number of primary school teams participating in organised junior school league competitions in area of jurisdiction	
Total number of regional representative primary school teams in area of jurisdiction	
Total number of playing facilities available to primary schools in area of jurisdiction	
Total Annual Financial support (rand) given to all primary schools in area of jurisdiction	

	NUMBER	AFRICAN	COLOURED	INDIAN	WHITE	WOMEN	DISABLED
Total number of active accredited coaches available to all junior schools in area of jurisdiction							
Total number of active non-accredited coaches available to all junior schools in area of jurisdiction							

* Please attach separately the relevant data for each individual Provincial entity.

6. SECONDARY SCHOOLS	
	NUMBER
Total number of secondary schools in area of jurisdiction	
Total number of secondary schools in your area of jurisdiction participating in rugby	
Total number of organised secondary school league competitions in your area of jurisdiction	
Total number of secondary school teams participating in organised school league competitions in area of jurisdiction	
Total number of regional representative secondary school teams in area of jurisdiction	
Total number of secondary school participants in a High Performance Program	
Total number of playing facilities available to all secondary schools in area of jurisdiction	
Total Annual Financial support (rand) given to all secondary schools in area of jurisdiction	

	NUMBER	AFRICAN	COLOURED	INDIAN	WHITE	WOMEN	DISABLED
Total number of active accredited coaches available to all secondary schools in area of jurisdiction							
Total number of active non-accredited coaches available to all secondary schools in area of jurisdiction							

* Please attach separately the relevant data for each individual Provincial entity.

EXAMPLE DATA SHEET

7. CLUBS	
	NUMBER
Total number of registered clubs in area of jurisdiction	
Total number of organised club male league competitions in your area of jurisdiction	
Total number of male club teams participating in organised league competitions in area of jurisdiction	
Total number of organised club female league competitions in your area of jurisdiction	
Total number of female club teams participating in organised league competitions in area of jurisdiction	
Total number of playing facilities available to clubs in area of jurisdiction	
Total Annual Financial support (rand) given to clubs in areas of jurisdiction	
Total Annual Financial support (rand) given to women's club participants in area of jurisdiction	
Total Annual Financial support (rand) given to women's national team	R

	NUMBER	AFRICAN	COLOURED	INDIAN	WHITE	WOMEN	DISABLED
Total number of active accredited coaches available to all clubs in area of jurisdiction	R						
Total number of active non-accredited coaches available total clubs in area of jurisdiction	R						

* Please attach separately the relevant data for each individual Provincial entity.

8. TOTAL COACHING COMPLIMENT							
	TOTAL	AFRICAN	COLOURED	INDIAN	WHITE	WOMEN	DISABLED
Total number of all active coaches in area of jurisdiction							
Total number of all active accredited coaches in area of jurisdiction							
Total number of all active non-accredited coaches in area of jurisdiction							
Total Annual Financial support (rand) given to coaches in area of jurisdiction	R						

* Please attach separately the relevant data for each individual Provincial entity.

9. REFEREES							
	TOTAL	AFRICAN	COLOURED	INDIAN	WHITE	WOMEN	DISABLED
Total number active rugby referees in area of jurisdiction							
Total number of active accredited rugby referees in area of jurisdiction							
Total number of active non-accredited referees in area of jurisdiction							

9. REFEREES								
	TOTAL	AFRICAN	COLOURED	INDIAN	WHITE	WOMEN	DISABLED	
Total Annual Financial support (rand) given to referees in area of jurisdiction	R							

