



EPG: Sport Federation Transformation Status Report Overview

2018/19



sport & recreation

Department:
Sport and Recreation South Africa
REPUBLIC OF SOUTH AFRICA



The Independent EPG Committee

The EPG comprises prominent personalities, men and women of good standing in society:

Mr Happy Ntshingila, the Chair of the EPG

Ms Ria Ledwaba

Dr Willie Basson

Mr Louis von Zeuner

Mr Maxwell Moss

Prof Marion Keim-Lees

Mrs Wimpie du Plessis

Mr Mark Williams

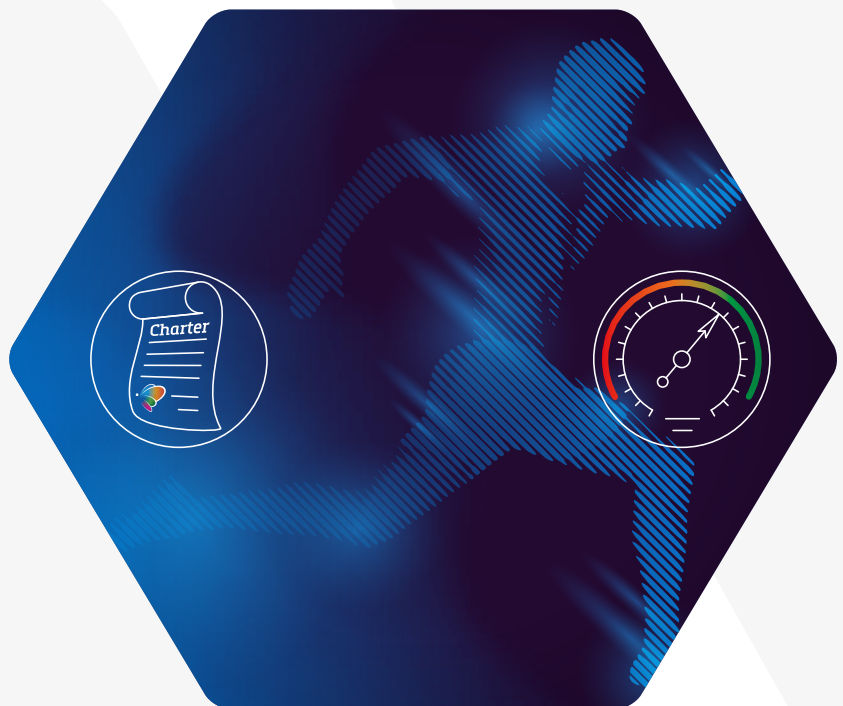
Mr Songezo Lubabalo Nayo

Mr Fezile Gobizembe Sipamla

Ms Nomsa Mahlangu

Mr Tebogo Selesho, and

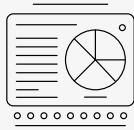
Ms Nizenande Machi



Acronyms and Abbreviations

BEE	Black Economic Empowerment
CEO	Chief Executive Officer
DBE	Department of Basic Education
EPG	Eminent Persons Group
SASCOC	South African Sports Confederation and Olympic Committee
SASSO	South African School Sports Organisation
SAFA	South African Football Association
SISA	Sport Information and Science Agency [no longer exists]
SRSA	Department of Sport and Recreation South Africa
Stats SA	Statistics South Africa
USSASA	United Schools Sports Association of South Africa





OVERVIEW

Background

For several reasons major political and economically driven transformation processes are sweeping across the globe resulting in a need for effective response from nations and organisations to survive and prosper. South Africans are not alone in coming to terms with the realities of having to adapt to the rapidly changing multi-dimensional environments within which they operate.

Inequality has many dimensions. There is inequality at the top where the share of income is grabbed by a small percentage of people and inequality at the bottom reflected in the number of people in poverty, and the depth of poverty. There is also inequality in health and in access to education as well as gender inequity and childhood deprivation all of which leads to '*inequality of opportunity*'. High levels of inequality of opportunity simply means that those that weren't born of parents of means have little chance of living up to their potential. This of course is a disaster not only for these individuals but also for society because of it not using fully its most important asset, its people.

Ongoing exclusion of people from opportunities to develop to their full potential will have consequences for all and society at large. We leave others behind at

our own peril. If we want a society where we all have a vested interest, everyone should feel that being part of this society and complying with its rules is a rewarding experience. Today many are increasingly left behind, with no social mobility.

Too many people are living lives devoid of human dignity due to abject poverty, which is 64% among black people, 55% among the population. Poverty prevents people from entering the race and even when they can, they must carry so much baggage that the odds of excelling are small. Social injustice, particularly involving unfair distribution of opportunities, is a huge factor behind a fractured society. The battle between the haves and the have-nots is the essence of our fractured society.

Social justice, a constitutional imperative, is about the

fair and just distribution of opportunities, resources, privileges and burdens in society. The preamble of our constitution promises to provide a foundation “to heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights”. It further promises to improve the quality of life of all citizens and free the potential of every person”.

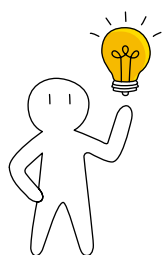
Advancing social justice, therefore is about delivering on our constitutional promise. An indaba in 2011 defined sport’s way forward in this regard with the adoption of a Transformation Charter, establishment of a transformation committee, the EPG and introduction of annual transformation audits.

Since the adoption of sport’s Transformation Charter by the sport movement in 2011 and the appointment of an independent transformation commission, the Eminent Persons Group (EPG) in 2012 by Minister Fikile Mbalula, seven (7) transformation status reports have been compiled and published by the study group led by Dr Willie Basson.

The *first ever* report on sport’s transformation status based on the Charter was a pilot project which included - *athletics, cricket, rugby, football, and netball*. This report was published in 2012, **eighteen** years after the country’s first democratic elections in 1994.

In 2013 the number of federations audited was increased to 19 with the inclusion amateur *boxing, basketball, baseball, bowls, chess, gymnastics, hockey, jukskei, netball, rowing, softball, swimming, table tennis, tennis and volleyball*.

Since then, based on the cooperation of the 19 codes indicated, six reports, profiling sport’s transformation status individually and comparatively have been annually published annually. This has resulted in reliable insight and understanding of individual federation support and commitment to *change* and importantly the *strategic* factors impacting rate and extent of transformation.



Government and sport leadership must find mechanisms to deal with the impact of increasing levels of *poverty* and *inequality* which is dividing the sport system into two, ‘one for those who **can afford to play** and another for those who **can’t afford to play**’.

Government and sport leadership can no longer afford not to:

- Respond a *dysfunctional* school sport structure.
- Acknowledge and react to the effect of *population demographic change* on sports longer term *sustainability* and *competitiveness* and
- Find mechanisms to deal with the impact of increasing levels of *poverty* and *inequality* which is dividing the sport system into two, ‘one for those who **can afford to play** and another for those who **can’t afford to play**’.

An increasingly uncertain environment may require sport to make *scenario planning* part of their planning toolbox when looking into the future. ‘High’ and ‘Low’ road scenario possibilities have become stark reality for several codes and possibly the South African sport system. Traditional approaches to planning may need to be reviewed. A ‘*more of the same*’ approach could have uncomfortable consequences for some.

