



EPG: Sport Federation Transformation Status Report Addendum

2018/19



**OVERVIEW TRANSFORMATION CHARTER: EPG MANDATE;
TRANSFORMATION STATUS PRINCIPAL FACTORS IMPACTING RATE & EXTENT OF TRANSFORMATION;
SCENARIO GAMEBOARD & EPG RECOMMENDATION REGISTER.**



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:

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Preamble

Since the adoption of the 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 published. The responsible study group included Dr Willie Basson, Ms Matoko and Ms Radebe. The *first ever* report on the transformation status of sport (based on the Charter) was a pilot project that included *athletics, cricket, rugby, football and netball*. It was published in 2012, eighteen years after the country's first democratic elections in 1994.

In 2013, the number of federations audited increased to 19, with the inclusion of amateur *boxing, basketball, baseball, bowls, chess, gymnastics, hockey, jukskei, netball, rowing, softball, swimming, table tennis, tennis and volleyball*. With the cooperation of the 19 participating codes since then, six reports have been published profiling sport's transformation status. The approach used for the reports is to consider the codes both individually and comparatively. The reports have contributed to deeper insight into the transformation status of individual federations and the factors that impact on the rate and extent of transformation.

The audit reports support the importance of government and sport leadership to:

- Respond more aggressively to an increasingly dysfunctional *school sport* system.
- Acknowledge and react to the change in population demographics and the effect thereof on the *sustainability and competitiveness* of federations with a predominantly White demographic profile.
- Find mechanisms to deal with the impact of increasing levels of *poverty and inequality* dividing

the sport system into one for those who '**can afford to play**' and another for those who '**can't afford to play**'.

- The supplement includes:
- An outline of the three-part 2018|27 transformation audit report.
- A synopsis of the *transformation journey* of sport, starting with the Barcelona Olympics in 1992.
- An overview of the *Transformation Charter* adopted by the sport movement in 2011.
- A summary of the transformation status of federations, measured in terms of pre-set *Charter* target achievement and federation self-set *Barometer* target achievement for generic Black and Black African, in percentage .
- An introduction to scenario planning as a tool that can be used in an uncertain environment, as well as a scenario 'game board' for individual codes and the overall sport system.
- The EPG Recommendations and Implementation Progress Status Register.

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Mr N Mthethwa, MP
Minister: Sports, Arts and Culture

Foreword by the Minister of Sport

I am honoured to present the first Eminent Persons Group (EPG) report as Minister of the newly configured Department of Sports, Arts and Culture. The 2019/2020 report comes on the back of what has been an exciting year for our sporting codes in the international arena, where our teams have experienced highs and lows.

The Springboks won the Rugby World Cup in Japan – their third crown on three different continents (Africa in 1995, Europe in 2007 and Asia in 2019). Our cricket team, the Proteas, disappointed in their World Cup appearance midyear in England. Our women senior national football team, Banyana Banyana, made their debut at the World Cup in France and made their mark despite bowing out in the first round. Another highlight is the performance of our Protea netball team, which lost at the seminal of the World Cup held in Liverpool. They certainly showed the world what they are capable of, and gave the country reason to believe that come the 2023 Netball World Cup in Cape Town on African soil, we will be strong contenders. Let us not forget that this being an Olympic and Paralympic year, with Japan 2020 taking centre stage, a lot is expected from our athletes, as they will be jetting off to represent 57 million South Africans.

Having said all that, for South Africa to remain competitive in the global sporting arena, we need to champion the transformation agenda. The ongoing exclusion of people from opportunities for developing

their skills and talents to reach their full potential will have unpleasant repercussions for our society at large.

Social justice, a constitutional imperative, is about the fair and just distribution of opportunities, resources, privileges and burdens in society. The preamble to 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.

Championing social justice, therefore, is about delivering on our constitutional mandate. The 2011 Sport Indaba defined a way forward in this regard with the adoption of the Transformation Charter, which paved the way for the establishment of the Transformation Audit Committee, the EPG and the introduction of annual transformation audits.

This year's report marks a watershed moment since the launch of these audits, in that leadership in the government and sports sector can no longer afford to

not respond to the dysfunctional school sports structure, as this is the baseline and talent pipeline for the future of sport in our country.

We must acknowledge and deal with the dynamics of population demographic changes for the long-term sustainability and competitiveness of sports. Of concern are factors such as the continued under-representation of the growing 80% black African component of society, a projected decrease in white population numbers from the current 4.5 million to about 2 million by 2050, a projected decline of 33% over the next 15 to 20 years in the number of whites under 18 and the corresponding increase, from 17 to 21 million, in the black African under-18 age group.

We have to find a mechanism to deal with the impact of increasing levels of poverty and inequality, which is dividing the sports system in two – one for those who can afford to play, and another for those who cannot afford to play.

It is, therefore, crystal clear that if we fail to administer tough reforms and find reliable partners in implementing the transformation agenda, we will be failing our society and future generations.

Transformation status is established by measuring actual federation performance in 18 categories (as defined by the Charter) against two sets of targets in scorecard format. The one scorecard is based on the achievement of the prescribed and one-size-fits-all targets of the Charter, and the other, the 'Barometer' (introduced in 2016/2017) is based on the achievement of a federation's own or self-set and forward-projected targets. Both sets of measures serve as milestones directing a federation's transformation journey towards 'an accessible, equitable, sustainable, demographically representative and competitive sport system'. As the

adage goes, 'you can't improve what you don't measure'. Therefore, the quality of data collected and submitted by federations becomes integral to the audit process. Though there has been some improvement in the data submitted, more still needs to be done. Credit must go to federations such as those for cricket, netball and rugby, who are consistently providing highly reliable data which are the benchmarks for the process. The biggest improvement from 2017 to 2018 was shown by softball, with 29 percentage points (35% to 60%), whereas football and tennis showed the largest decreases, with 14 and 12 percentage points, respectively.

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

A lot of ground has been covered. There have been some marginal successes; however, major challenges remain as highlighted above. There seems to be 'light at the end of the transformation tunnel'. I would like to encourage all the federations to take ownership of the process and commit to upholding very high standards in our quest to transform our sporting landscape and build a country and sports system in which the majority of South Africans have equitable opportunities for participating and excelling in sports.



Mr N. Mthethwa, MP
Minister: Sports, Arts and Culture

Statement by the Chairperson of the Transformation Committee (EPG)

First let me congratulate the team for successfully completing yet another audit. As you know, this is no small task and could not have been achieved without the co-operation of the federations. For that I thank all those who have been intimately involved with this process.

The road to transformation is a long one. And it is riddled with many potholes. The country's economy has been faced with its own challenges and, as you know, poverty, which affects those who mainly come from disadvantaged backgrounds, is one of the biggest hindrances to access to sport. Even those who are lucky enough to make a breakthrough from the shackles of poverty and crack it into mainstreams sport, still faces enormous challenges as they enter the arena substantially disadvantaged. Talent alone does not lead to success. All the other ingredients, training, nutrition, health and access are but some of the factors necessary for achieving success in sport.

The Sport Transformation Charter is not ambiguous. It calls for change. Change for the better. And we have no choice in the matter, otherwise we will never be able to compete with the best in the world. Numbers don't lie, and as you will see in this latest publication, the population numbers tell us that if we do not transform now, some of the white dominated sporting codes will soon be extinct.

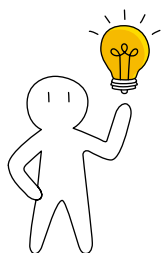
The challenge does not end there. The schools' sports system remains a challenge. It is common cause that when the school's sports system is dysfunctional, young talent cannot be nurtured properly.

In terms of the audit itself, while it is encouraging to see that federations are making every effort to achieve the self-set targets, it is also disappointing that those that seem to be making progress are the same ones who have done so in the past. The usual suspects who have, in the past, failed to come to the party, continue to underperform.

This situation cannot be allowed to persist. I have mentioned before that transformation is non-negotiable. It requires a willingness on the part of the leadership of federations to make a play for change. For the betterment of sport. To build a united nation; a winning nation.

Thank you.

Mr Happy Ntshingila,
Chairperson of Transformation Committee



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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 |



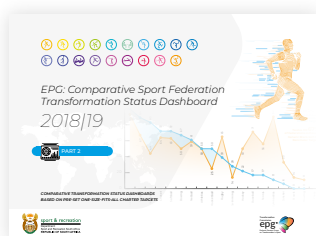
Transformation Audit Report Structure

The report consists of three parts:



Part 1

EPG: Individual Federation Barometer and Sport Transformation Charter Scorecards



Part 2

EPG: Comparative Sport Federation Transformation Status Dashboard 2018/19



Part 3

EPG: Sport Federation Transformation Status Report Addendum 2018/19

Sport's *Transformation Charter* and the associated ministerial mandate of the *EPG mandate* is included in Part 3 – Addendum.

The transformation status of sport is established using two scorecard structures: the achievement of the pre-set *one-size-fits-all* Charter targets (introduced in 2011); and the achievement of *forward projected* Barometer targets set by federations. The latter was introduced in 2016/17 and form part of an MoU entered into with SRSA and SASCO. The MoU provides for a penalty to be imposed on federations that do not achieve their *own forward projected* Barometer targets.

The 2018/19 report is the seventh since the adoption of the Charter. It enhances understanding of: the transformation status of sport; the factors that impact

the rate and extent of transformation; and the strategic and moral reasons for transformation.

As in 2017/18, this year's transformation status report consists of three separate parts, as detailed below.

Part 1

The *EPG Individual Federation Barometer and Sport Transformation Charter Scorecard*, reflects individual federation transformation status in *selected* Transformation Charter categories based on the achievement of two sets of targets.

The first set is based on *Charter-defined pre-set, one-size-fits-all targets* that are not sport-specific and which are retrospectively focused (rear-window focus).

Non-achievement of these *pre-set* Charter targets is *not* subject to the imposition of a penalty, which reduces leadership's accountability for transformation significantly. In this instance, transformation progress is dependent on voluntary implementation of corrective action by federations in response to the findings and recommendations detailed in the annual EPG transformation status reports.

The second set of targets are 'Barometer' targets. These are based on the achievement of a federation's own (*self-set*) and *forward-projected* targets that form part of the MoU between the federation, SRSA and SASCO, introduced in 2012. Non-achievement of 50% or more of *self-set* targets may result in the imposition of one or more of the following penalties by the Minister:

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

The purpose of the Barometer is: to improve accountability of federations' leadership for transformation; and to motivate greater focus by sport organisations on longer-term sustainability and issues related to competitiveness.

The performance measures serve as a milestone to signpost a federation's transformation journey along the different roads to *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) target setting, which is done to avoid having a penalty imposed, and positive aggressive target setting by federations that must bring about meaningful change.

Part 2

The *EPG Comparative Transformation Status Dashboards* reflects the transformation status of federations on a comparative basis, in a dashboard and a summarised commentary format. The status is based on the achievement of *pre-set* and *one-size-fits-all* Transformation Charter targets.

Each dimension of the Transformation Charter is quantifiable in terms of the measurable outcome of action aimed at bringing about changes that will produce breakthrough results in key areas. Evaluation of the data involves objective examination, analysis and interpretation that, in turn, allows for appropriate questions to be asked and for a judgement call to be made based on specific criteria. The intention is not simply to assess what the outcome has been, but also to understand why the outcome is seen, what lessons can be learnt and how the transformation programme could be improved.

Although measures to establish a code's transformation status will be affected by the unique characteristics and situation of the code, a comparison of the outcomes of these measures per federation is useful, because performance is measured in the same transformation dimensions. Performance measures serve as a milestone that signposts a federation's transformation journey towards *an accessible, equitable, sustainable, demographically representative and competitive sport system*.

The essence of a dashboard system is a set of strategic metrics that fit the purpose of its use and which drive the long-term success thereof, by supporting improved decision making and actual performance in specific areas.

There are many ways to build a dashboard, but all dashboards share the same purpose, that is, to deliver information so that the right decisions can be taken. The comparative dashboard format allows for periodic assessment of the impact of specific *action* taken by federations in a format that is *understandable* and that communicates clear and consistent messages. This enables federations to connect scorecards and establish the variance, trend, ratio and change in each of the selected transformation dimensions.

A key dashboard function is to provide a means for managers to monitor, analyse and sometimes annotate information (e.g. explain variances in an embedded scorecard), and therefore to ensure a strong link between the dashboard and planning.

Although it is not typical to use a major portion of a dashboard to display a detailed report - because it would then be more of a report-board - it can be highly effective to embed a report within a dashboard. This provides a detailed view of information that supports the analysis done in the scorecards and charts.

Included in Part 2 are federation transformation status comparisons, as well as summary overviews of: Data Input Quality; Overall Generic Black and Black African *Pre-set Charter Target Achievement*; Federation Specific Generic Black and Black African *Self-set Barometer Target Achievement*; Federation Overall Generic Black and Black African Percentage of *Pre-Set Charter Target Achievement*; and a Graphic Comparison of Federation Barometer *Self-set* and Charter *Pre-set Target Achievements*.

Part 2 concludes with a dashboard performance comparisons for each of the charter categories, as well as an overview of the status of transformation in women's sport in the audited codes.