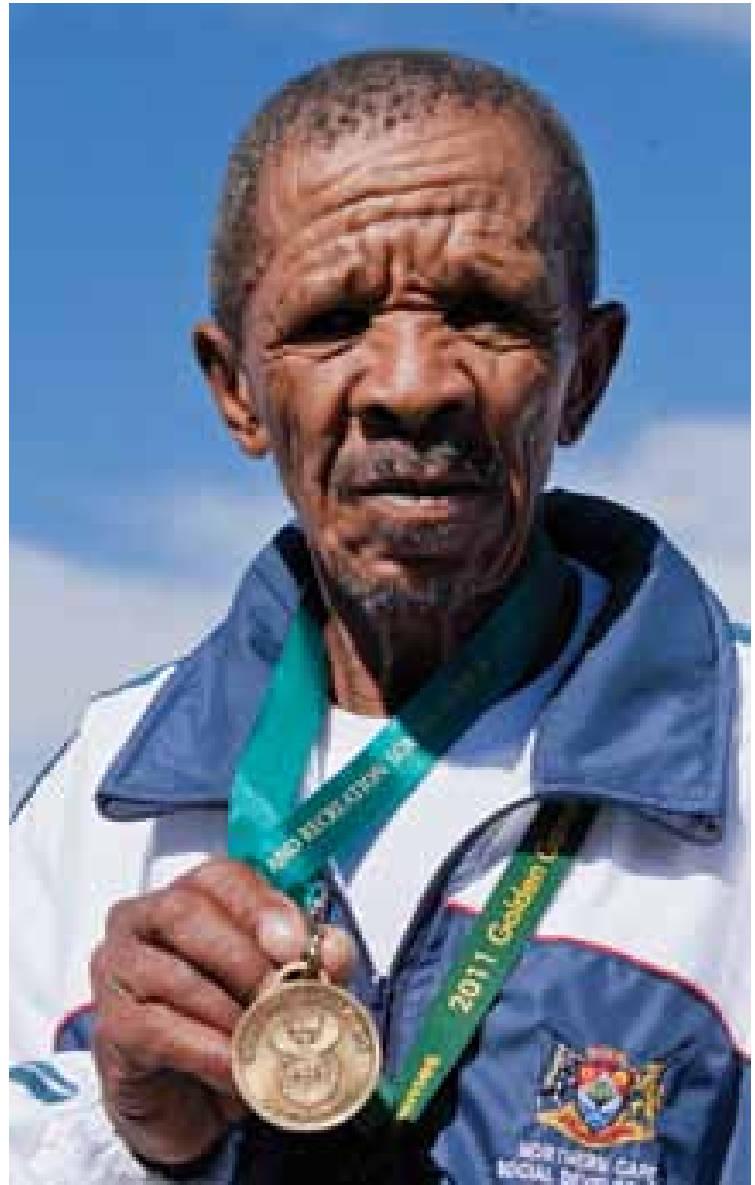
* Please attach separately the relevant data for each individual Provincial entity.

11. GOVERNANCE								
	NATIONAL BODY	PROVINCIAL ENTITY	PROVINCIAL ENTITY	PROVINCIAL ENTITY	PROVINCIAL ENTITY	PROVINCIAL ENTITY	PROVINCIAL ENTITY	PROVINCIAL ENTITY
Number of times Strategic Plan has been reviewed over the past five years								
Number of times Transformation Strategy has been reviewed and updated over the past five years								
Number of times Transformation Status has been monitored over the past five years								
Number of times Board effectiveness and productivity has been evaluated on the basis of a balanced scorecard over the past five years								
Number of times the effectiveness of board meetings have been established on the basis of a scorecard over the past five years								
Number of times the effectiveness of board chairperson has been established on the basis of a scorecard over the past five years								
Number of times the effectiveness of the CEO has been established on the basis of a scorecard over the past five years								
Number of unqualified Financial Reports over the past five years								
Number of Doping incidents reported over the past five years								
Number of Doping incidents resulting in disciplinary action over the past five years								

12. PREFERENTIAL PROCUREMENT							
	NATIONAL FEDERATION LEVEL	PROVINCIAL LEVEL - ENTITY NAME	PROVINCIAL LEVEL - ENTITY NAME	PROVINCIAL LEVEL - ENTITY NAME	PROVINCIAL LEVEL - ENTITY NAME	PROVINCIAL LEVEL - ENTITY NAME	PROVINCIAL LEVEL - ENTITY NAME
Rand Value of total external purchases in total area of jurisdiction							
Rand Value of Purchases from BEE accredited suppliers in total area of jurisdiction							

PILOT **EVALUATION**

RUGBY | CRICKET | NETBALL | ATHLETICS | FOOTBALL





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