Transformation Charter

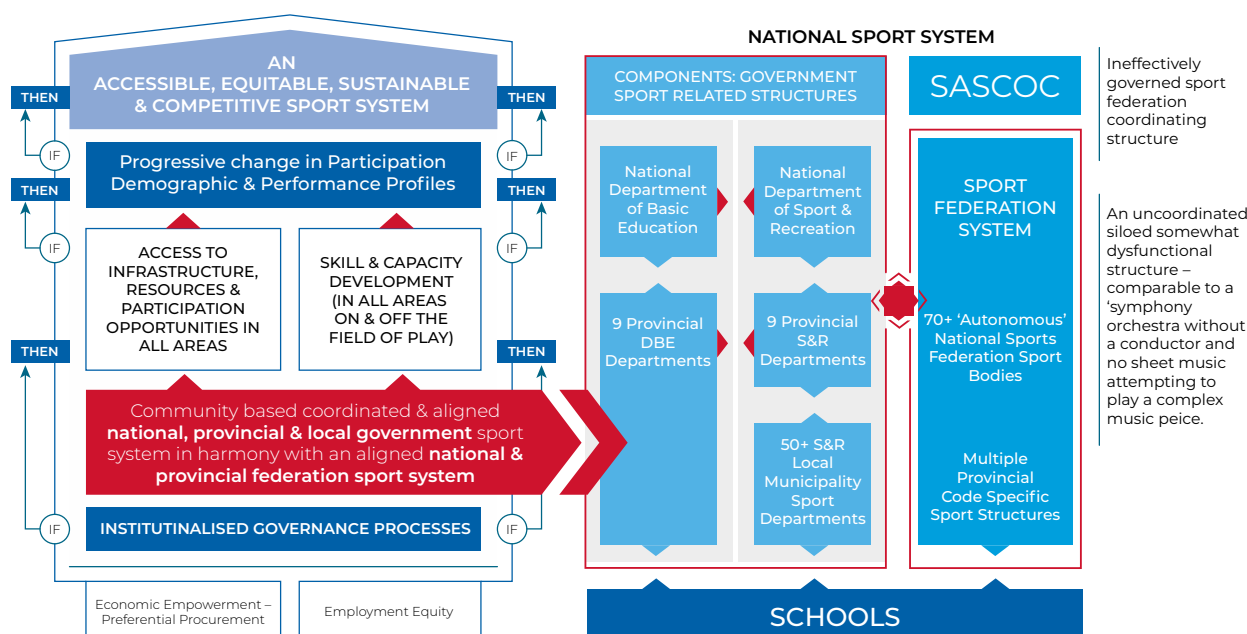
Sport’s structured response to the changing environment has been the adoption of a Transformation Charter at a National Sport and Recreation Indaba held in November 2011, 17 years after the first democratic elections in 1994.

The Charter is based on the *non-racial, non-sexist* and *democratic* principles as enshrined in the Constitution; the legal framework of the National Sport and Recreation Act of 1998; the White Paper on Sport and Recreation of 2013; the Department of Sport and Recreation of South Africa’s Strategic Plan and the long-term imperatives of the National Development Plan.

The schematic below reflects the multidimensional Charter process with a purpose of bringing about a sport system in which the *majority* of South

Africans have *equitable* opportunity to participate and excel in sport *on* and *off* the field of play.

Multi-Dimensional Transformation Strategic Framework



The *objective* of the Charter is the establishment of an 'accessible, equitable, sustainable and competitive sport system'. The process is based on two sets of drivers. The one set on *altruistic* or social justice *moral* principles because it is the 'right thing to do' due to social injustices committed in the past and the other based on *strategic* considerations because of the impact thereof on longer-term *sustainability* and *competitiveness* of sport organisations.

The *purpose* of the transformation Charter is to increase the number of people participating in sport based on *fair* and *equitable* access to participation opportunity on and off the field of play.

The Transformation Charter acts as a *beacon* guiding the sport system's journey to bring about systematic change in key strategic areas namely *increased participation opportunity*; *development of skills and capabilities*; *improved demographic profiles of structures*; *optimised performance on the field of play*; *governance processes* and *improved preferential procurement* contributions.

Sport's multi-dimensional transformation approach supports steady and deliberate progress towards the establishment of an *accessible, sustainable and competitive sport system* based on systematic change in participation *demographic profiles* rooted in providing *equitable access to infrastructure, resources and participation opportunities* in tandem with *skill and capability development on and off the field of play*.

The *access, skills* and *capability* dimensions of the Charter are central to the achievement of the ultimate goals and objectives of the Charter. Linking activities in cause and effect relationships associated with these two dimensions to the top and bottom ends of the participation pyramid are key to the process. The better the quality thereof the greater the impact at the top end. The *access* dimension will ultimately impact the representivity of sport's *demographic* profile while the quality of the *skills and capability* dimension will contribute to the *competitiveness* of the overall sport system.

Each component dimension of the Charter is quantifiable in terms of the measurable outcomes of actions aimed at ultimately bringing about changes in the sport system that will produce breakthrough results in key areas.

The transformation measurement system comprises a set of measures that monitor and track the impact/outcome of selected activities identified as the key drivers for transformation. Performance measures described in the Charter establish and monitor transformation status in *prescribed* and *one-size-fits all* format which treats all federations on the same basis, regardless of unique differences between some. Non-achievement of these predetermined targets is *not* subject to the imposition of penalties.

Transformation Committee the Eminent Persons Group (EPG)

The sport Indaba in 2011 recognised that implementation of the Charter could be problematic and that an *independent* verification agency would be critical to the veracity of the true measure and pace of change. This led to the appointment of a Transformation Committee the Eminent Persons Group on Transformation (EPG), by the Minister of Sport to annually review, report on sport's transformation status.

The *mandate* under which the EPG was appointed included the establishment of a management system to monitor, evaluate, advise, report on sport's transformation status, make recommendations to improve rate and extent of transformation and to comment on the effectiveness of implementation of the Transformation Charter and its associated scorecards.

The *purpose* of the independent EPG is to ensure the sport Ministry has adequate *information* and *understanding* to assess transformation status and enabled to intervene in improving the rate and effectiveness of transformation in all areas of South African sport. By reporting on codes on an individual basis as well as comparatively, ongoing progress towards the achievement of specific longer-term goals and objectives of the Charter is facilitated.

Transformation Performance Measurement

Monitoring sport's transformation status is part of an annual process involving the regular collection and analysis of data related to the outcomes of a programme of action that drives change in key areas of the transformation Charter. This provides evidence for the extent to which a transformation programme is being delivered as intended, whether set targets are being met, whether there is progress towards the achievement of set objectives and identifying the extent to which changes and adaptations to the programme are required. The intention is not simply to assess what impacts have occurred, but also why they have occurred, what lessons can be learnt and how might the programme be improved. Evaluation is an ongoing, if less regular process and forming the basis for learning and organisational development.

Monitoring is undertaken to provide information that should lead to federation and programme improvement and plays a vital role in organisational learning and development. In most organisations, change occur

when people start looking at things differently. Nothing will create change in organisations quicker than when the lens of performance measurement is changed. Measurement and target setting are crucial enablers of change.

Annually compiled federation transformation scorecards based on data collected reflect transformation status based on:

1. The % achievement of pre-set, one-size fits all Charter targets, non-achievement of these targets are not subject to the implementation of penalties.
2. Transformation progress is reliant on voluntarily federation response to EPG findings and recommendations and/or
3. The % achievement of federation *self-set* and *forward projected* Barometer MoU based targets in *selected* Charter categories. Non achievement of at least 50% of these targets are subject to the possible imposition of penalties as prescribed in a MoU with SRSA and SASCO.
4. In this process federations *set*, and *project forward* their own (*self-set*) targets in *selected* Charter categories as part of the MoU. Failure of a federation to achieve *50% or more* of its *self-set* targets could lead to the imposition of one or more of the following penalties:
 - suspension or withdrawal of any funding from government;
 - revoking of authority to bid for international tournament;
 - withdrawal of opportunity to award national colours, and/or
 - withdrawal of recognition as national federation in terms of National Sports Act.

Captured in a scorecard these measures serve as milestones signposting a federation's transformation journey towards '*an accessible, equitable, sustainable, demographically representative and competitive sport system*'.

A comparison between the two sets of measures enables a distinction to be made between conservative (safety first) and meaningful (positive) target setting by federations.