Part 3

The *EPG: Sport Transformation Report Supplement* comprises comment on general *socio-political* and *socio-economic* issues, including the impact of poverty and inequality on equitable sport participation opportunities. The ongoing exclusion of people from opportunities to develop to their full potential in any area will *not* be without consequences for society at large nor for the longer-term wellbeing of sport.

Poverty prevents people from entering the race and, even when they can enter it, they must carry so much baggage that the odds of excelling are small. Advancing social justice is about delivering on the country's constitutional promises.

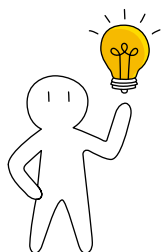
The Transformation Charter that was adopted at an indaba held in 2011 defines sport's contribution to delivering equitable access to sport. Section 3 also details the role and function of the EPG and provides an overview of each federation's transformation status, which is measured in terms of *Charter* and *Barometer* Generic Black and Black African target achievement.

Besides poverty and inequality, two major factors affect the *sustainability* and *competitiveness* of sport:

- an increasingly dysfunctional school sport system
- the changing national population demographic impact on codes with slow-changing and predominantly White demographic structures.

Part 3 also includes a brief *introduction* to scenario planning, and concludes with scenario game boards for individual codes and for South Africa's overall sport system. The intention is not to predict a future for SA sport, because that is simply not possible. Scenarios and scenario planning are techniques used to assist leaders to make choices today with an understanding of how those choices *might* turn out tomorrow. This approach helps to shape thinking, open disparate minds to alternative possibilities and encourage a shared vision of the future.

The addendum concludes with the *EPG Recommendations and Implementation Progress Status Register*.



A key role of a dashboard is to provide a means for managers to monitor, analyse and sometimes annotate items (e.g. explain variances in an embedded scorecard); therefore, it has a strong link to planning.



Transformation Status Report Addendum

Introduction

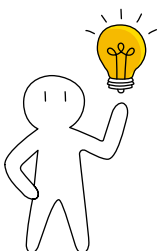
For several reasons, major political and economically-driven transformation processes are sweeping across the globe. This results in the need for an effective response from nations and organisations, as they strive to survive and prosper. South Africans are not alone in coming to terms with the reality of having to adapt to the rapidly changing multi-dimensional environment within which they operate.

Poverty and inequality have become key issues affecting equitable access to participation in sport. However, 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, which is reflected in the number of people living in poverty and the depth of poverty in South Africa. 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 mean that those who were not born to parents of means have little chance of living up to their potential. This is, of course, a disaster for both the individuals, as well as for society, because society is not using its most important asset to the fullest, i.e. its people.

Ongoing exclusion of people from opportunities to develop to their full potential will have consequences for all these people and for society at large. Others are left behind at our own peril. If we want a society in which all have a vested interest, everyone should feel that being part of society and complying with its rules, is a rewarding experience.

Too many people are living lives devoid of human dignity, due to abject poverty, which has been measured at 64% in the Black population and 55% in the total 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 is a



A crucial point in history was the establishment of the *South African Non-Racial Olympic Committee* (SAN-ROC) by a banned and exiled Dennis Brutus in London in 1962.

huge factor behind a fractured society, particularly when it involves unfair distribution of opportunities. The battle between the haves and the have-nots have become the essence of our fractured society.

Social justice is a constitutional imperative. It is about the fair and just distribution of opportunities, resources, privilege and burden in society. The preamble of our Constitution promises to provide a foundation to “to heal the divisions of the past and establish a society that is 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”. Therefore, advancing social justice is about delivering on our constitutional promise.

The sport indaba held in 2011 set out the way forward in this regard, with the adoption of a Transformation Charter, the establishment of an independent transformation committee (the EPG) and the introduction of an annual transformation audit. This represented a watershed point in the history of South African sport. However, the road travelled since the first democratic elections in 1994 to having the Transformation Charter adopted was arduous, frustrating and at times confusing.

A crucial point in history was the establishment of the *South African Non-Racial Olympic Committee* (SAN-ROC) by a banned and exiled Dennis Brutus in London in 1962. His objective was to mobilise *the international community more effectively against apartheid sport*. San-Roc, working alongside the anti-apartheid movement internationally and succeeded in having SA excluded from the 1964 Tokyo Olympics. This led to SA being excluded from the Olympics for a period of 30 years, and thereafter expulsion from the IOC in 1970. By the late 1980s SA sport had been effectively isolated from world sport.

The Confederation of South African Sport (SACOS) was established in 1973, with M.N. Panther as Secretary-G. It was uncompromising in the role it played as a partner of San-Roc, in reinforcing the international boycott under

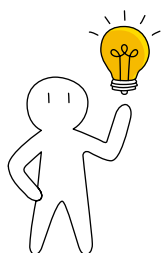
the banner of ‘*no normal sport in an abnormal society*’.

The first breakthrough towards a unified and transformed South African sport structure came in 1991 (three years before the first democratic election), when the IOC invited South Africa to be part of the 1992 Barcelona Olympics. However, the invitation was conditional, as ‘*all racially divided sport bodies in the country had to be unified*’ (a major challenge at the time and in the time available) and for ‘*all codes to have sport development programmes in place*’.

After a flurry of activity, an *Interim National Olympic Committee* (INOCSA), got together to comply with the preconditions laid down by the IOC and to assemble a team to go to the Barcelona . INOCSA comprised the major racially-divided macro sport bodies at the time: South African Non-Racial Olympic Committee (SAN-ROC); South African Council of Sport (SACOS); National Sports Council (NSC) - the sports arm of the African National Congress (ANC); and the two all-White macro structures - the Confederation of South African Sport (COSAS) and the South African National Olympic Committee (SANOC).

After many challenges, including early withdrawal of SACOS from the process (because it considered the prevailing ‘political environment to be still abnormal’), the remaining entities managed to steer the sporting ship through turbulent waters and comply with IOC conditions. When the team of 93 competitors (largely unprepared) left for Barcelona in 1992 (two years before the first democratic election), it did so under a ‘national’ flag designed by the INOCSA committee. In addition, Beethoven’s Ode to Joy was to played as the anthem in the event of a gold medal being won, there was little sponsorship from a business environment that was uncertain about the future, and there was negligible support from the government of the day.

Upon their return in 1992 (with two silver medals), the four-man INOCSA committee was replaced by NOCSA (the National Olympic Committee of South Africa). It



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incorporated SANOC and was given the responsibility to prepare and present national teams to international multi-sport events, *alongside* the NSC (incorporating COSAS), which had the responsibility to coordinate and align mass sport participation.

The first democratic election in 1994 introduced a period that was characterised by a range of initiatives designed to *restructure* and *reorganise* sport in the country. The ANC government split the Department of Education and Sport (established by the previous dispensation) into two separate departments: Department of Sport and Recreation (DSRSA), which was responsible for sport; and Department of Basic Education (DBE), which was responsible for education.

A period of some uncertainty and duplication of functions between a range of different and diverse coordinating entities for sport led to government seeing a need to restructure the macro sport scene in the country. Several ministerial task force teams and steering committees that were to rationalise the non-aligned and somewhat uncoordinated multi-component SA sport system resulted in a period of some uncertainty. These initiatives led to the NSC being replaced by the SA Sports Commission, followed by its subsequent closure and incorporation into the Department of Sport and Recreation (DSRSA), as well as the establishment of the South African Sports Confederation and Olympic Committee (SASCOC). NOCSA was then incorporated into SASOC. The assigned responsibility of NOCSA was the coordination of high-performance sport and the preparation and presentation of national teams for all multi-sport international events. The DSRSA was to fulfil all functions related to mass participation in sport.

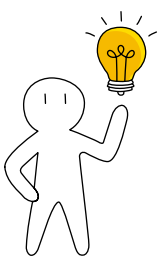
There is reason to believe that, for the greater part of the more than 20 years since 1994, the consequences of this reorganisation effort may have been one of the factors that have contributed to the slow rate of transformation in sport.

Transformation initiatives implemented immediately after 1994 were characterised by sub-optimally defined and poorly documented, top-down, one-dimensional programmes that were based on a one-size-fits-all *prescribed quota* of 50% Black African, Coloured or Indian representation in national teams. This was later increased to 60% and the terminology was changed from quota to *target*. The impact of the process was not monitored and there was no penalty for not achieving the prescribed quota. The result was slow change at most federations and increasing resistance to the process on both sides of the political divide.

Regretfully, the approach was also not without negative consequences for many individuals, particularly those who found themselves being selected into national representative teams based on the quota system. They were labelled 'quotas' - a potentially derogatory term used by those who did not support the moral reasons for transformation - and much harm was caused. The psychological damage caused to talented sportspeople affected many to the extent that some did not develop to their full potential and others just disappeared from the sporting arena.

Certain sections of society were becoming increasingly agitated by the slow rate and extent of transformation, while other sectors strongly advocated merit selection, instead of the 50% quota system, claiming that the process was politically motivated and that it was reverse discrimination.

In November 2011, a breakthrough sports indaba was held under the auspices of the DSRSA. This led to the sport movement's approach to transforming itself changing significantly. The indaba adopted a multi-dimensional *Transformation Charter* that was based on the objective of establishing a *demographically representative, accessible, equitable, sustainable and competitive sport system* that would guide sport on its transformation journey.



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Recognising that implementation of the Charter could prove problematic, the Indaba resolved that an *independent* verification agency was critical to the veracity of the true measure and pace of transformation. This resulted in the appointment of an independent transformation committee, the EPG, by the Minister. It was tasked to monitor, review, report and make recommendations on the status and progress of transformation in sport. The *mandate* of the EPG included the establishment of a management system to monitor, evaluate, advise and make recommendations on: the status of transformation in sport; the effectiveness of implementation of the Transformation Charter and scorecard.

The *purpose* of the independent EPG is twofold, i.e.: to ensure that the sport ministry has adequate information and understanding to assess the transformation status of sport; and enable it to intervene in improving the rate and effectiveness of transformation in all areas of South African sport.

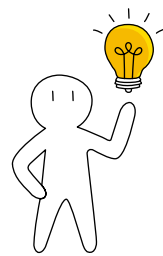
The progress made by individual federations with transformation is measured on the basis of two scorecards: Barometer and Charter transformation target achievement on selected Transformation Charter dimensions. The scorecard and its accompanying narrative provide an overview of a federation's transformation status, based on two sets of measures. One set compares and comments on federation target achievement, based on the achievement of pre-set, one-size-fits-all Charter targets (part of the original Transformation Charter). The other is based on the achievement of the federation's self-set and forward projected Barometer targets. This was introduced in 2015 and detailed in an MoU with SRSA and SASCOC.

The one-size-fits-all and pre-set Charter targets allow for the transformation status of federations to be compared, relative to a common base, and achievement is not subject to a penalty being imposed. In this instance, progress with transformation depends on voluntary implementation of interventions that are designed and implemented by federations in response to the findings, comments and recommendations published in the annual EPG transformation status reports.

The second, self-set and forward-projected Barometer targets allow federations to set and project forward their own transformation targets, based on the federation's unique circumstances, resources and plans. Achievement of less than 50% of the federation's self-set targets may result in the imposition of one or more of the following penalties by the Minister of Sport:

- Suspension or withdrawal of funding from government.
- Revoking authority to bid for or stage an international tournament locally.
- Withdrawal of the right to award national colours.
- Withdrawal of recognition as a national federation in terms of the National Sports Act.

The initial federation transformation audit reflects



The rate of transformation change over the past six years has outstripped the rate of change over the 17 years immediately following 1994. This demonstrates the value and the extent to which the process has been institutionalised in most of the federations audited. So, there is light at the end of the transformation challenge tunnel.

transformation status based on the percentage achievement of the *prescribed* (pre-set), *one-size-fits-all* Charter targets. Non-achievement of these targets is *not subject* to a penalty being imposed.

In 2015 the process was strengthened with the introduction of the Barometer concept. The Barometer agreed on in an MoU entered into with SRSA and SASCOC provided for federations to *set* and *project forward* their own target. Transformation status was to be established based on the percentage achievement of the *self-set* and *forward projected* targets. Failure by a federation to achieve at least 50% of its self-set targets could lead to one or more of the following penalties being imposed:

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

The two transformation performance measures serve as milestones that signposts a federation's journey towards the achievement of *an accessible, equitable, sustainable, demographically representative and competitive sport system*.

A comparison between the two sets of measures (Charter and Barometer) enables a distinction to be made between: conservative (*safety first*) target-setting, which is done to avoid a penalty being imposed; and positive target setting by federations, which will bring about effective transformational change.

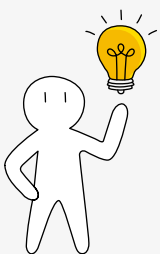
Since introducing the process, important *strategic* factors have been identified that affects the rate and extent of transformation of sport. These are:

- A dysfunctional *school sport* system.
- The effect of *demographic change* on sport's historic White human resource base.
- Longer-term sustainability of predominantly White sport structures.
- The impact of *poverty* and *inequality* on participation opportunities in sport, leading to an increasing divide between those who can pay to play and those who cannot pay to play.

Since 2012, the EPG has completed six transformation reports and a seventh is in progress. These reports reflect the transformation status and the progress made in terms of scorecards, observations, comments and recommendations on the federations' transformation status – both individually and comparatively.

The reports indicate that significant transformation progress has been made in about 40% of the federations audited over the past six years, and that: noteworthy progress has been made in 28% of federations; slow progress has been made in the 33% predominantly White federation structures, which are facing a longer-term sustainability challenge.

The rate of transformation change over the past six years has outstripped the rate of change over the 17 years immediately following 1994. This demonstrates the value and the extent to which the process has been institutionalised in most of the federations audited. So, there is light at the end of the transformation challenge tunnel.



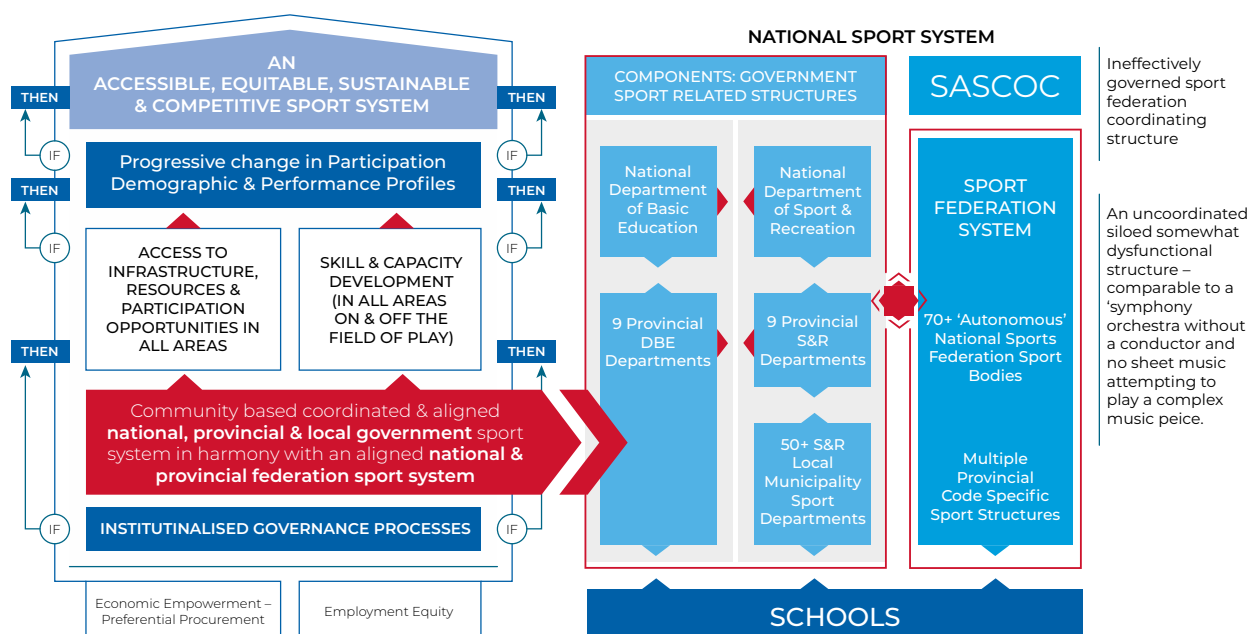
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Transformation Charter – Overview

The structured response of sport to the changing environment has been the adoption of a Transformation Charter at the National Sport and Recreation Indaba held in November 2011, 17 years after the first democratic election in 1994. The Charter is based on: *non-racial, non-sexist and democratic principles 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 Strategic Plan of the Department of Sport and Recreation of South Africa; and the long-term imperatives of the National Development Plan.*

The schematic below reflects the multi-dimensional Charter process, with a purpose of bringing about a sport system in which the *majority* of South Africans have an *equitable* opportunity to participate and excel in sport – both *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. One set is based on *altruistic* or social justice *moral* principles, because it is the *right thing to do*, due to social injustices committed in the past. The other is based on *strategic* considerations, because of the impact on longer-term *sustainability* and the *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 opportunities - both *on* and *off* the field of play.

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

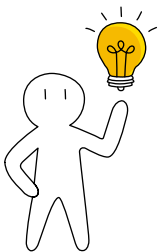
The multi-dimensional transformation approach of sport supports steady and deliberate progress towards the establishment of an *accessible, sustainable and competitive sport system* that is: based on systematic change in the participation *demographic profile*; rooted in providing *equitable access to infrastructure*,

resources and participation opportunities. And this is done 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 achieving 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 higher the quality thereof, the greater the impact at the top end. The *access* dimension will ultimately impact on the *demographic* profile of sport, while the quality of the *skills and capability* dimension will contribute to the *competitiveness* of the sport system.

Each component dimension of the Charter is quantifiable in terms of measurable outcomes of action aimed at bringing about changes in the sport system, which 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 that have been identified as the key drivers of transformation. The performance measures described in the Charter establish and monitor transformation status in a *prescribed (pre-set)* and *one-size-fits-all* format that treats all federations on the same basis, regardless of unique differences between them. Non-achievement of these predetermined targets is *not* subject to a penalty being imposed.



The *purpose* of the EPG is to ensure that the sport Ministry has adequate *information* and *understanding* to assess the transformation status and that it is enabled to intervene in improving the rate and effectiveness of transformation in all areas of South African sport.

Transformation Committee - the EPG

The sport Indaba held 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 EPG - by the Minister of Sport to review, report and make recommendations on the transformation status of sport annually.

The *mandate* under which the EPG was appointed included the establishment of a management system to: monitor, evaluate, advise on and report on the transformation status of sport; 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 EPG is to ensure that the sport Ministry has adequate *information* and *understanding* to assess the transformation status and that it is enabled to intervene in improving the rate and effectiveness of transformation in all areas of South African sport. By reporting on sporting codes on both an individual basis and comparatively, ongoing progress towards the achievement of specific longer-term goals and the objectives of the Charter is facilitated.

Transformation Performance Measurement

Monitoring the transformation status of sport is part of an annual process that involves the collection and analysis of data that relates to the outcomes of a programme of action that drives change in key areas of the transformation Charter. This provides evidence of the following: the extent to which a transformation programme is being delivered as intended, whether or not set targets are being met, whether or not progress is being towards the achievement of set objectives. It allows for identification of the extent to which the programme needs to be changed and adapted. The intention is not only to assess what changes have occurred, but also why they have occurred, what lessons have been learnt and how the programme can be improved. Evaluation is an ongoing process that forms the basis for learning and organisational development.

Monitoring is undertaken to provide information that should lead to improvements in terms of both the federations and transformation programmes. In most organisations, change occurs when people start looking at things differently. Nothing will create change in organisations faster than when the lens of performance measurement is changed, as measurement and target setting are crucial enablers of change.

Federation transformation scorecards are compiled annually. These are based on data collected that reflects transformation status, i.e.:

1. The percentage achievement of *prescribed, one-size-fits-all* Charter targets.

Non-achievement of these targets is not subject to the imposition of penalties and transformation progress is dependent on the *voluntarily* response of federations to EPG findings and recommendations.

2. The percentage 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 is subject to the possible imposition of a penalty, as prescribed in the MoU entered with SRSA and SASCOC.

In this process, federations *set* and *project forward* their own (*self-set*) targets in selected Charter categories, as part of the MoU. Failure to achieve 50% or more of a federation's *self-set* targets could lead to one or more of the following penalties being imposed:

- › *Suspension or withdrawal of any funding from government.*
- › *Revoking of authority to bid for an international tournament.*
- › *Withdrawal of the opportunity to award national colours.*
- › *Withdrawal of recognition as a national federation in terms of the National Sports Act.*

The two sets of measures are captured in a scorecard and 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 federations that set a low target to avoid a penalty being imposed, and those that set and achieve stretching targets that encourages change.

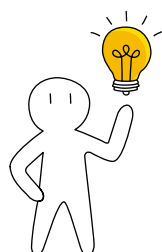
Inclusion of the Barometer in the Charter process exposed the challenge faced by all federations to set and project forward the self-set targets. The reason for this

appears to be a lack of understanding and insight into the federation's current situation, its projected future and the factors that will have an impact in the longer-term. This is reflected in the mechanical, and at times guess-timating and safety-first way in which federations set targets, so as to avoid having a penalty being imposed.

Overview Transformation Status - 2018/19

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

This report has further deepened 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.*



Inclusion of the Barometer in the Charter process exposed the challenge faced by all federations to set and project forward the self-set targets.

Chess did not submit data sheets as result of ongoing governance challenges in its leadership structure.

The report re-emphasises three 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.
- The effect of rising levels of poverty and inequality on participation opportunity. (There can be no equality for those born into poverty). This effectively

contributes to dividing the sport system into one for those *who can afford to play* and another for those *who cannot pay to play*.

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 enough progress towards the achievement of Charter *objectives*
- whether changes 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.

Transformation status is established by measuring actual federation performance in 18 strategic categories (as defined in the Transformation Charter adopted in 2011) in scorecard format against two sets of targets.

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 SASOC. The latter scorecard considers the uniquely different circumstances of federations whereas the first one 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 non-achievement of 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 relatively untransformed demographic profiles impacted by population demographic changes and complexed by financial and facility constraints.

The second group of targets are federation *self-set* and *forward projected* based on a federation's own unique circumstances reflecting how a federation intends to align to the objectives of the Charter as part of a MoU entered with SRSA and SASCOC – the Barometer. Non-achievement of 50% or more of self-set targets could lead to the imposition of penalties in terms of the MoU.

On the other hand, non-achievement of *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 socio economic and socio-political factors.

Monitoring and comparing actual performance and trends in two sets of targets allows for identifying appropriate interventions to increase rate and extent of transformation.

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

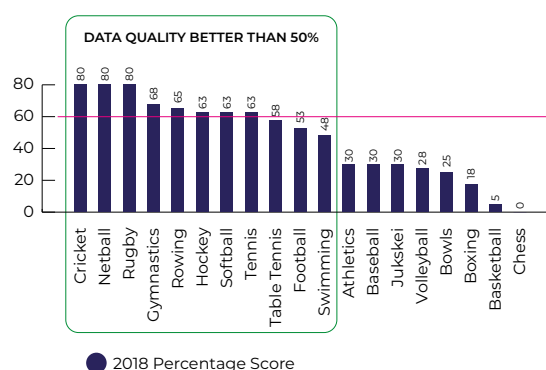
Data Quality

Integral to the annual transformation audit processes is the *quality of data* collected, formatted 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 all instances. In most cases this is as a result of *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*.

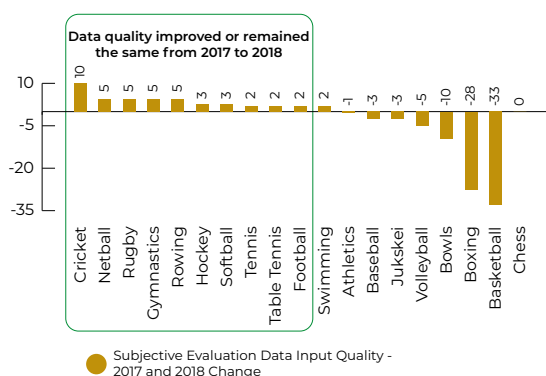
A *subjective* evaluation of data *quality* and reliability submitted, introduced in 2017 and repeated in 2018, is based on:

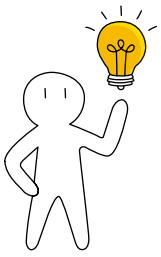
- timeliness of data submission,
- perceived completeness,
- reliability of data provided,
- *leadership commitment to the process* and
- support received from affiliated entities.

Subjective Evaluation of Federations Data Input Quality - 2018



Subjective Evaluation of Federations Data Input Quality - 2018





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 socio economic and socio-political factors.

Based on these norms an average 'data quality score' for all federations of 45% in 2018 (49% in 2017) was reported. 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 scoreboard. Whereas *swimming, athletics baseball, jukskei, volleyball, amateur boxing, and basketball* scoring between 48% and 5%, in that order, were at the bottom end of the scale.

The average data quality input from federations for 2018 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. The decrease in bowls and jukskei's data quality of 33% and 28% respectively could be symptomatic of deeper underlying challenges.

Data quality input received from *cricket, netball* and *rugby* is consistently good and serve as benchmarks for the process.

Charter and Barometer Generic Black and Black African percentage Target Achievement

1. Percentage of All Pre-Set, One-Size-Fits-All Charter Targets Achieved in Different Categories

Demographically-white dominated sport structures find it challenging to achieve the pre-set one-size-fits-all Charter target. Pre-set 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:

- levels and extent of inequality, particularly 'inequality of opportunity' 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;
- availability of financial and human resources.

A broad overview of the percentage of federations that achieved the Charter target is possible, by comparing the percentage of federations that achieve the target in each of the Charter targets.

The best performing charter *categories* can be seen as those in which more than half of the audited federations have achieved the pre-set generic Black Charter targets. The categories include:

- presidents (63% of federations), CEOs (62%)
- women board members 53%)
- male umpire| referees (53%), senior team managers (58%) and under-age team managers (53%).