Inclusion of the Barometer into the Charter process have highlighted the challenge *all* federations have to set, and *project* forward its *own* targets because of inadequate understanding and insight into a federation's current situation and its future. This is echoed in the mechanical, at times 'guesstimating' and 'safety-first', way in which federations set their own target to avoid penalty imposition.

Transformation Status 2018/19 Overview

The 2018/19 transformation audit report is the seventh since the introductory audit pilot involving *athletics, cricket, football, netball, and rugby* in 2011 followed six reports from 2012 onwards which included an additional 14 federations.

This report further deepens understanding into the current transformation status of South African sport based on the analysis of data submitted by the 18 a federations namely - *amateur boxing, athletics, basketball, baseball, bowls, chess, cricket, football, gymnastics, hockey, jukskei, netball, rowing, rugby, softball, swimming, table tennis, tennis and volleyball*. Chess did not submit data sheets as result of ongoing governance challenges in its leadership structure.

Major Impacting Factors (See Part 3 Supplement)

The report re-emphasises 3 key factors effecting rate and extent of transformation:

- an increasingly dysfunctional school sport system;
- the impact of population demographic change on the sustainability of white dominated sport structures and the
- effect of rising levels of poverty and inequality on participation opportunity which effectively divides the sport system into those '*who can pay*' and '*those that can't pay*' to play sport.

Transformation Status

Monitoring sport's transformation status and performance involves the analysis and interpretation of data sheets based on key areas (as defined in the transformation Charter) and annually submitted by federations. The outcome of this process provides evidence for:

- the extent to which the transformation programme is being *delivered* as intended,

- whether *predetermined* Charter and *self-set* 'Barometer' targets are being achieved,
- whether there is adequate progress towards the achievement of Charter *objectives* and
- whether changes and/or adaptations to the approach to transformation is required.

Evaluation of transformation status enables appropriate questions to be asked and for judgement calls to be made based on specific criteria. The intention is not simply to assess what impacts have occurred, but also why they have occurred, what lessons can be learnt and how the transformation process can be improved.

Determination of Transformation Status

Transformation status is established by measuring actual federation performance in 18 categories (as defined in the Transformation Charter) against two sets of targets in scorecard format.

The one scorecard is based on the achievement of *prescribed* and *one-size-fits all* targets of the Charter and the other, the 'Barometer', introduced in 2016/17 based on the achievement of a federation's '*own*' or *self-set* and *forward projected* targets as part of a MoU entered into with SRSA and SASCOC. The latter scorecard is based on the uniquely different circumstances of federations whereas the first scorecard treats all federations on the *same* basis.

Non -achievement of the *prescribed* Charter targets are *not* subject to any penalty imposition which means that there are no consequences for not reaching these targets. Transformation progress in this instance depends on the voluntary response of federations to the findings and recommendations emanating from annual EPG transformation status reports.

Achievement of the *prescribed* charter targets have been found to be challenging for most codes, particularly those with historically untransformed White demographic profiles.

The second group of targets are *self-set* and *forward projected* by a federation based on its own distinctive circumstances reflecting how a federation plans to align to the objectives of the Charter. Non achievement of 50% or more of these self-set targets could lead to the imposition of penalties in terms of a MoU entered with SRSA and SASCOC.

Non-achievement of the *self-set* Barometer targets are

subject to the imposition of one or more of the following penalties:

- Revoking of authority to bid for or stage international tournaments locally.
- Suspension or withdrawal of funding or support from government.
- Withdrawal of opportunity to award national colours or
- Withdrawal of recognition as national federation in terms of National Sports Act.

Setting and achieving federation *self-set* and *forward* projected targets are a function of a federation's understanding of its current strategic position and informed insight into the nature and extent of impacting factors.

Monitoring and comparing actual performance in both *predetermined* and *self-set* targets allows for the identification of appropriate interventions to increase rate and extent of transformation.

Both sets of measures serve as milestones signposting a federation's transformation journey towards '*an accessible, equitable, sustainable, demographically representative and competitive sport system*'.

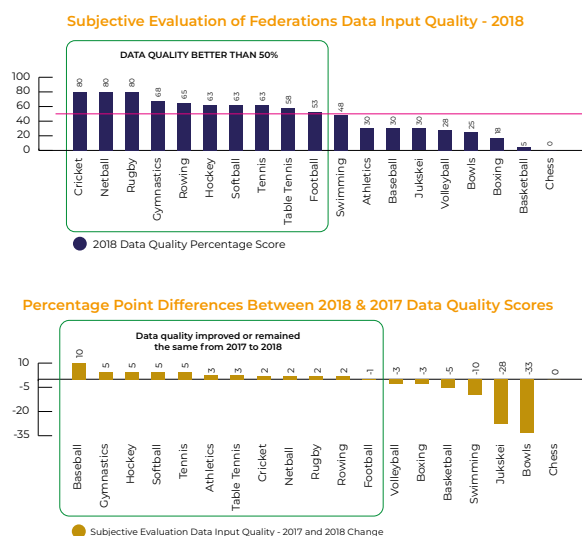
Data Quality

Integral to the transformation audit processes is the *quality of data* collected and submitted by federations. Although much improved since the first transformation audit conducted in 2011/12, it is not yet up to the required standard in some instances. In most cases this is due to *a lack of financial and human resources, below standard data collection and data management processes, ineffective support from affiliate structures and sub-optimal federation leadership support and accountability*.

A *subjective* evaluation of data *quality* and reliability submitted, introduced in 2017 and repeated in 2018, was based on:

- *timeliness of data submission,*
- *perceived completeness,*
- *reliability of data provided,*
- *leadership commitment to the process and*
- *support received from affiliated entities.*

The figures below show the outcome of these evaluations.



Based on these norms an average '*data quality score*' for all federations of 45% in 2018 (49% in 2017) was calculated.

Ten of the eighteen federations audited, *cricket, rugby, netball, gymnastics, rowing, softball, tennis, table tennis and football* scoring between 78% and 50% in that order, were at the top end of the data quality scoreboard. Whereas *swimming, athletics, baseball, jukskei, volleyball, amateur boxing, and basketball* scored between 48% and 5%, in that order, were at the bottom end of the scale.

The average data quality input from federations has deteriorated by 4 percentage points with the quality of submissions received from *volleyball, boxing, basketball, swimming, jukskei* and *bowls* decreasing from 2017 to 2018. Quality of *volleyball, athletics, baseball, amateur boxing, bowls* and *basketball* data submissions remains problematic. The decrease in *bowls'* and *jukskei* data quality of 33 and 28 percentage points respectively could be symptomatic of deeper underlying challenges.

Data quality input received from *cricket, netball* and *rugby* remain consistently high and are benchmarks for the process.

Charter and Barometer Target Achievement

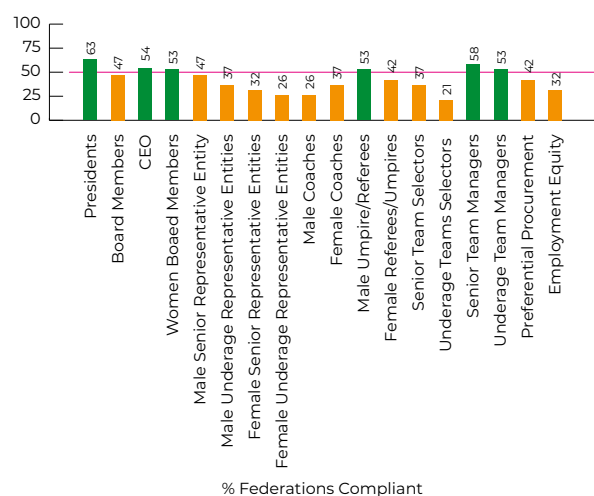
1. Percentage of Federations achieving Pre-Set, One-Size-Fits-All Charter Targets.