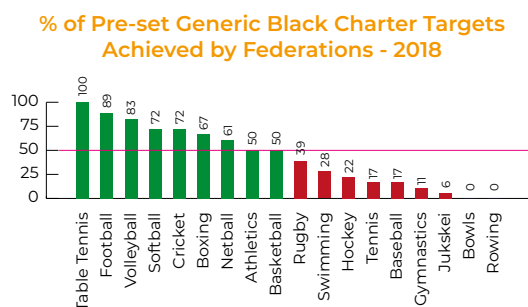
The *lowest* performing Charter categories, those in which less than 50% of federations achieved the predetermined Charter generic Black demographic targets, included:

- *Board members* (47% of federations)
- *Senior male national team members* (47%)
- *Female umpire|referees* (42%)
- Male under-age teams, senior team selectors and female accredited coaches (37%)
- Senior female representative teams and employment Equity (32%)
- Female national under-age representative entities and Male coaches (26%)
- Senior (37%) and under-age team selectors (21%)
- 42% of federations achieved the 50% Preferential Procurement and 32% the Charter 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 half of federations achieved the pre-set **Black African** Charter target. The

low percentage of federations achieving pre-set Black African Charter targets reflects the accessibility barrier for Black Africans in SA sport structures.

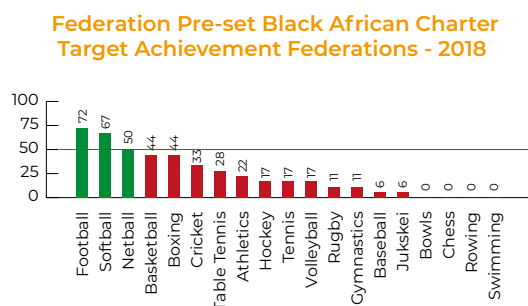
2. Federation Specific percentage of All Generic Black Pre-Set, One-Size-Fits-All Charter Target Achieved



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, swimming, hockey, tennis, baseball, jukskei, gymnastics, bowls and rowing, have achieved *less than 50% of charter pre-set generic Black targets* ranging from 39% to 0% highlighting *increasing sustainability risk* for these federations.

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



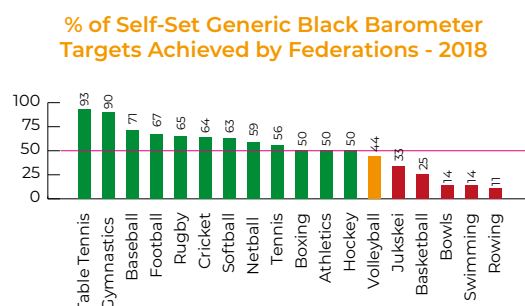
Only three of the 18 federations audited, only 17%, *football, softball* and *netball* have achieved 50% or more of all the **pre-set Black African** Charter targets. This demonstrates a low level of accessibility for Black African sportspeople to defined Charter categories.

Considering that the Black African population makes up 80% of the country's population the remaining 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 sustainability challenges for those codes with predominantly White demographic profiles.

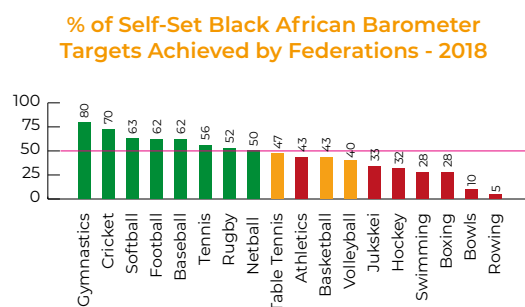
4. Federation Specific percentage of All Generic Black Self-Set Barometer Targets Achieved



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 the MoU) of federation all their *self-set barometer generic Black* targets.

On the other hand, only 6 Federations, *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 percentage of All Black African Self-Set Barometer Targets Achieved



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* sportspeople to break into *rowing, bowls, swimming, hockey*, and *jukskei* reporting 5%, 10%, 28%, 32% and 33% **Black African**

representation in all its self-set Barometer categories appears to be significant.

Whereas the situation in volleyball, basketball, athletics and table tennis achieving 40%, 43%, 43%, and 47% of all their self-set barometer Black -African representation targets appears to be more favourable.

Comparing 2017 and 2018 data shows that only 3 federations: *table tennis*, *volleyball*, and *hockey* did not improve on their 2017 self-set Black African barometer target in 2018.

Barometer and Charter Scorecard Comparison

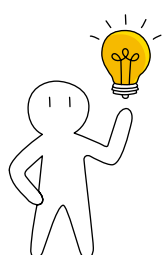
As indicated, transformation status is established by measuring performance in 18 strategic categories as defined in the Transformation Charter and is based on two sets of targets. One set is based on *pre-set (prescribed) one-size-fits-all* charter targets, which provides a common reference base and the other on federation *self-set barometer* targets agreed in the MoU.

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 pre-set Charter targets does not lead to the imposition of a penalty.

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 whereas 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 an MoU agreed with SRSA and SASCOC.

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



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*.

% 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 above shows that nine 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 targets agreed in the MoU and nine have not: *volleyball*, *athletics*, *rowing*, *swimming*, *hockey*, *jukskei*, *basketball*, *amateur boxing* and *bowls*. This means that 50% of the federations audited are achieving their self-set 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.

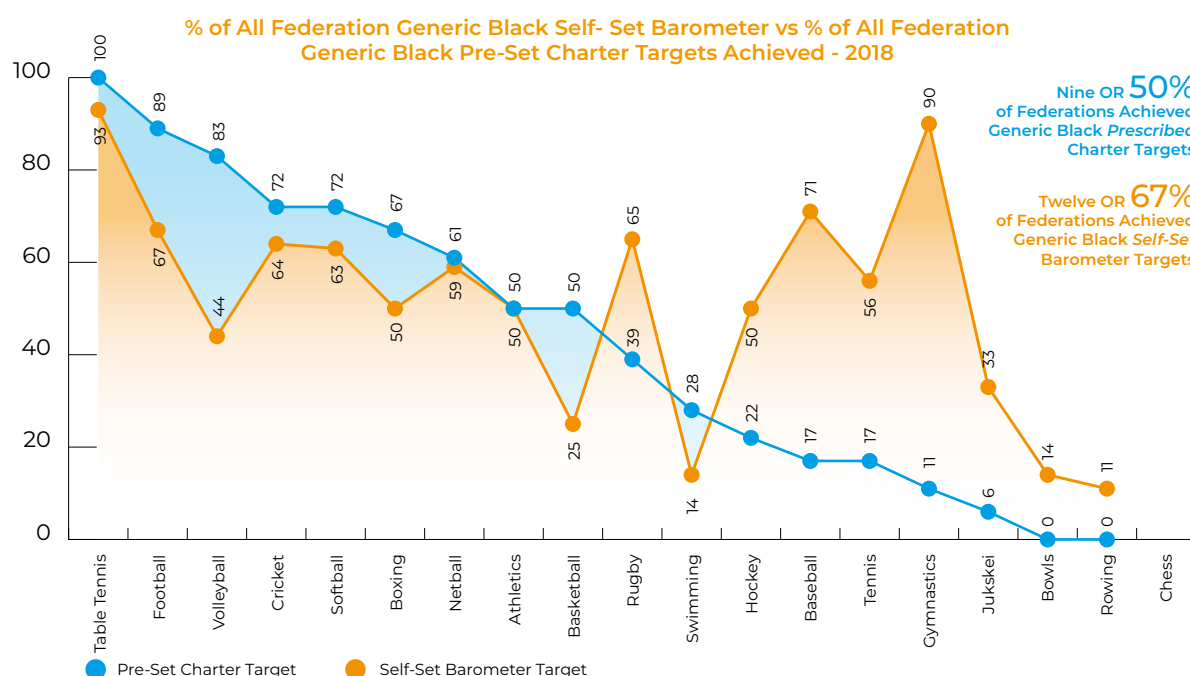
Rowing, jukskei, and bowls are characterised by demographically slow changing predominantly White structures, which could lead to sustainability challenges in the future.

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 existing Barometers and to extend forecasts to 2030 based on comments, observations and recommendations from EPG reports published to date. This provides a good foundation for federations to transform their organisations in line with their perceived circumstances. Penalties will be rigorously applied in 2020.

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 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. The reason is that Charter targets are pre-set in the Charter and is therefore the same for all federations (a common reference base) whereas the Barometer targets are *different* because each federation set their *own* targets.

The graph reflects two areas of federation target achievement. In the one area the percentage *self-set* Barometer target achievement is *higher* than the percentage *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 the percentage *self-set* target achievement is *lower* or *equal* to the *pre-set* percentage 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% of the prescribed 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.

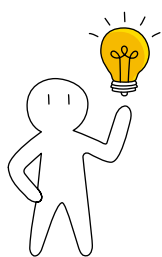
Achievement of the *pre-set one-size fits-all* Charter targets have been challenging for some resource constrained codes, particularly those with relatively untransformed (predominantly White) demographic profiles. These federations include *rowing, bowls, jukskei, gymnastics, baseball, tennis, hockey,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



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.*

Factors Impacting Transformation Rate and Extent

Among the multitude of factors impacting South African sport system, three are prominent with respect to its effect on the longer-term sustainability and competitiveness of sport:

1. A school sport system that is bordering on being dysfunctional.
2. A changing national population demographic affecting the human resource base of those codes with slow changing predominantly White demographic structures.
3. Impact and consequences of poverty and inequality deepening exclusion from equal sport participation opportunity, creating elitism dividing the sport system into 'those who can afford to play' and those who can't afford to play'.

The six annual transformation audits to date have provided insight into the symptoms of these factors on the status, extent and rate of transformation based on pre-set Charter and self-set Barometer targets. Based on the achievement of these targets the reports have shown that *table tennis, football, volleyball, cricket, amateur boxing, softball, netball, athletics* and *basketball* are progressing well on the transformation journey whereas for *rowing, bowls, jukskei, gymnastics, baseball, tennis, swimming, hockey* and to a lesser extent *rugby* the road has been more challenging.

1. Change in Population Demographic

From a planning perspective the size and composition of and change in different population categories nationally and regionally are becoming increasingly important.

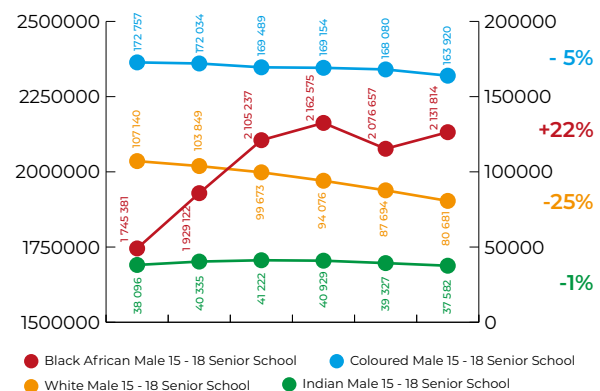
Three key aspects of population growth, mortality, fertility and the movement of people in and out of specific areas or regions have a considerable effect on the age and gender composition of populations. These are the most important causes for the existing differences in the age and gender structures of different population groups in the country.

When mortality rates in a population declines faster in the lower age categories than the higher categories it leads to the juvenation of the age structure of the

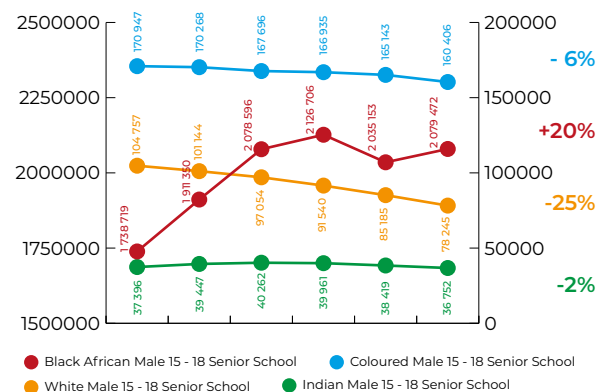
population concerned. Based on a scale developed by the United Nations, the Black African population in South Africa is classified as a 'young' population characterised by high and constant fertility, with a large proportion of small children and a small proportion of persons in the productive ages. The Coloured and Indian populations on the other hand is classified as 'mature' and the White population as 'aging'. Fertility rates in Indian and Coloured populations have only recently started to decline are in an intermediate position between those of Whites and Black Africans.

The following set of graphics, based on the growth in over the period 2015 – 2045 (the period of the barometer forecast) of the Black African, Coloured and White overall male populations illustrates.