Pre-set Charter targets are the *same* for all federations although the effect of factors impacting the achievement thereof, will differ from federation to federation. These factors include, among other:

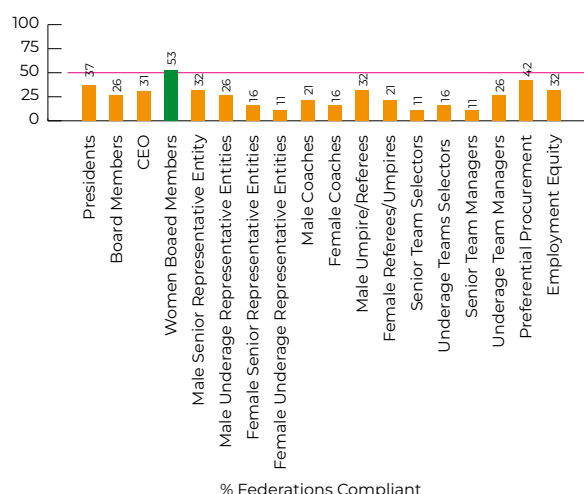
- levels and extent of poverty and inequality among constituent members;
- culture and value differences as result of imbalances in demographic profiles in federation leadership structures influencing decision making;
- sustainability and competitiveness consequences as result of changing national population demographic profiles impacting the future shape of organisations;
- the state of sport in schools, particularly in the majority of the 25 000 public schools and a changing previous model C school environment;
- facilities and equipment constraints;
- availability of financial and human resources.

The figures below show the % of federations that have achieved the generic Black and black African Charter targets.

% of Federations Achieving 50% or more in Pre-Set Generic Black Charter Categories - 2018



% of Federations Achieving 50% or more in Pre-Set Black African Charter Categories - 2018



The charter categories, in which *more than* half of the federations have achieved the pre-set **generic Black** Charter targets, include:

- presidents (63%), CEO's (62%),
- women board members (53%),
- male umpire/referees (53%), senior team managers (58%) as well as underage team managers (53%).

The charter categories, in which *less than* half of the federations have achieved the pre-set **generic Black** Charter targets, include:

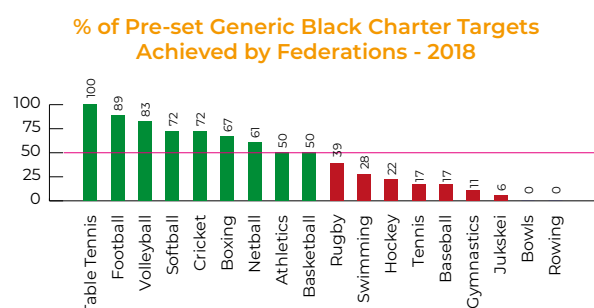
- Board members (47%)
- Senior male national team members (47%)
- Female umpire/referees (42%)
- Male underage teams, senior team selectors and female accredited coaches (37%)
- Senior female representative teams and employment Equity (32%)
- Female national underage representative entities and Male coaches (26%)
- Senior (37%) and underage team selectors (21%).

42% of federations achieved the 50% *Preferential Procurement* and 32% the *Employment Equity* prescribed targets

In *only one* Charter category, *women board representation*, was the **black African** pre-set target achieved by more than half of federations. In **no** other Charter category have more than 50% of federations

achieved the pre-set **black African** Charter target. The low % of federations achieving pre-determined black African Charter targets reflects the level of inaccessibility for black Africans to SA sport structures.

2. Federation Specific % All Generic Black Pre-Set, One-Size-Fits-All Charter Targets Achieved

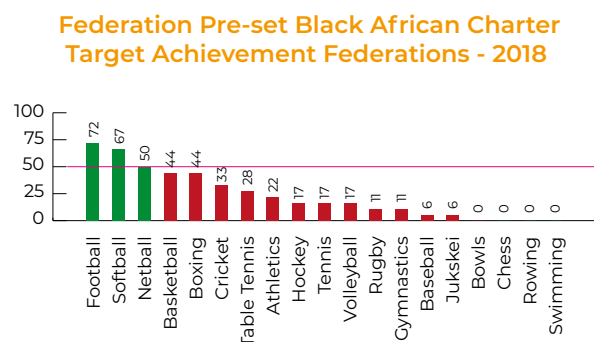


Nine (9) out of 18, 50% of federations audited, *table tennis, football, volleyball, softball, cricket, boxing, netball, athletics, and basketball* have achieved 50% or more of **all** the generic Black Charter targets set.

Rugby (39%), swimming (28%), hockey (22%), tennis (17%), baseball (17%), jukskei (6%), gymnastics (11%), bowls (0%) and rowing (0%), have all achieved less than 50% of charter pre-set targets which suggests potential longer-term sustainability risk.

A sizeable number of federations, thirteen, or 68% of total, have equaled or improved on the % achievement of 2017's *all* pre-set generic Black charter targets compared to 2017. Whereas only four federations: *swimming, gymnastics, basketball and baseball* did not improve on 2017 target achievement performances.

3. Federation Specific % of All Black African Pre-set One-Size-Fits-All Charter Targets Achieved

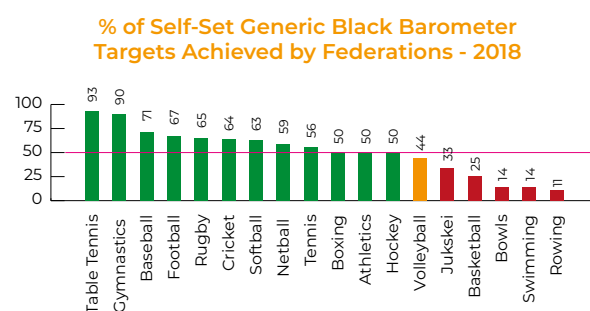


Only 3 of the 18 federations audited, *football (72%), softball (67%) and netball (50%)* have achieved 50% or more of *all* the Charter pre-set Black African Charter targets. Which demonstrates a low level of accessibility for black African sportspeople to defined Charter categories.

Considering that the black African population makes up 80% country's population the other 16 codes are essentially reliant on the 20% Coloured, White and Indian human resource base of the country. The *lower* the black African representation in Charter categories the greater the longer-term sustainability risk for some codes.

Population demographic changes in progress elevate longer-term sustainability challenges for those codes with predominantly White demographic profiles.

4. Federation Specific % of All Generic Black and Black African Self-Set Barometer Targets Achievement



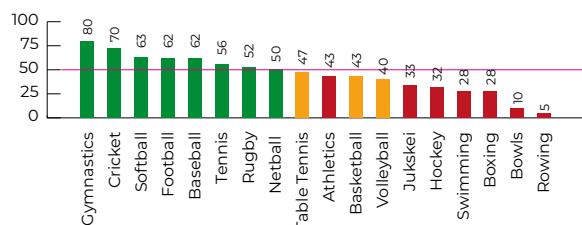
Federation self-set, **Barometer** target achievement differs significantly in from Charter pre-set (one-size-fits-all) target achievement for some codes because of conservative, (to avoid penalties) target setting by the federations involved. These federations include those with predominantly White demographic profiles.

12 Federations, (table tennis, gymnastics, baseball, football, rugby, cricket, softball, netball, tennis, amateur boxing, athletics and hockey), 67%, of the total audited, achieved 50% or more (as per MoU Agreement) all their self-set barometer generic Black targets.

Whereas *volleyball, jukskei, basketball, bowls, swimming, and rowing, did not* achieve 50% or more of its self-set **barometer generic Black** barometer targets.

5. Federation Specific % of All Black African Self-Set Barometer Targets Achievement

% of Self-Set Black African Barometer Targets Achieved by Federations - 2018

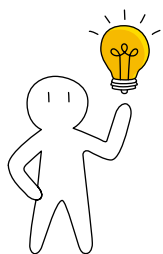


8 federations, cricket, gymnastics, softball, football, baseball, tennis, rugby, and netball, 50%, of the total number audited, achieved 50% or more of all their self-set barometer **black African** targets.

The challenge faced by *black African* sports people to break into rowing (5%), bowls (10%), swimming (28%), hockey (32%), and jukskei (33%) is reflected in the low % achievement of its self-set targets for black African representation.

Federation self-set Black African representation targets in the structures of volleyball (40%), basketball (43%), athletics (43%) and table tennis (47%) appears to be more favourable.

Only 3 federations: table tennis, volleyball, and hockey did not improve on their 2017 self-set black African barometer target in 2018.



The challenge faced by *black African* sportspeople to break into rowing (5%), bowls (10%), swimming (28%), hockey (32%), and jukskei (33%) is reflected in the low % achievement of its self-set targets for black African representation.



Final Barometer Scorecard – 2018

The table below compares the 2017 and 2018 Barometer MoU % self-set target achievements.

% Self -Set Barometer Targets Achieved in 2018 & 2017

Code	% of Barometer Self-Set Charter Targets Achieved - 2017	% of Barometer Self-Set Charter Targets Achieved - 2018	% Points Difference 2017 and 2018
Gymnastics	75	72	-3
Table Tennis	76	71	-5
Cricket	74	70	-4
Baseball	50	65	15
Softball	35	65	29
Football	73	59	-14
Rugby	60	59	-1
Netball	54	56	3
Tennis	65	53	-12
Volleyball	33	47	14
Athletics	31	44	13
Rowing	LATE SUBM	43	LATE SUBM
Swimming	39	39	0
Hockey	37	37	0
Jukskei	39	35	-4
Basketball	26	34	9
Amateur Boxing	12	26	14
Bowls	LATE SUBM	13	LATE SUBM
Chess	27	NO DATA	

● less than 50% of self-set barometer targets achieved

● more than 50% of self-set barometer targets achieved

The table shows that 9 of the 18 audited federations (gymnastics, table tennis, cricket, baseball, softball, football, rugby, netball and tennis) have achieved 50% or more of all their self-set barometer MoU agreed targets and 9 (volleyball, athletics, rowing, swimming, hockey, jukskei, basketball, amateur boxing, and bowls) have not. This means that 50% of the federations audited have achieved their self-set barometer targets.

The biggest improvement from 2017 to 2018 was shown by softball, 29 percentage points (35% to 60%) whereas football and tennis showed the largest decreases, 14 and 12 percentage points respectively.

Rowing, jukskei, and bowls are characterised by demographically slow changing predominantly white structures which could lead to sustainability challenges in the future.

The original 'pilot' participating federations: cricket, football, netball, and rugby have achieved 50% plus of their barometer targets two years in a row. In comparison the other pilot code, athletics, have not achieved the MoU agreed 50% plus barometer score scoring 31% and 44% respectively over the same period.

Chess are experiencing ongoing governance challenges and have not submitted data for 2018.

All federations have complied with a request to review and improve quality of Barometer target forecasts and to extend it to 2030 based on comments, observations and

recommendations from EPG reports published to date. Because of this a better understanding of the process and target forecasting has been possible, providing for a good foundation for federations to transform their organisations in line with their specific circumstances.

With all barometer forecasts reviewed and changed where required, penalties will be rigorously applied in 2020. Four of the five original pilot federations rugby, cricket, football and netball have all achieved their self-set Barometer targets in 2018/19.

Comparison Federation Barometer Self-set and Charter Pre-set Barometer Target Achievements

Transformation status is based on performance in 18 strategic categories as defined in the Transformation Charter and involves two sets of targets.

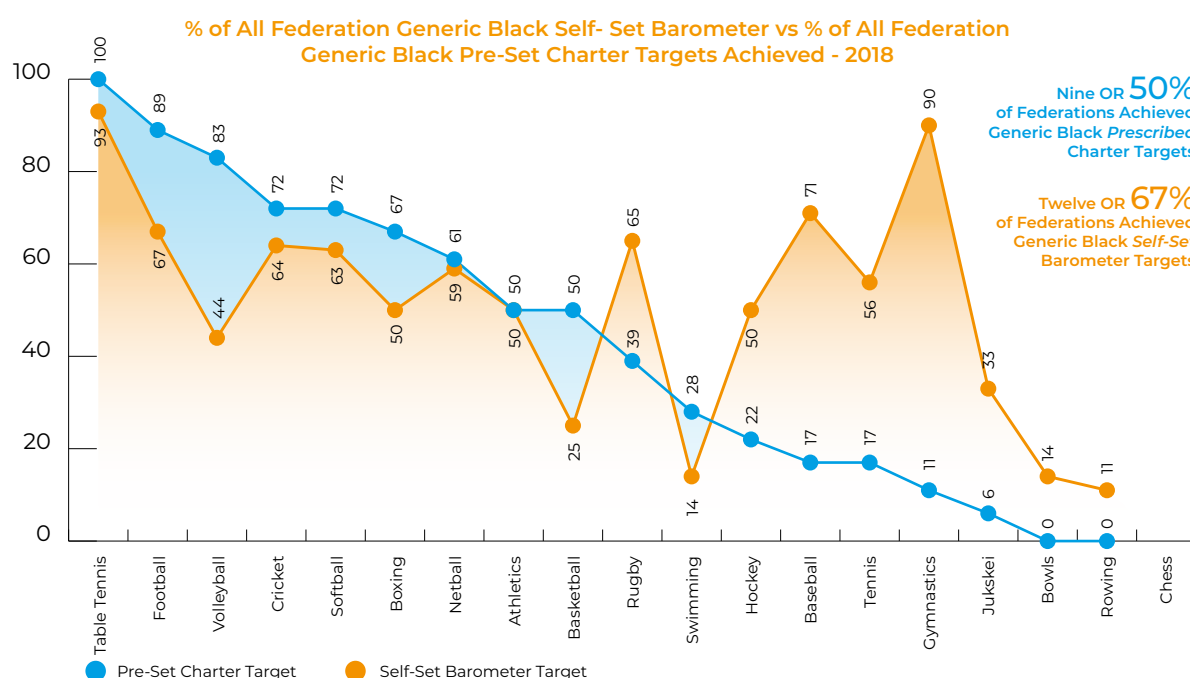
The one set is based on *pre-set (pre-set) one-size-fits-all* charter targets which provides a *common* reference base and the other on federation *self-set* barometer targets considering federation specific circumstances.

The pre-set or prescribed *one-size-fits-all* targets are the *same* for *all* federations and defines interim milestones on the journey to an accessible, equitable, demographically representative and competitive sport system. Transformation progress in this instance is dependent on voluntary federation response to observations and recommendations emanating from EPG audits.

Non achievement of these pre-set Charter targets is not subject to the imposition of any penalties.

The second group of targets are federation *self-set* and *forward projected* as part of a MoU entered with SRSA and SASCOC. Self-set targets relate to a federation's own unique circumstances and the target forecasts reflect rate and extent of change towards the objectives of the charter. Non- achievement of 50% or more of self-set targets could lead to the imposition of penalties in terms of a MoU agreed with SRSA and SASCOC.

Monitoring and comparing actual performance and trends in *both* sets of targets allows for appropriate interventions to increase rate and extent of transformation. The graphic below compares individual federation target achievement for each of the two sets of targets.



In most instances there are noteworthy differences between federation target achievement of pre-set *one-size-fits-all* Charter and the penalty-based *self-set* Barometer MoU targets. Charter targets are *one-size-fits-all* and the *same* for all federations (a common reference base) whereas the Barometer targets are *different* because each federation set their own targets according to their own situation.