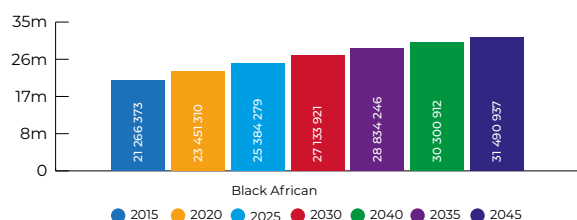
Population Change 15 - 18 Year Old Male Group 2020 - 2045



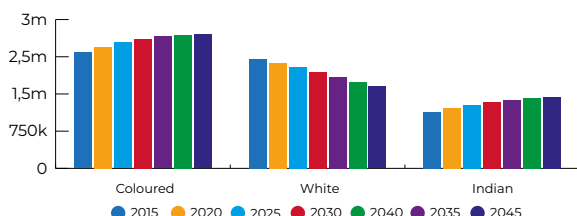
Population Change 15 - 18 Year Old Female Group 2020 - 2045



**Total Black African Population Change
- 2015 to 2045 2**

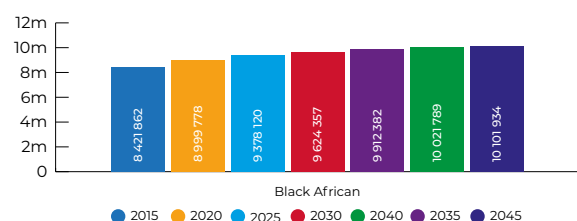


Total Coloured, White and Indian Population Change - 2015 to 2045

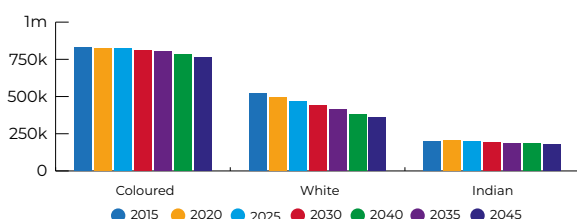


Sport's future resource base is the under-18 group of South Africans. Additional insight into the importance of monitoring and reacting to change in this group is obtained when the under 18 male Black African and White groups are compared in the following group of illustrations.

0 - 18 Year Old Black African Male Population Changes - 2015 to 2045



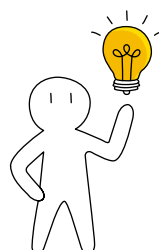
0 - 18 Year Old Coloured, White and Indian Male Population Changes - 2015 to 2045



The *small* numbers and the *sharp decline* in the different under-age White groups compared to the Black African groups suggests a decreasing White human resource base. The two graphics highlights the sustainability challenge for codes with a predominantly White demographic profile.

The impact of population demographic changes indicated in previous transformation audits needs to be carefully considered if future sport leadership structures are not to be left with a legacy of sustainability challenges.

Federations with slow or non-changing predominantly White structures and reflecting sub-optimal school (under-age) involvement could face sustainability and, in some instances, even survival challenges in the future.



School sport's strategic position in the transformation Charter linked EPG Audit reports to date observations and comments suggests that it is the *ultimate* platform from which to transform SA sport from a dominant *minority* representation situation to a *majority* inclusive reality.

The alternative is increasing levels of *exclusion* and *elitism*.

Federations falling in this category includes *rowing, bowls, jukskei, gymnastics, baseball, tennis, swimming, hockey* and to a significantly *lesser* extent *rugby*. In these cases, understanding, quantifying and dealing proactively with the consequences of population demographic change is a strategic priority. Rugby's effective offensive to neutralise the effects of these changes and bowls' efforts having moved into what could be a survival mode, may be important case studies to take on board.

The effect of population demographic changes on the shape of a federation's forward projected *self-set* Barometer demographic targets (the intended road map to change demographic shape) requires insightful and calculated consideration if it is to serve its purpose.

Population demographic change, nationally *and* regionally, linked to the suspect state of school sport do not allow for the luxury of forward projected *self-set* Barometer targets based on *extrapolating* the past into the future, some guess work and a 'safety first' approach to avoid the risk of penalties being imposed when completing a federation's forward projected Barometer.

Forward, projected Barometers reflecting small incremental and slow, ineffective demographic change in selected Charter categories *do not* reflect the impact of appropriate strategic intervention.

2. School Sport

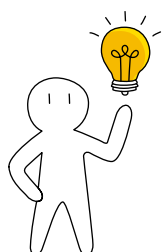
Introduction

School sport's strategic position in the transformation Charter linked EPG Audit reports to date observations and comments suggests that it is the *ultimate* platform from which to transform SA sport from a dominant *minority* representation situation to a *majority* inclusive reality.

The existing school sport system involving national, provincial and local government sport and education departments, and national and provincial sport federation structures uncoordinated, non-aligned and bordering on being dysfunctional. Relevant role players operate in largely disconnected silos contributing to a situation that is in the process of becoming a major strategic threat to the longer-term wellbeing of South African sport.

To address the issue a MoU between the ministers of Basic Education and Sport and Recreation was entered in 2011 and subsequently reviewed in 2017. The *purpose* of the MoU is the implementation of 'An *Integrated School Sport Framework*' involving more than 25 000 schools and relevant government and sport role players.

The MoU is targeted at providing regular intra-school and inter-school sport participation opportunity at district and provincial level to facilitate and mobilise participant entry into 'high performance' sport structures. However, the magnitude and complexity of coordinating and aligning a large and divergent group of stakeholders to design *and* implement the 'Plan', may have been underestimated resulting in suboptimal implementation of the plan. Reasons for sub-optimal implementation of the MoU include:



Previous model C schools (about 2 000) organising highly successful *exclusive* intra-and inter-school sport programmes which is not part of the Integration Plan thereby *widening* the gap between these schools and most other schools.

- DBE and DSRSa's *joint* ownership and chairpersonship of the MoU process, leading to unclear responsibility and accountability.
- Absence of integrated SRSA, DBE and sport federation school sport strategies and appropriate platforms to orchestrate, coordinate and align planning and implementation initiatives.
- Defective project matrix management processes to expedite the achievement of the objective and goals of the exercise.
- SRSA has no jurisdiction over schools and its resources.
- General teacher *reluctance* in bulk of 25 000 public schools (except about 2 000 previous Model C schools with well-established sport cultures and structures) to be involved with the organisation and delivery of school sport.
- A South African School Sports Organisation (SASSO), although mentioned in the earlier stages appears not to be part of the process initially.
- Suboptimal involvement of SASCOC as 'coordinator' of the national sport federation network.
- No assigned role and responsibilities for teacher unions in the process (DBE has no authority to assign responsibilities to Unions).
- Constraints related to provision and capacity of teachers involved in *both* curricular and enrichment programmes.
- Failure to maintain a 70% ratio of active educator vs. 30% non-active educator involvement in the organisation of school sport.
- Ineffective retraining of educators to organise school sport and disputes over remuneration mechanisms for 'overtime' duty.

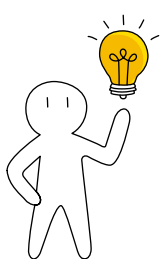
In addition, the:

- Lack of or limited participation of learners and teachers in physical education
- Fact that the majority of 25 000 schools do not have sport facilities and do not provide organised sport participation
- Impact of poverty and inequality on affordability of school sport participation on majority of schools and participants.
- Lack of capacity and financial resources in financially disadvantaged and 'no fee' schools.

- Longstanding and unresolved facilities and equipment backlogs.
- Previous model C schools (about 2 000) organising highly successful *exclusive* intra-and inter-school sport programmes which is not part of the Integration Plan thereby *widening* the gap between these schools and most other schools.
- Inadequate| non-existent data base for school sport participation numbers, coaches, organisers, leagues, matches, and facilities for planning and coordination purposes.

To counter the effects of what is an increasingly dysfunctional overall school sport structure, federations are establishing *exclusive* under-age participation and high-performance sport structures. This involves previous model C and private schools as part of a strategy to maintain and improve longer-term competitiveness. Most previous model C schools, unlike the bulk of the 25 000 public schools, have historically been and still are well-resourced and managed by motivated educators, supportive parents and effective governing bodies pursuing *both* academic and sporting excellence based on strong sporting tradition and cultures.

The sport programmes of approximately 2 000 previous model C and private schools are characterised by extensive and well-resourced intra-school and inter-school under-age sport participation opportunity supported by motivated educators, which culminates in annual interprovincial competitions organised by



The 'previous model C' school environment have changed significantly since 1992 partly due to the impact of parent choice and population demographic changes in progress.

national and provincial sport federations and educators. These structures have become primary focus areas for most sport federations to identify, develop and nurture the talent required to shape the human capital pipelines necessary to maintain acceptable levels of competitiveness internationally. These sport structures are, *exclusive* and ultimately inaccessible to most of the school going population.

Previous Model C schools form the foundation of federation high-performance sport structures based on intensive talent scouting and development programmes. Entry into these privileged structures is largely federation backed and controlled and only a small percentage of school sport participants can overcome the built-in barriers to enter the structure. The consequences are that the base of these high-performance structures is *narrowing* and therefore contributing to progressively higher levels of exclusivity.

Ever increasing levels of poverty further widens the gap between those that can pay and those that cannot pay to participate, reinforcing the view that '*for a child born into poverty there is no equality of opportunity*'. If the effects of poverty and inequality are not dealt with more creatively the previous model C school sport structure will become more exclusive – are we heading for a situation where '*if you can't pay you can't play*'?

The 'previous model C' school environment have changed significantly since 1992 partly due to the impact of parent choice and population demographic changes in progress. These changes and the associated consequences thereof have had and will continue to have a major impact on the once *all White* demographic learner, parent and educator profiles and consequently the culture and value sets of previous model C schools.

The current learner demographic profile of these schools, a 100% White in the early nineties, is already about 48% Black African, 33% White, 14% Coloured and 3% Indian based on 2016 DBE data. These figures dispel the general perception that previous model C schools are on average as predominantly White today as they were in the early 90's. It is **not** and will become even less White over the next 20 years because of changing population demographics (White under-18 population is **decreasing** by about 25% over the next 20 years, whereas the corresponding Black African category is **increasing** by 20%) and the impact of parent choice in the rapidly evolving Black middle class.

A major constraint in planning for the future under these circumstances is that the majority of sport federations have *incomplete* and *unreliable* data bases related to the actual number of primary and senior schools, the number of schools participating in their codes and the number of available facilities, number of participating under-age teams, leagues, organisers| coordinators, qualified coaches and officials in their areas of jurisdiction.

The fact that the DBE data base for school sport has not been updated, are incomplete, inaccurate and therefore unreliable. The fact that there is **no** correlation or agreement between the data obtained from various sources involved in school sport is a major drawback from a planning perspective. Nowhere is there a reliable source of information that qualifies and quantifies school sport in *any* meaningful way. This is not without longer term consequences for sport in the country.

Currently less than 10% of the country's 25 000 schools participate in organised school sport. Sport federations are essentially volunteer based and do not have the resources nor the day to day contact to deal with the 25 000+ schools scattered across the country. The lifeblood of sport federations is organised and structured sport participation at school level based on the support of teachers, principals and parent bodies. As a result, the more vulnerable codes from a *sustainability* (in some instances survival) perspective are exploring other avenues to interact with the very foundation of their human capital resource pipeline. This could lead to even higher levels of inaccessibility and exclusivity.

SRSA's school sport priority list has not been reviewed for over 15 years despite participation profiles and circumstances having changed significantly since 1994. This list needs to be expertly reviewed and adapted to ensure appropriate development and resource allocation initiatives in the best interests of the sport system.

Many Olympic and Commonwealth games participating sporting codes are by nature thereof *elitist* and not accessible to many. These codes are not generally part of school programs and are mainly White resulting in predominantly White teams (participants and officials) representing South Africa (since Barcelona in 1992) at these events.

To change, important questions will have to be asked and answered by those sporting codes pursuing strategies excluding the vast majority of the 25 000 schools by focusing on previous model C schools. These questions among other include:

- *'what has the impact of a changing socio-political and socio-economic environment been on the demographic profiles of model C schools over the past 20 years?*
- *how will it change over the next 20 years?*
- *what will the impact of a changing learner demographic be on sport participation preferences in the future?*
- *What will the impact be on the demographics of representative teams, high performance pipeline structures, under-age and senior national and provincial representative entities?*
- *what could the impact of these changes be on future performance levels? And*
- *what medium to longer term strategies need to be put into place for a code to remain sustainable and competitive?'*

The following section is based on information obtained from federations and their component structures reflecting the number of participating primary and senior school and club footprints per sporting codes.

School and club participating data are submitted by federations in two formats. One is compiled by the national office of each federation, in tabulated format (reported on in the 'Comparative Federation Transformation Status' part of this report'). The other is in 'footprint' format; it is compiled by national federations and is based on the school and club participation profile at district level, as per the information provided by the provincial structures. In some instances, these two data sources differ substantially, which does not reflect well on the quality of work done by staff head office staff at the federations. The reasons for the difference between the content of the two data sources needs to be identified and corrected.

The information in the table that follows below was compiled from the district-based footprint received from federations. DBE data incomplete and unreliable.

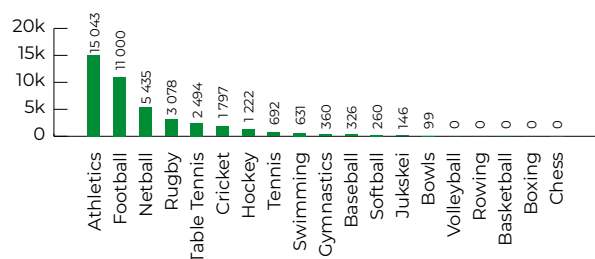
Primary School Sport Participation Profile

SUMMARY PRIMARY SCHOOL PROFILE - 2018

| Category | Athletics | Baseball | Basketball | Bowls | Boxing | Chess | Cricket | Football | Gymnastics | Hockey | Jukskei | Netball | Rowing | Rugby | Softball | Swimming | Table Tennis | Tennis | Volleyball | Total |
|--|---------------|----------|----------------|----------------|------------------------------------|----------------|-------------------|----------------|----------------|----------------|----------|----------|------------------------------------|-------------------|----------|----------------|--------------|----------------|----------------|-------------------|
| Total number of all Primary schools (excluding Township based Primary schools) participating in your code in area of jurisdiction | 4 173 | 0 | NO DATA | 0 | NO BOXING AT PRIMARY SCHOOL | NO DATA | 0 | 11 000 | 0 | 0 | 0 | 3 767 | NO ROWING AT PRIMARY SCHOOL | 1 029 | 0 | 0 | 1 711 | 0 | NO DATA | 24 591 |
| Total number of 'Township' based Primary schools participating in your code in area of jurisdiction | 10 870 | 0 | NO DATA | NO DATA | NO BOXING AT PRIMARY SCHOOL | NO DATA | 0 | NO DATA | 0 | 0 | 0 | 1 668 | NO ROWING AT PRIMARY SCHOOL | 2 049 | 0 | 0 | 0 | 0 | NO DATA | 17 592 |
| Total number of ALL Participating Primary schools in your code in area of jurisdiction | 15 043 | 0 | NO DATA | 0 | NO BOXING AT PRIMARY SCHOOL | NO DATA | 1 797 | 11 000 | 0 | 1 222 | 0 | 5 435 | NO ROWING AT PRIMARY SCHOOL | 3 078 | 0 | 0 | 2 494 | 0 | 0 | 42 583 |
| Total number of accredited coaches available to ALL Primary schools in area of jurisdiction | 0 | 0 | NO DATA | 0 | NO BOXING AT PRIMARY SCHOOL | NO DATA | 2 287 | NO DATA | 2 888 | 1 100 | 0 | 1 965 | NO ROWING AT PRIMARY SCHOOL | 6 322 | 0 | 0 | 0 | 0 | NO DATA | 16 712 |
| Number of Primary school (excluding 'Township' Primary school) participants that are part of a High Performance program in area of jurisdiction | 0 | 0 | NO DATA | NO DATA | NO BOXING AT PRIMARY SCHOOL | NO DATA | NO DATA | NO DATA | 0 | 0 | 0 | 1 848 | NO ROWING AT PRIMARY SCHOOL | 0 | 0 | 0 | 0 | 0 | NO DATA | 2 831 |
| Number of 'Township based' Primary school participants that are part of a High Performance program in area of jurisdiction | 0 | 0 | NO DATA | NO DATA | NO BOXING AT PRIMARY SCHOOL | NO DATA | NO DATA | NO DATA | 0 | | NO DATA | 1 017 | NO ROWING AT PRIMARY SCHOOL | 0 | 0 | 0 | 0 | 0 | NO DATA | 1 584 |
| Total Number of Primary Schools (excluding participating Township Primary schools) participating in your code that have girl participating Teams/individuals | 4 170 | UNKNOWN | NO DATA | NO DATA | NO BOXING AT PRIMARY SCHOOL | NO DATA | 0 | NO DATA | 0 | 0 | 0 | 2 985 | NO ROWING AT PRIMARY SCHOOL | 0 | 0 | 0 | 1 711 | 0 | NO DATA | 11 130 |
| Total Number of Township based Primary Schools participating in your code that have girl participating Teams/individuals | 10 870 | UNKNOWN | NO DATA | NO DATA | NO BOXING AT PRIMARY SCHOOL | NO DATA | 0 | NO DATA | 0 | 0 | 0 | 0 | NO ROWING AT PRIMARY SCHOOL | 0 | 0 | 0 | 0 | 0 | NO DATA | 11 130 |
| Total Number of Primary Schools with girl teams/individuals | 15 040 | 0 | NO DATA | 0 | NO BOXING AT PRIMARY SCHOOL | NO DATA | 0 | 0 | 0 | 0 | 0 | 3 680 | NO ROWING AT PRIMARY SCHOOL | 0 | 0 | 0 | 2 494 | 0 | 0 | 24 633 |
| Total Rand financial support given to ALL Primary schools in area of jurisdiction | 50 000 | 0 | NO DATA | NO DATA | NO BOXING AT PRIMARY SCHOOL | NO DATA | 43 132 708 | NO DATA | 385 259 | 800 000 | 0 | 0 | NO ROWING AT PRIMARY SCHOOL | 23 358 114 | 0 | 151 000 | 0 | 179 487 | NO DATA | 68 056 568 |

Based on federation data provided only 11% primary and 8% of senior schools participate in the codes audited.

Federation Tabulated Format Number of Participating Primary Schools - 2018



Total number of ALL Participating Primary schools in your code in area of jurisdiction

Athletics have reported the highest number, 15 043, of participating primary schools. This figure, because of the number of athletics disciplines, and the quality of athletics' school data base, is questionable, particularly as it suggests that 98% of primary schools could be involved.

The number of reported football primary schools participating in *organised* primary school structures are 'fictional'. As indicated before 'until football set up school structures based on that of cricket, rugby and netball the game's level of competitiveness may not improve.

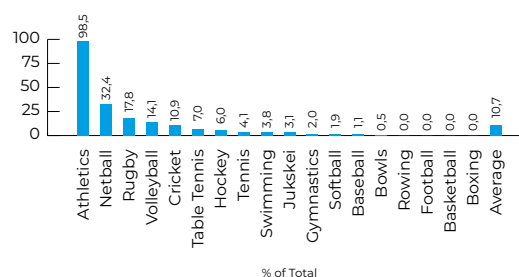
Netball with 5 435 participating primary schools is followed by *rugby* with 3 022, *table tennis* with 2 494, and *hockey* with 1 222. *Rowing* is **not** involved at *primary school* level.

Tennis, swimming, gymnastics, baseball, softball, jukskei and bowls have reported less than 1 000 participating primary schools. Bowl's effort to involve 99 primary schools is part of a programme to broaden the game's footprint and to counter the decrease in clubs and members because of the effect of population demographic changes.

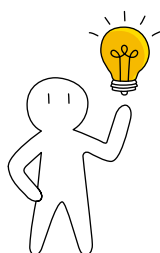
Cricket's reported number of 1 797 participating primary schools do not include the substantial number of schools that participate in its 'KFC Mini Cricket' program. This special format of the game has introduced many children to cricket, which needs to be followed up in a meaningful way at senior school level.

Volleyball, *rowing* and *amateur boxing* did not report any primary school involvement. (There are regulatory constraints in terms of boxing.) *Chess* did not submit any data due to ongoing governance challenges.

% of Participating Primary Schools - 2018



These figures profiles percentage of primary school sport participation. Except for athletics and to a lesser extent netball, rugby and table tennis it is not an inspiring picture. Athletics, netball, rugby, table tennis and cricket have reported the highest number of participating primary school. Football's reported numbers are suspect because 'footprint' data submitted suggests no participating primary schools.



Football's reported numbers are suspect because 'footprint' data submitted suggests no participating primary schools.

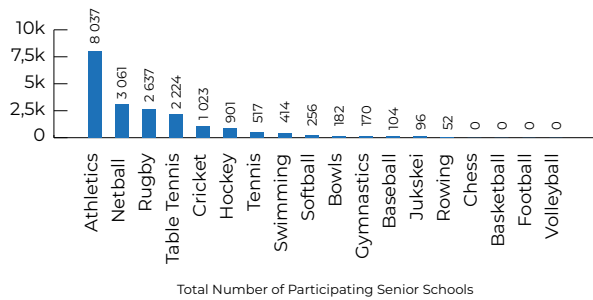
Senior School Sport Participation Profile

SUMMARY SENIOR SCHOOL PROFILE - 2018

| Element | Athletics | Baseball | Basketball | Bowls | Boxing | Chess | Cricket | Football | Gymnastics | Hockey | Jukskei | Netball | Rowing | Rugby | Softball | Swimming | Table Tennis | Tennis | Volleyball | Total |
|---|----------------|----------|----------------|----------|------------------------------------|----------------|-------------------|----------------|----------------|----------------|----------|----------|----------------|------------------|----------|----------|--------------|----------------|----------------|-------------------|
| Total number of all Senior schools (Excluding Township schools) participating in your code | 1 793 | 0 | NO DATA | 0 | NO BOXING AT SENIOR SCHOOLS | NO DATA | 0 | NO DATA | 0 | 0 | 0 | 2 032 | 0 | 0 | 0 | 0 | 1 441 | 0 | NO DATA | 8 901 |
| Total number of 'Township' based Senior schools participating in your code | 6 244 | 0 | NO DATA | NO DATA | NO BOXING AT SENIOR SCHOOLS | NO DATA | 0 | NO DATA | 0 | 0 | 0 | 1 029 | 0 | 1 664 | 0 | 0 | 0 | 0 | NO DATA | 10 773 |
| Total Number of Participating Senior Schools | 8 037 | 0 | NO DATA | 0 | NO BOXING AT SENIOR SCHOOLS | NO DATA | 1 023 | NO DATA | 0 | 0 | 0 | 3 061 | 0 | 2 637 | 0 | 0 | 2 224 | 0 | NO DATA | 19 674 |
| Total number of accredited coaches available to ALL Senior schools in area of jurisdiction | 0 | 0 | NO DATA | 0 | NO BOXING AT SENIOR SCHOOLS | NO DATA | 1 677 | NO DATA | 1 779 | 1 520 | 0 | 1 427 | 0 | 5 081 | 0 | 0 | 0 | 0 | NO DATA | 14 123 |
| Number of Senior school (excluding 'Township' Senior school) participants that are part of a High Performance program in area of jurisdiction | 0 | 0 | NO DATA | NO DATA | NO BOXING AT SENIOR SCHOOLS | NO DATA | NO DATA | NO DATA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | NO DATA | 1 193 |
| Number of 'Township' based Senior school participants that are part of a High Performance program in area of jurisdiction | 0 | 0 | NO DATA | NO DATA | NO BOXING AT SENIOR SCHOOLS | NO DATA | NO DATA | NO DATA | 0 | NO DATA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | NO DATA | 0 |
| Number of ALL Senior schools participants that are part of a High Performance program | 0 | 0 | NO DATA | 0 | NO BOXING AT SENIOR SCHOOLS | NO DATA | 0 | NO DATA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | NO DATA | 1 840 |
| Number of Senior Schools (excluding participating Township Senior schools) participating in your code that have girl participating Teams | 1 789 | 0 | NO DATA | 0 | NO BOXING AT SENIOR SCHOOLS | NO DATA | 0 | NO DATA | 0 | 0 | 0 | 1 454 | 0 | 0 | 0 | 0 | 1 441 | 0 | NO DATA | 6 817 |
| Number of Township based Senior Schools participating in your code that have girl participating Teams | 6 244 | 0 | NO DATA | NO DATA | NO BOXING AT SENIOR SCHOOLS | NO DATA | 0 | NO DATA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | NO DATA | 8 244 |
| Total Number of ALL Senior Schools with girl participating Teams | 8 033 | 0 | NO DATA | 0 | NO BOXING AT SENIOR SCHOOLS | NO DATA | 0 | NO DATA | 0 | 0 | 0 | 1 693 | 0 | 0 | 0 | 0 | 2 224 | 0 | NO DATA | 15 061 |
| Total Rand Financial support | 150 000 | 0 | NO DATA | 0 | NO BOXING AT SENIOR SCHOOLS | NO DATA | 42 007 336 | NO DATA | 164 827 | 440 000 | 0 | 0 | 950 000 | 7 227 479 | 0 | 0 | 0 | 896 853 | NO DATA | 51 836 495 |

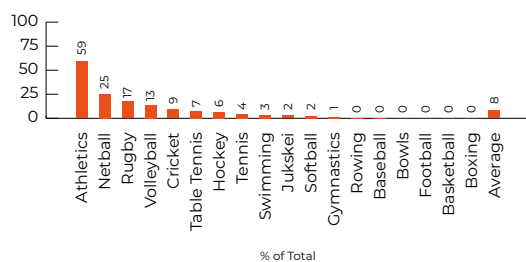
Data submitted by federations although suspect in certain instances is more reliable than that available from DBE.

Federation Tabulated Format Number of Participating Senior Schools - 2018



Athletics have reported the highest number, 8 037, of participating senior schools. This figure, considering the substantial number of athletics disciplines, the extent of school involvement and the quality of athletics' school data base, could be questionable.

% of Participating Senior Schools - 2018



Netball with 3 061 participating senior schools followed by rugby with 2 637, table tennis with 2 224, and cricket with 1 023 reported the next highest number of participating senior schools.