The graphic above reflects two areas of federation target achievement. In the one area the % *self-set* Barometer target achievement is *higher* than the % *pre-set* Charter target achievement. This could be the result of conservative, 'safety-first', low, barometer target setting by federations, particularly those with predominantly White demographic structures, to avoid penalty imposition. Federations falling into this category include *rugby, hockey, baseball, tennis, gymnastics*, and to a lesser extent *jukskei, bowls* and *rowing* as shown. All these federations have achieved *less than 50%* of all pre-set Charter targets reflecting low levels of transformation in terms of the charter.

Chess, due to ongoing governance related challenges have not submitted data for 2018/19.

The second region reflects an area where % *self-set* target achievement is *lower or equal* to the *pre-set* % Charter target achievement. Federations in this category includes *table tennis, football, volleyball, cricket, softball, boxing, netball, athletics and basketball*. These federations have all achieved 50% or more of the self-set charter target. The reason for the lower self-set barometer targets could be that the federations involved have raised their self-set targets to levels higher than the 50% charter target.

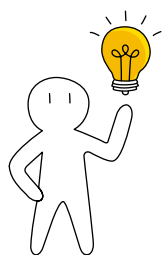
Achievement of the *pre-set one-size fits-all* Charter targets have been challenging for some resource constrained codes, particularly those with relatively untransformed (predominantly white) demographic profiles. These federations include *rowing, bowls, jukskei, gymnastics, baseball, tennis, hockey, and swimming*.

Setting and achieving federation forward projected *self-set* Barometer targets are a function of insight and understanding of a federation's strategic position, the factors impacting thereon and the will to change. In this regard the effect of *population demographic* change in certain instances, involvement at school level and the general state of school sport and poverty and inequality related issues, rates high.

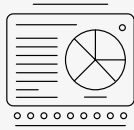
The light at the end of the transformation tunnel is visible for some codes notably *table tennis, football, volleyball, cricket, amateur boxing, softball, netball, athletics and basketball*. However, for those with unchanging, predominantly white demographic profiles the light may not be so bright. Codes in this category includes *rowing, bowls, jukskei, gymnastics, baseball, tennis, swimming, hockey* and to a lesser extent *rugby*. Reshaping demographic profiles in these codes may need to be more aggressively pursued if future leadership structures are not to be left with difficult challenges to resolve.

Ineffective response to the impact of national and regional population demographic changes; small demographically non-representative participation footprints in lower age groups, ineffective underage high-performance pipelines and questionable school sport strategies could lead to longer term sustainability (and *competitive*) challenges.

Compared to pre-1994 and the 20-years immediately thereafter the period post 2011 has seen much-changed, more representative and accessible sport structures emerging from a generic Black perspective.



Chess, due to ongoing governance related challenges has not submitted their 2017/18 data.



Where to From Here? – Scenario Development

Decision-makers are often constrained by the unpredictability of events and find it difficult to plan not knowing what the future will bring. As no one can predict the future, the only certainty is that things will unfold somewhat differently. One can debate and model the future, discuss probable developments and the like, but inevitably some, perhaps most of the effort involved ends up being speculative. And the longer the time horizon, the greater the degree of uncertainty shrouding the forecast because the margin for error increases exponentially with each passing year. (Clem Sunter: 'Socrates and the Fox – A Strategic Dialogue'). That is why it is much better to be vaguely right than precisely wrong. Scenario planning is a recognised and useful methodology that accept this principle.

The process involves the identification of the forces or trends that are shaping an entity's future, selecting the ones that are likely to have the biggest impact, constructing scenarios that illustrate the possible casual chains flowing from these forces or trends, followed by deciding on and monitoring the 'flags' (signals) that will forewarn on which scenario is likely to materialise under the period under view.

The technique of scenario development for social change in South Africa was pioneered by *Stellenbosch University's Institute for Futures Research* and catapulted into prominence by Clem Sunter's work in 1986 based on the *high road* and *low road* scenario

possibilities for South Africa. Scenario planning It is not unfamiliar terrain for South Africa and has since the removal of the apartheid barrier played an important part in the country's recent history. Several inspirational practitioners and prominent organisations have made significant contributions in this area to shape thinking and open disparate minds to alternative possibilities and encouraging a shared vision of the future. The value of the technology as a tool to shape thinking to alternative possibilities cannot and should not be ignored.

With the advent of the Transformation Charter and the Barometer in which federations set and project forward their own transformation targets in an increasingly uncertain socio-political and socio-economic environment, the use of the technology to develop likely (possible) scenarios for the future have become relevant.

This attempt to define probable future scenarios for sport do not have the benefit of wide consultation, nor the extensive preparatory diagnostic reviews associated with some of the more well-known models that have seen the light since the early nineties. It therefore must be seen an introductory, attempt at creating an awareness within sport and its component parts to explore their futures differently based on the principles of scenario development.

The development path of three scenarios for sport portrayed below, has been derived from information extracted from EPG transformation status audit reports

published to date as well as relevant SRSA, DBE and individual national sport federation publications.

South African Sport 'Game Board'

Every 'game' we play, whether in life or business, will more than likely have a potential set of different outcomes. These possible outcomes are based on the key uncertainties associated with the game one is part of. The outcomes of the game called *scenarios* or *plausible future environments*, interact with each other to form a *scenario gameboard*. (Sunter').

At any time and point in time in the 'game' an entity (organisation, system, structure, individual etc) is positioned somewhere on the gameboard, specifically in one of the plausible scenarios based on an appropriate strategy. At all times one needs to be prepared to deal with *each* of the scenarios. Not only do scenarios help to depict what future environments will look like but it will also define the capabilities required to succeed in any of the scenarios.

Depending on the nature of the external forces that drive/impact the 'game' and *how* we choose to play the game it can move on the gameboard to where *we want to be* or *maintain position* or *if we allow it, to be moved by other 'players' or forces to a less desirable position*. Scenarios offer multiple pathways to the future - both good and bad.

Scenarios should not be overcomplicated as they can lose their appeal and thus their usefulness. Once constructed different scenarios should assure a degree of differentiation between them such that registers clearly in the minds of the targeted audience. The last thing one wants to hear is 'I can't see the difference between the first and third scenarios'.

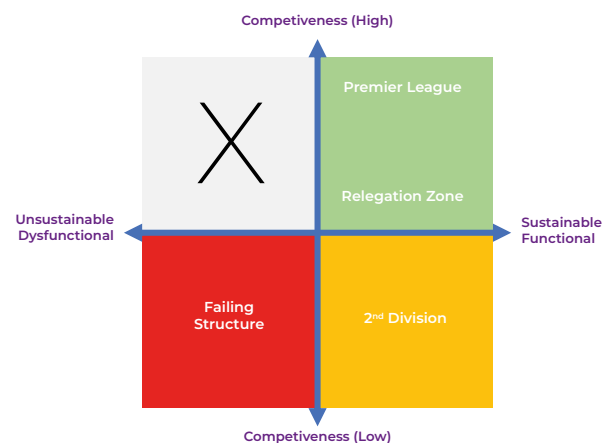
A 'scenario game board' features different scenarios described in catchy and meaningful names accompanied by text or a series of bullet points which become 'platforms' for understanding the future. The gameboard is developed by considering a list of principal variables that can affect the topic chosen for the scenarios, be it future of South Africa, the future of the mining industry, or the future of an organisation. Two pivotal uncertainties that will have the most influence on the 'game, or impact on the organisation are then selected. It is these two pivotal uncertainties, represented as intersecting axes

that create a framework for the gameboard: a 2X2 matrix containing four scenarios, namely a 'best-case', a 'worst-case' scenario and one or two intermediate scenarios. In game parlance this could be called a 'win' scenario, a loss' scenario and two 'draw' scenarios.

Developing worst-case (or loss) scenarios is an essential part of understanding the future, as it provides a greater consciousness of the signs indicating imminent danger, the list of variables that can affect the future possibilities for a structure, organisation or system.

Sport's Scenario Gameboard

A Scenario Gameboard for sport based on *sustainability* and *competitiveness* uncertainties are shown below.



The two pivotal uncertainties that could have the greatest impact on the sport system are *Competitiveness* and *Sustainability* and *Functionality*. These pivotal uncertainties, represented as intersecting axes, create the framework for the sport 'game board': a 2x2 matrix containing 4 scenarios, namely a best case scenario ('Premier League'), a worst case scenario ('Failed Structure') and an intermediate scenario ('2nd Division' and 'Relegation Zone'). In game phraseology, these would respectively be called a 'win' scenario, a 'loss' scenario and a 'draw' scenario.

The top left-hand quadrant of the game board has been labelled with an 'X' because it is *ruled out* on the grounds that it is nonsensical. A structure cannot be dysfunctional torn apart by internal conflict, unsustainable and still be competitive. Hence, there remain three scenarios – 'Premier League', '2nd League' and 'Failed Structure'.

Starting from the upper right-hand corner the three scenarios to 2025 are:

Premier League Scenario

A scenario characterised by a structure comprising, coordinated, aligned and functionally effective national and provincial operational entities featuring -

- exceptional governance structures.
- all sub-components function on high ethical standards, outstanding governance and planning and implementation processes.
- equitable and fair participation opportunity at all levels and in all areas.
- sufficiently resourced, sustainable and functional operational components.
- regular high-quality strategic planning, transformation strategy review and performance management processes at all levels and areas of the organisation.
- well above 60% of self-set barometer and pre-set charter target achievement rates.
- submission of timeous, reliable and professional compiled EPG transformation data sheets.
- positive and planned response to EPG observations and recommendations.
- transformation processes institutionalised throughout the organisation.
- featuring optimally balanced and resourced amateur and professional structures.
- 65%+ annual Win record for all representative national senior and underage representative entities.
- focus on gender equity issues at all levels and in all areas.
- highly effective, well governed, organised and functional subcomponent structures.
- effective national and provincial recruiting, training, development and accreditation of coaches, referees/umpire. and medical and scientific support structures.
- well defined high performance and talent identification and development structures in place.
- comprehensive medical and scientific accredited support structures delivering support in a wide range of disciplines including social workers.
- increasing number of participating entities in the top five of relevant world or local rankings.

- at least 20% of all schools (previous model C, private and public schools) participating in structured intra school, inter schools inter district, and interprovincial competitions.
- equitably distributed school and club structures in all communities including townships.
- dealing creatively and effectively with talented individuals born into poverty bereft of equal opportunity.
- Programmes to deal with challenges associated with 'if you can't pay you can't play'.
- a seamless, accessible and demographically representative senior and underage high-performance structure.
- extensive equitable representative participation opportunity for all female and male senior *and* underage representative entities internationally.
- a strong financial grant, sponsorships and advertising income stream.
- healthy balance sheet.
- an awareness that it could fall into the '*relegation zone*' when there is a decline in 'competitiveness' and sustainability levels for whatever reason.
- a realisation that once out of the 'top league' it is extremely difficult to get back in.

2nd Division Scenario

A scenario characterised by a sport structure:

- declining governance standards and increasing governance related disputes.
- operating on a 'more of the same' basis with an unclear vision for the future.
- publicly acknowledging the need for reformation, restructuring, reorganisation and change – read transformation, but in practice there is an increasing inability to bring about change.
- partially committed leadership complement with average skills and capabilities.
- deteriorating and outdated policies and operational plans.
- increasing irregular strategic planning, transformation strategy reviews and board, board meeting board member, CEO and staff performance evaluations.
- an increasingly ineffective administrative support base.

- A progressively financially constrained environment reliant on irregular income from outside sources and dependent on membership fees.
- a weakening balance sheet profile.
- limited and decreasing representative participation opportunity.
- decreasing levels of female representation in structure.
- underdeveloped and disjointed high-performance structures.
- erratic and declining levels 'competitiveness' and performance in senior and underage male and female competitive structures.
- increasingly ineffective coach and referee/umpire development and accreditation processes.
- restricted and incomplete medical and scientific support structures.
- less than 10% of all schools (previous model C, private and public schools) participate in any form of organised and structured competition.
- unchanging focus on 25 000 public school sport structure.
- ongoing unsatisfactory intra-, inter- school, inter-district and inter provincial organised underage competition.
- unchanging club and school provincial footprint.
- underdeveloped township school and club structures.
- slow-changing and incomplete high performance and talent development pipeline.
- An increasingly unbalanced focus on professional/commercialised sport.
- ongoing sustainability challenges.
- Increasingly ineffective transformation data collection and submission processes.
- decline in quality of transformation data sheets submitted.
- achieving between 40% and 45% of its self-set barometer and predetermined charter targets
- insufficient insight and understanding of the impacting forces of change.
- reflecting limited effort and ambition to move up to the 'premier league'.
- declining levels of commitment to change.

- restricted resources but getting by.
- 'ex-premier league' entities in steady decline because of declining leadership and management quality and increasing levels of internal conflict.
- declining transformation audit scores.

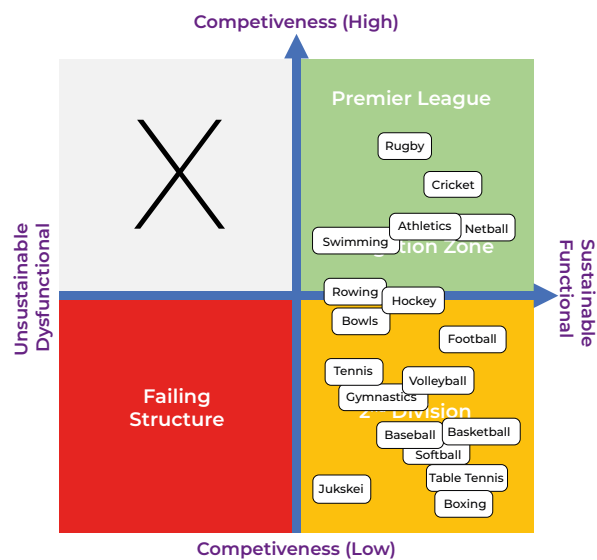
Failing/Failed Structure Scenario

A scenario characterised by a sport structure featuring

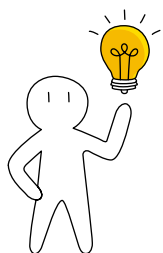
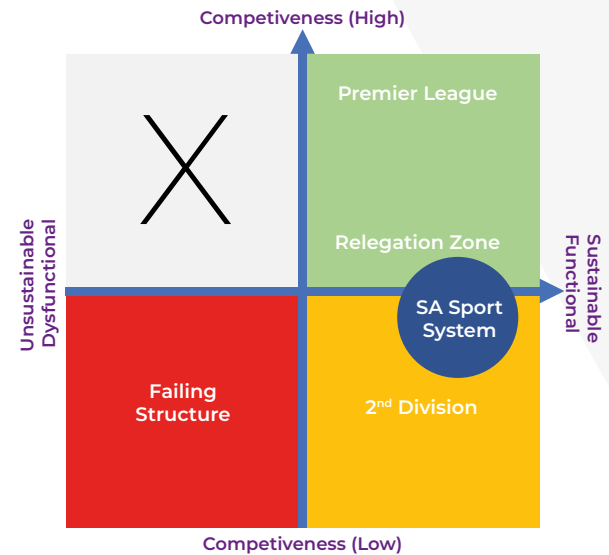
- dysfunctional administration structures.
- no strategic planning and performance management processes across its structures.
- below average leadership quality w.r.t skills and capabilities
- poor governance and planning processes.
- high levels of internal conflict.
- absence of performance management processes (board, board members, CEO, staff).
- no proactive response to transformation status audit findings and recommendations.
- consistently mediocre performance levels of national representative entities.
- perennially participating in the lowest divisions.
- demographically untransformed and increasingly unsustainable.
- slow changing White demographic structures.
- acutely resource constrained in all areas.
- achieving below 40% of its self-set barometer and pre-set charter targets.
- a network of dysfunctional and inadequate provincial, club and school sport structures.
- ineffective school sport structure or structure to interact with underage resources.
- less than of 5 % of club and school sport structures in township and rural communities.
- no medical and scientific support structure.
- non-functional and decreasing number of accredited coach and umpire/referee numbers.
- increasing gender equity related challenges.
- transformation status audits not taken seriously and in disuse.