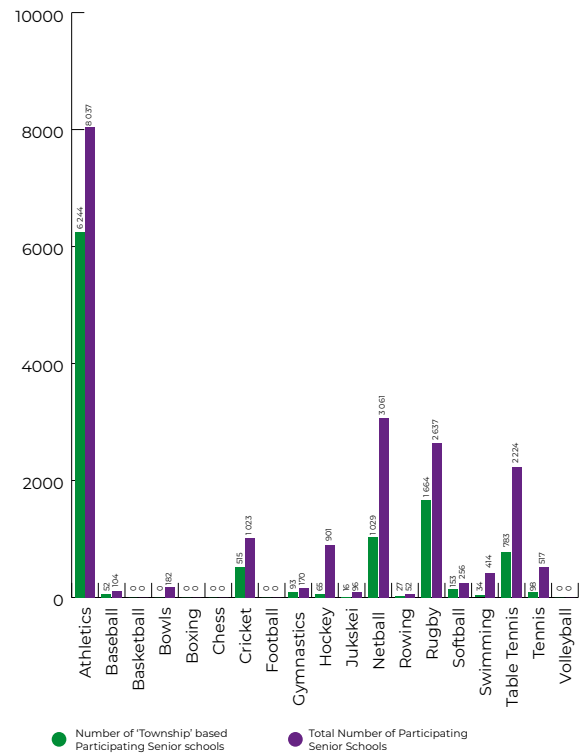
Hockey, tennis, swimming, softball, bowls, gymnastics, baseball, jukskei and rowing have all reported less than 1 000 participating senior schools. Bowl's effort to involve 182 senior schools is part of a programme of initiatives to broaden the game's footprint against the background of declining membership and club numbers because of the effect of population demographic change.

Football, volleyball, basketball (a dysfunctional school structure), and amateur boxing who due to regulatory constraints did not have any primary school involvement whereas chess did not submit any data because of ongoing governance challenges.

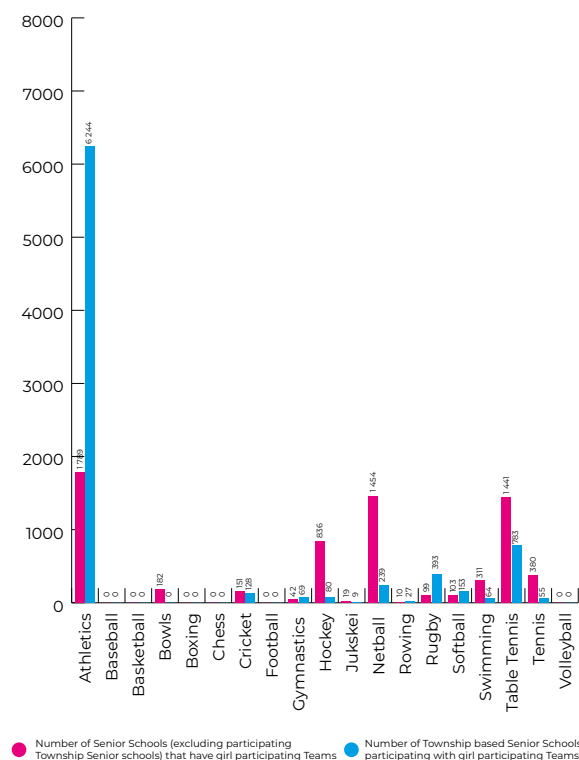
Football may need to accelerate implementation of its long overdue school structure based on that of cricket, rugby netball if it is to impact the game's level of competitiveness meaningfully.

Township based senior school participation is reflected below.

Number of Participating Township Based Senior Schools vs Total Number of Senior Schools



Participating Township Based Senior Schools vs Total Number of Senior Schools With Girl Participants -2018



Club Profile

SUMMARY CLUB PROFILE - 2018

| Element | Athletics | Baseball | Basketball | Bowls | Boxing | Chess | Cricket | Football | Gymnastics | Hockey | Jukskei | Netball | Rowing | Rugby | Softball | Swimming | Table Tennis | Tennis | Volleyball | Total |
|---|-----------|----------|------------|--------|--------|-------|---------|----------|------------|--------|---------|---------|--------|--------|----------|----------|--------------|--------|------------|---------|
| Total number of ALL clubs (excluding 'Township' based clubs) participating in code in area of jurisdiction. | 1 578 | 0 | 0 | 0 | 0 | | 0 | 51 956 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 60 006 |
| Total number of ALL 'Township' based clubs participating in code in area of jurisdiction. | 0 | 0 | 0 | 0 | 0 | | 0 | 46 391 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 50 617 |
| Total Number of participating clubs | 1 904 | 0 | 0 | 0 | 2 360 | | 0 | 98 347 | 0 | 0 | 0 | 0 | 0 | 1 164 | 0 | 0 | 0 | 0 | 0 | 110 623 |
| Ratio Township clubs to All Clubs (excluding Township based Clubs) | 0.21 | 4.98 | 0.00 | 0.00 | 1.00 | | 2.32 | 0.89 | 0.47 | 0.19 | 0.14 | 0.67 | 0.56 | 1.20 | 6.35 | 0.16 | 0.59 | 0.13 | 0.00 | |
| Total number of ALL registered members in all clubs (excluding Township based clubs) in area of jurisdiction. | 53 909 | 4 435 | 0 | 23 558 | n/a | | 19 530 | 0 | 0 | 8 300 | 2 054 | 5 180 | 2 146 | 40 114 | 0 | 13 027 | 2 269 | 13 813 | 11 028 | 264 599 |
| Total number of ALL registered members of all 'Township' based clubs in area of jurisdiction. | 53 045 | 3 285 | 0 | 0 | n/a | | 18 365 | 0 | 0 | 1 530 | 0 | 3 186 | 1 496 | 41 320 | 0 | 2 520 | 1 417 | 3 710 | | 182 443 |
| Total number of ALL registered Club members. | 106 954 | 7 720 | 0 | 23 558 | 0 | | 37 895 | 98 347 | 19 171 | 9 830 | 2 172 | 8 366 | 3 642 | 81 434 | 0 | 15 547 | 3 686 | 17 523 | 11 028 | 447 042 |
| Total number of club participants in High Performance Programmes. | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | NO DATA | 2 799 |
| Total number of accredited coaches available at club level (excluding 'Township' based clubs) last season | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 1 000 | 0 | 1 616 | 0 | 3 638 | 0 | 0 | 0 | 0 | NO DATA | 10 870 |
| Total number of accredited coaches available at 'Township' based clubs. | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 1 401 | 0 | 1 058 | 0 | 0 | 0 | 0 | NO DATA | 3 961 |
| Total number of all available coaches | 0 | 0 | 0 | 0 | 0 | | 1 396 | 0 | 1 435 | 1 080 | 0 | 3 017 | 0 | 4 696 | 0 | 0 | 0 | 0 | 0 | 14 831 |
| Ratio Township available coaches to All Coaches (excluding Township based Clubs) | 0.5 | 0.3 | | 0.0 | | | 1.3 | | 0.0 | 0.1 | 0.7 | 0.9 | 0.3 | 0.3 | | 0.2 | 1.0 | 0.2 | | |

continued on page 37...

SUMMARY CLUB PROFILE - 2018

| Element | Athletics | Baseball | Basketball | Bowls | Boxing | Chess | Cricket | Football | Gymnastics | Hockey | Jukskei | Netball | Rowing | Rugby | Softball | Swimming | Table Tennis | Tennis | Volleyball | Total |
|--|-----------|----------|------------|----------|----------|-------|------------------|----------|------------------|----------------|----------|----------|------------------|------------------|----------------|------------------|--------------|----------------|------------|-------------------|
| Total rand financial support provided to ALL clubs (excluding 'Township' based clubs) in area of jurisdiction last season. | 0 | 0 | 0 | 0 | 0 | | 7 626 685 | 0 | 683 000 | 400 000 | 0 | 0 | 100 000 | 5 419 043 | 0 | 580 000 | 0 | 540 465 | 0 | 15 349 193 |
| Total rand financial support provided to ALL 'Township' based clubs in area of jurisdiction. | 0 | 0 | 0 | 0 | 0 | | 1 768 283 | 0 | 403 000 | 0 | 0 | 0 | 1 020 000 | 3 897 715 | 719 000 | 726 000 | 0 | 231 628 | 0 | 8 765 626 |
| Total rand financial support provided to ALL clubs | 0 | 0 | 0 | 0 | 0 | | 9 394 968 | 0 | 1 086 000 | 400 000 | 0 | 0 | 1 120 000 | 9 316 758 | 719 000 | 1 306 000 | 0 | 772 093 | 0 | 24 114 819 |

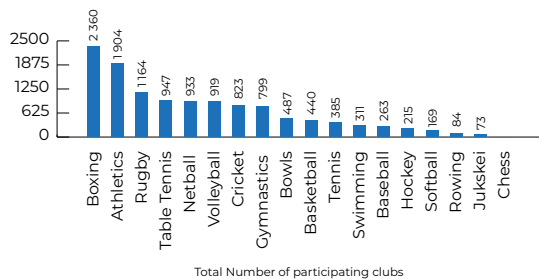
Football reported what *may* be an improbable number of clubs: 98 347; this translates into over 10 000 clubs per province! It is important that football's definition of a club is confirmed, to ensure that this is in line with the definition used by other codes.

Amateur boxing with 2 360 participating clubs followed by *athletics* with 1 164 have reported the next highest number of clubs. *Rugby* with 2 637, *table tennis* with 947, *netball* with 933, *volleyball* with 919, *cricket* with 823, *gymnastics* with 799, *bowls* with 487, *basketball* with 440, *tennis* 385, *swimming* 311, *baseball* with 263, *hockey* with 215, *softball* with 169, *rowing* 84 and *jukskei* with 73 follows as shown in the graphic above.

Swimming, *hockey*, and *rowing* are facility constrained with respect to costs and availability. Facility constraints, high club membership fees and in some instances 'paid for' professional coaches in some codes are restricting access at club level for many. Care needs to be exercised not to allow club structures to become accessible only those that can afford it. The impact of population demographic changes combined with increasing levels of inaccessibility on longer term sustainability requires careful assessment.

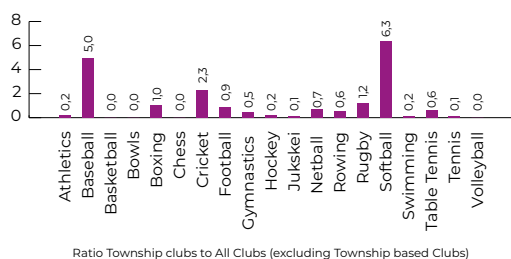
The graphics below reflects club situation in townships.

Number of Participating Clubs - 2018



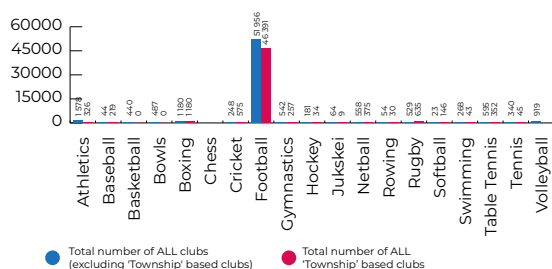
Strategies based on relocating existing clubs, establishing new club structures in 'township' areas and redistributing and sharing facilities as club structures fall into disuse in some municipal areas are increasingly important for some codes.

Ratio Clubs (excl Township Clubs) and Number Township Based Clubs -2018



Softball reported the highest ratio, 6.4 of 'township' clubs to number of clubs excluding township clubs followed by baseball, 4.9; cricket, 2.3 and the rest all below 1 indicating less township clubs than other clubs.

Number of Clubs (Excl Township Clubs) vs Number of Township Based Clubs - 2018



The number of township clubs and number of clubs (excluding township clubs) reported by football was 46 391 and 51 956, respectively. This is a ratio of 0.89. All ratios below 0.5 should be considered unsatisfactory.

Softball reported the highest ratio, 6.4 of township clubs to total number of clubs (excluding 'township' clubs) followed by baseball, 4.9; cricket, 2.3 all of which reflect

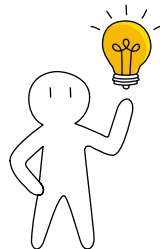
promising scenarios for the future for these codes. The rest were all below 1 indicating an unfavourable smaller number of 'township' clubs compared to other clubs.

The situation of, basketball, bowls, and volleyball with 0 township clubs reported and athletics with a ratio of only 0.2 for number of 'township' to other clubs, suggest effective exclusion of 'township' residents from these sports.

3. Poverty and Inequality

Poverty and inequality can be conceptually separated. Poverty is the 'condition of basic lack'. It is characterised by the want of an individual or groups of the basic goods and services that are 'necessary for a socially acceptable standard of living' {(Yang (2017) case Papers no. 205, Centre for Analysis of Social Exclusion, London School of Economics)}. Inequality, distinct from poverty, relates to the *uneven distribution of resources and opportunities among individuals, among groups in a population* at a given point in time or over time {Yang (2017) case Papers no. 205, Centre for Analysis of Social Exclusion, London School of Economics}. Distinct as the two concepts are, they are highly interdependent. Poverty is simultaneously the product of inequality and necessary for constituting its essential character.

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, childhood deprivation and perhaps most important of all there is *equality of opportunity*.



A micro perspective on South African inequality takes one to the country's children, parents and families, and how they live and interact. Even a glance from the outside can tell that these conditions and interactions for many are hardly conducive to lives of equality, capability, realisation and hope.

The inequalities listed are related in that they essentially ensure that there will *not* be equality of opportunity. Elevated levels of inequality of opportunity simply means that those that weren't born of parents of means have little chance of equal opportunity and living up to their potential. This suggests that *disadvantage* is *inherited* between generations and *advantage* is also *passed on*. This of course is a disaster not only for these individuals but also for society because of it not using fully its most valuable resource, its people.