Preliminary Scenario Gameboards

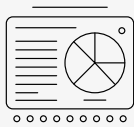
Individual Sport codes



Overall Sport System



Scenario development must be seen as an introductory attempt at creating awareness within sport and its component parts to explore their futures differently based on the principles of scenario development.



EPG Recommendations and Implementation Progress Status Register

Legend

GREEN	completed or nearing completion	ORANGE	in progress	RED	unsatisfactory progress	BLACK	New
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SRSA

→	Establish a mechanism for assigning responsibility for ensuring effective responses to EPG findings and recommendations	→	Ensure that all funding structures (government, SASCOC, LOTTO, Sports Trust, etc.) make funding available for Transformation Charter objectives and EPG audit outcomes on a coordinated basis based on a set of agreed criteria.
→	Increase the generic Black (i.e. Black African + coloured + Indian) historical demographic targets from 50% to 60% and include a Black African target for all structures.	→	Establish a mechanism for coordinated funding from SRSA, Lotto, Sports Trust to specifically increase participating number of schools, teachers, under-age teams and competitions in key districts.
→	Conduct an in-depth situational analysis of school sport, formulate a school sport strategy and implementation plan involving all stakeholders.	→	Review existing transformation Charter and ensure inclusion of Barometer scorecard.
→	Ensure that the strategic plans of <i>all</i> components of the sport system: national, provincial, and local sport structures, national and provincial sport Federations, tertiary institution, and school structures, SASCOC and Lotto, reflect transformation Charter-specific goals and objectives.	→	Establish a mechanism for coordinated funding from SRSA, Lotto, Sports Trust to specifically increase participating number of schools, teachers, under-age teams and competitions in key districts.
		→	Ensure that Transformation Charter is aligned to the National Development Plan, the White Paper on Sport and Recreation, and The National Sport and Recreation Plan.

→ Determine cost benefit impact of grants to federations to increase number of schools participating in regular and organised competitions, number of teachers involved, number of coaches, number of participating under-age teams and number of facilities.	→ Conduct an in-depth situational analysis of school sport, formulate a school sport strategy and implementation plan involving all stakeholders.
→ Each component entity of the sport system to set up programmes to respond to applicable transformation audit report findings and recommendations.	→ Establish a more proactive process to identify governance challenge and to assist in the resolution thereof.
→ Devise and introduce a measurement system for auditing SRSA, Provincial and local government sport structures, SASCO, and LOTTO, performances based on the Transformation Charter.	→ Establish a structure to monitor and report on implementation effectiveness of initiatives related to EPG audit report observations and recommendations.
→ Devise measures to gauge and track national and provincial administration federation administration quality and governance status.	→ Consider appointment of an independent body to monitor and report on school sport status, strategy and DBE SRSA MoU implementation progress.
→ Establish effective national and provincial coordinating and alignment platforms to orchestrate school related programs and projects among <i>all</i> relevant role players as part of MoU between SRSA and DBE.	→ Establish a centralised school sport related data base and management system to update and monitor reliability of data base.
→ Estimate existing sport facility status per district municipality, project need over next 15 years and establish a draft facility draft provision plan.	→ Increase number of sporting codes to be audited by 10.
→ Review MoU with DBE and resolve issues between Department of Basic Education and Department of Sport and Recreation related to:	→ Ensure better coordinated and more strategic sponsorship and grant allocation to federations.
› The 70% ratio of active schoolteacher vs 30% non-active schoolteacher involvement in the organisation of school sport.	
› Retraining of teachers for after school sport organisation and remuneration mechanisms because it is considered an overtime activity.	
› The non-alignment of Department of Education with demarcation boundaries of other government structures in certain districts.	
› Increase focus on resolving inadequate facility infrastructure and organising capacity at school level.	
→ Ensure appropriate protection mechanisms for school sport participants against mental and physical abuse.	
	Federations
	→ Ensure that transformation Charter demographics related issues and team selection strategies based on the principle of <i>universality</i> is clearly understood and practiced by all coaches and team support structures at school and federation level.
	→ Ensure the Establishment of integrated knowledge-based platforms comprising registered sport medical practitioners, biokineticists, physiotherapists, psychologists, nutritionists, and notational analysts (computer analysts) specialist support. The purpose of national and provincially based structures is to set standards, standardise training and accreditation material and coordinated accreditation processes and stay abreast of international developments and commission research and development in specialist areas to coaches and athletes.
	→ Ensure that provincial and national <i>commercially</i> sponsored school sport events comply with the transformation objectives of the federation involved and sports transformation Charter requirements.

→	Establish a structure to monitor and report on implementation effectiveness of initiatives related to EPG observations and recommendations.
→	Increase the number of structured <i>under-age</i> participation opportunities – teams and competition at primary, senior schools and club (including townships) levels as part of an integrated hub system and a facility sharing program.
→	Compare national and provincial government school sport footprint maps with that of national sport federations and set up a national primary and senior school sport participation footprint.
→	Ensure ongoing improvement of Black African representation in all federations coaching and referee/umpire structures.
→	Gymnastics, netball, cricket, rugby, swimming, hockey, table tennis, tennis, and jukskei to implement programmes, including monitoring systems, to increase relatively low levels of <i>Black African</i> representation at all <i>under-age</i> national and provincial levels.
→	Consider a wider range and greater number of structured <i>under-age</i> 'international' representative opportunities at national and provincial representative level for senior men and women.
→	Review current <i>under-age</i> participation program at school level in all codes with respect to access (% of schools participating per school, district and province), resource availability, participation and representation opportunity (facilities, teams, leagues) per school per district and target a presence in each district with the objective of increasing footprint size to 25% sport participating schools.
→	Increase federation focus on <i>township</i> schools and clubs in all 19 codes forming part of audit programme.
→	Review policies and programmes and projects to improve sport for under-age women at school level of schools in each district.
→	Agree and establish a national school sport and club strategy between different tiers of government, sport federation and school structures.

→	Improve representation of people with disabilities into sport governance structures to minimum requirements.
→	Increase participation opportunities for disabled persons in suitably modified versions of a specific sport.
→	Increase women representation in all sport structures on and off the field of play.
→	Ensure that all <i>preferential procurement</i> policies are in place and that transactions are appropriately recorded, monitored and reported on.

SASCOC

→	Ensure that targets for demographic profiles of Olympic and Commonwealth Games project Excellence participants are set, monitored and reported on.
→	Ensure that targets for demographic profiles of Olympic and Commonwealth Games participants and officials are set, monitored and reported on.
→	SASCOC to forecast and monitor demographic profiles of Commonwealth and Olympic Team participants and officials for the next three participation cycles

EPG

→	Enter 10-year Barometer MoAs with the remaining 14 federations in the transformation audit programme.
→	Extend Barometer agreements to 2030.
→	Arrange workshop sessions with CEO's and transformation responsible officers (national and provincial) of each participating code explaining data sheets reinforcing the importance of the Charter and the value of audit outcomes as input to planning processes.
→	Extend data analysis to include Provincial senior and underage Teams, Board, Administration, Coach and Referee/Umpire demographic profiles.

Notes



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Private Bag X896, Pretoria, 0001
Tel. 012 304 5000
www.srsa.gov.za