Since the transition, South Africa has not made much progress in addressing the vast social chasms emerging from our history. In fact, the democratic era has witnessed widening inequality. South Africa remains one of the most unequal countries in the world. In terms of wealth, the top percentile of households held 71% of the nation's wealth while the bottom 60% held a mere 7% in the period 2008 and 2015 (World Bank 2018).

A recent World Bank report paints a desperate picture of poverty and inequality in South Africa. Poverty levels are unsustainably high, unemployment is approaching 30% and 76% of South Africans face an imminent threat of falling below the poverty line. Millions do not have access to food, healthcare, decent sanitation, and other essentials of a dignified life.

South Africa's profound inequality was largely created by state action before 1994. In effect, this enriched a minority of the population, by withholding economic opportunities and income from the majority of the population. The process entrenched systems access to resources, opportunity and work organisation that continue to shape decision-making even after apartheid laws were struck from the books. Economic discrimination under the previous dispensation centred on limiting the access of the majority to education, urban residence and infrastructure as well as ownership of businesses. These systems combined with deeply unequal and hierarchical work organisations in most formal enterprises.

A micro perspective on South African inequality takes one to the country's children, parents and families, and how they live and interact. Even a glance from the outside can tell that these conditions and interactions for many are hardly conducive to lives of equality, capability, realisation and hope.

A micro perspective on South African inequality takes one to the country's children, parents and families, and how they live and interact. Even a glance from the

outside can tell that these conditions and interactions for many are hardly conducive to lives of equality, capability, realisation and hope. The democratic government has pursued an active educational policy, succeeding in achieving virtually universal enrolment and even setting up an extensive pre-school programme. Nevertheless, the educational outcome has, overall been far from satisfactory with science and maths scores lower than in much poorer East African countries and with the 95th percentile of South African performers staying below Russian or Korean pupils according to the World Bank. In addition, a structure for pupils from the wealthiest quartile and another for the three poorer quartiles appears to exist.

South Africa is intolerably unequal in terms of income. While the poor continue to suffer, the rich have seemingly prospered. Apart from the most conservative environments, inequality, and how to resolve it, is now firmly on the agenda.

There is indeed an emerging global consensus that inequality is a major source of social and political instability. Being predicated on incumbency and inheritance rather than fair reward for effort, inequality is bad for social cohesion and harmony too. The fact that it is largely reproduced via historical and contemporary forms of prejudice and discrimination – whether in terms of race, gender, nationality and other social markers – is also a cause for concern. South Africa's history of colonialism and apartheid makes inequality particularly explosive in its context.

While South Africa has made notable progress in terms of aggregate poverty reduction, with sharper declines recorded in rural compared to urban areas, it has not been accompanied by a corresponding reduction in inequality. This has resulted in a situation where poverty persists, and inequality remains unacceptably high and sticky and complicated by the absence of successful interventions to reduce it.

The growing frustrations of young people (sport's key resource) who have no prospect of improving their lives, confronted with elevated levels of unemployment, enormous poverty and inequality challenges could be the potential spark for economic and political destabilisation because of expectations not met.

In addition, stagnant and negative economic growth rates; soaring inflation, debt and interest rates; downgrades and capital flight contributing to widespread gloom among people; a divided government

in which fragmentation and confusion reign together with deepening race and ethnic divisions describes an unfavourable environment for sport.

Increasing levels of poverty and inequality in tandem with non-functional school sport structures, sustainability challenges and commercial pressures to perform on the international stage may lead to sport strategies that could *widen* the gap between those that '*can afford to play*' and those that '*cannot afford to play*' sport i.e. '*if you can't pay you can't play*'.

Driven by commercial and ease of access considerations most sport federations have established under-age participation opportunity and high-performance sport structures involving only about 2 000 previous model C and private schools. Most federations are *not* meaningfully involved with the majority of the 25 000 public schools, which leads to a situation in which less *than 10%* of schools participate in sport.

Compared to previous model C schools the 25 000 public school sport environment appears to be dysfunctional with suboptimal support from educators and parents and inadequate sport facility and equipment and financial resources.

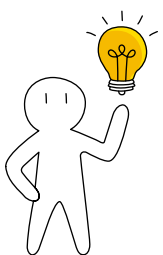
Most previous model C schools have historically been well-resourced and supported by motivated educators, parents and effective governing bodies pursuing *both* academic and sporting excellence based on strong sport tradition and cultures. These schools are the foundation of well-organised and structured inter-school and intra-school competition and federation under-age high-performance structures based on intensive talent scouting and development programmes culminating in annual interprovincial competitions. Entry into these privileged structures is largely parent and federation backed and only a small percentage of school sport participants can overcome the built-in barriers to enter these structures.

These structures are the primary focus area for many sport federations to identify, develop and nurture the talent required to shape the human capital pipelines necessary to maintain acceptable levels of competitiveness internationally. These sport structures, however, are, *exclusive* and ultimately *inaccessible* to the larger part of the school going population.

The 'previous model C' school environment have changed significantly since 1992 partly due to the impact of *population demographic change* and '*parent choice*'. These changes and the associated consequences thereof have had and will continue to have a major impact on the once *all White* demographic (100% in 1994) of these schools (learner, parent and educator).

The current learner demographic profile of previous Model C schools, a 100% White in the early nineties, is about 48% black African, 33% White, 14% Coloured and 3% Indian based on 2016 DBE data. These figures dispel the general perception that previous model C schools are on average still as predominantly White today as they were in the early 90's. It is **not** and will become even less White over the next 20 years because of changing population demographics (White under-18 population is **decreasing** by about 30% over the next 20 years, whereas the corresponding black African category is **increasing** by 20%) and the impact of *parent choice* in the rapidly evolving black middle class.

This means that the previous model C school environment, although changing demographically, could remain exclusive and accessible only to those who can *afford* it. This will further contribute to an already unequal school sport system reinforcing the view that '*for a child born into poverty there is no equality of opportunity*'



South Africa is intolerably unequal in terms of income. While the poor continue to suffer, the rich have seemingly prospered. Apart from the most conservative environments, inequality, and how to resolve it, is now firmly on the agenda.

Where to From Here? – Scenario Gameboard

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 in 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, which federations use to 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 has to be seen an introductory, 101, 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 need to be prepared to deal with *each* of the scenarios. Not only does 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.

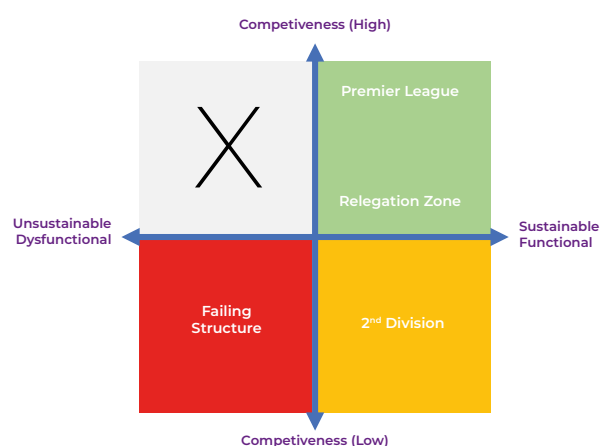
Scenarios should not be overcomplicated as they can lose their appeal and thus their usefulness. Once constructed different scenarios should assure a degree of differentiation between them such that registers clearly in the minds of the targeted audience. The last thing one wants to hear is 'I can't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

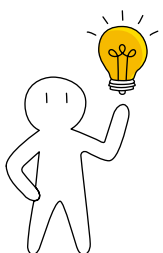
- 65%+ annual Win record for all representative national senior and under-age representative entities.
- focus on gender equity issues at all levels and in all areas.
- highly effective, well governed, organised and functional subcomponent structures.
- effective national and provincial recruiting, training, 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-school inter-district, and inter-provincial 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 under-age high-performance structure.
- extensive equitable representative participation opportunity for all female and male senior and under-age 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 under-age male and female competitive structures.
- increasingly ineffective coach and referee| umpire development and accreditation processes.



Pivotal uncertainties that could have the greatest impact on the sport system are competitiveness, sustainability and functionality.

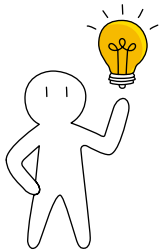
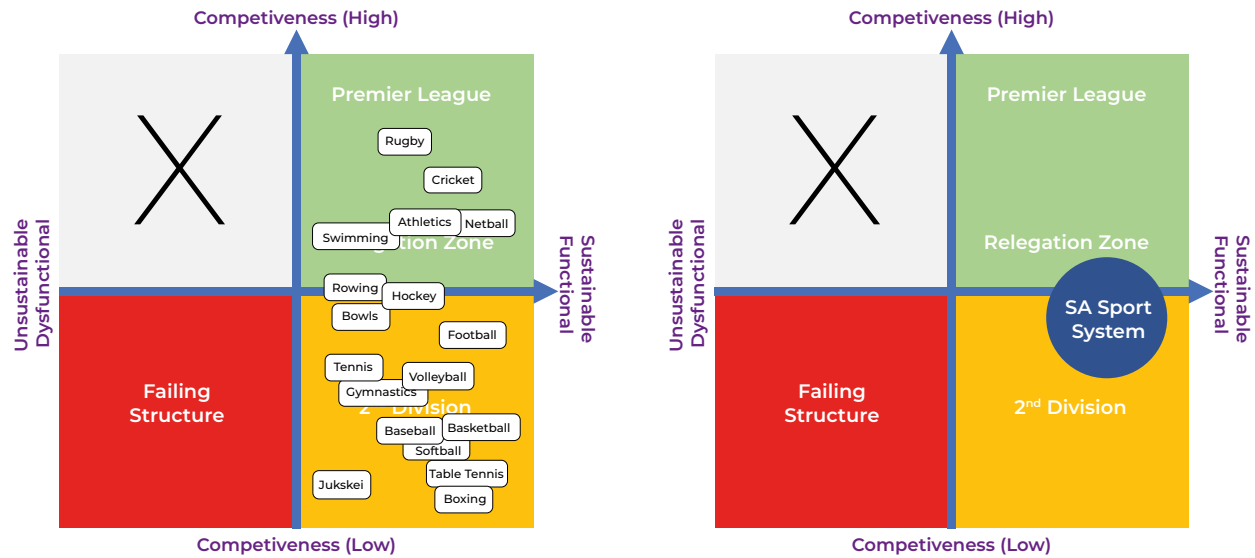
- restricted and incomplete medical and scientific support structures.
- less than 10% of all schools (previous model C, private and public schools) participate in any form of organised and structured competition.
- unchanging focus on 25 000 public school sport structure.
- ongoing unsatisfactory intra-school, inter-school, inter-district and inter-provincial organised under-age 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 that features:

- 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 under-age 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 Gameboard - Individual Sport codes and overall Sport System



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.



EPG Recommendations and Implementation Status Register

Legend

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

SRSA

| | |
|---|---|
| <ul style="list-style-type: none"> Establish a mechanism for assigning responsibility for ensuring effective responses to EPG findings and recommendations | <ul style="list-style-type: none"> Establish a mechanism for coordinated funding from DSRSA, Lotto, Sports Trust to specifically increase participating number of schools, teachers, under-age teams and competitions in key districts. |
| <ul style="list-style-type: none"> 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. | <ul style="list-style-type: none"> Review existing transformation Charter and ensure inclusion of Barometer scorecard. |
| <ul style="list-style-type: none"> Conduct an in-depth situational analysis of school sport, formulate a school sport strategy and implementation plan involving all stakeholders. | <ul style="list-style-type: none"> Establish a mechanism for coordinated funding from DSRSA, Lotto, Sports Trust to specifically increase participating number of schools, teachers, under-age teams and competitions in key districts. |
| <ul style="list-style-type: none"> 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. | <ul style="list-style-type: none"> 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. |
| <ul style="list-style-type: none"> 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. | <ul style="list-style-type: none"> 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. |
| | <ul style="list-style-type: none"> Each component entity of the sport system to set up programmes to respond to applicable transformation audit report findings and recommendations. |

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| • Devise and introduce a measurement system for auditing DSRSA, Provincial and local government sport structures, SASCOG, and LOTTO, performances based on the Transformation Charter. | → Consider appointment of an independent body to monitor and report on school sport status, strategy and DBE SRSA MoU implementation progress. |
| • Devise measures to gauge and track national and provincial administration federation administration quality and governance status. | → Establish a centralised school sport related data base and management system to update and monitor reliability of data base. |
| • 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. | → Increase number of sporting codes to be audited by 10. |
| • Estimate existing sport facility status per district municipality, project need over next 15 years and establish a draft facility draft provision plan. | → Ensure better coordinated and more strategic sponsorship and grant allocation to federations. |
| • Review MoU with DBE and resolve issues between Department of Basic Education and Department of Sport and Recreation related to: | |
| › 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. | |
| • Conduct an in-depth situational analysis of school sport, formulate a school sport strategy and implementation plan involving all stakeholders. | |
| → Establish a more proactive process to identify governance challenge and to assist in the resolution thereof. | |
| → Establish a structure to monitor and report on implementation effectiveness of initiatives related to EPG audit report observations and recommendations. | |
| 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. | |

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| • | 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 <i>under-age women</i> 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. |

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| • | 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

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| • | 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

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| • | 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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