The EPG Committee

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

Mr Happy Ntshingila, the Chair of the EPG
Ms Ria Ledwaba
Dr Willie Basson
Mr Louis von Zeuner
Mr Maxwell Moss
Prof Marion Keim-Lees
Mrs Wimpie du Plessis
Mr Mark Williams
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Foreword

BY THE MINISTER OF SPORT & RECREATION

It gives great pleasure to present, as Minister of Sport and Recreation, this 2017/8 edition of the EPG Report. Coming in the form of 3 volumes, the Report is the culmination of a 5 year cycle which saw a steep learning curve on the part of both National Federations and the Government.

From the modest origins that constituted the outcome of a Sports Indaba, that was convened by one of my predecessors in 2011, transformation status reporting has become a way of life for the country’s sports leadership and participants.

Amongst the decisions taken at the Indaba was the adoption of a Sports Transformation Charter, which prescribed the ultimate targets that would ensure that sport mirrored the country’s demographics in its outlook. Such targets necessarily required a significant, conscious effort by the sports movement to achieve the high level of inclusiveness alluded to in the country’s celebrated Constitution. The Charter targets were also designed to apply to all National Federations and thereby constitute the high water mark on transformation achievement. As the Charter was to rely on the voluntary commitments of individual National Federations, it did not prescribe penalties against those failing to meet its predetermined targets of 80% and above.

However, due to the relative slow pace of transformative progress that followed, a Barometer with penalty clauses for non-compliance was introduced in 2015 to complement the Charter and overcome its short-comings.

While the Charter targets were predetermined and had cross-cutting applicability, the Barometer worked on self-assessments by National Federations, who then developed their own targets, where the expectation was that they would score upwards of 50%.

The Barometer was tested on 5 National Federations, on a pilot basis, with significant progress being recorded, particularly in the case of Rugby, Cricket, Football and Netball who scored in excess of 50% of their self-set targets, within the selected Charter categories.
This kind of progress emboldened the EPG to increase the total number of National Federations participating in the 2017/8 reporting year to 19. MOUs were concluded with SASCOC and National Federations, whereby failure to meet 50% of their self-set targets would invoke penalties. The results of the 2017/8 period are presently being evaluated so they can be supplied with the necessary feedback that will enable corrective action to be taken.

Measured against the Charter targets, the following 9 out of the 19 National Federations: Athletics, Cricket, Football, Netball, Amateur Boxing, Softball, Table Tennis, Basketball and Volleyball managed to score above 50%. Our congratulations to all these sports bodies and our thanks to them for proving that transformation does not necessarily lead to lower standards.

Those National Federations who scored more than 50% on the Barometer target include: Tennis, Table Tennis, Football, Gymnastics, Rugby, Cricket, Netball and Basketball. Those falling short of the 50% achievement rate, may now be liable for such penalties as may be imposed. The one loophole to guard against the self-assessments, is the tendency of National Federations to set targets that are too low so as to avoid the prescribed penalties.

The progress reflected above, illustrates the advisability of the measures taken to facilitate transformation.

In terms of lessons learnt over the 5 year cycle, National Federations should strive to:

- maintain a healthy balance between the moral and strategic considerations for transformation, where the former looks at “righting the wrongs” of the past and the latter focusing on sustainability.
- take note of the declining levels of white participation in the U18 age group, versus the growing numbers of blacks (particularly Black Africans), in the same age group.

Whilst the overall trends appear to be positive, the state of organisation within school sport, the lack of focus on the black and specifically black African participant pool, coupled with the negative direction taken by current demographic patterns, optimal transformation will take longer than we would like.

The MOU concluded between the SRSA and the DBE was intended to grow participation in organised sport, from the current 10% of the available 25 000 schools. We will continue to assist in this regard so school sport does not continue to be the Achilles’ heel to the long-term survival of South African sport.

In conclusion, amongst the successes of the first 5 year cycle, we are happy to count the following:

- improved quality and reliability of information,
- better insights into the key drivers of transformation,
- better results achieved flowing from the Barometer targets complementing the Charter targets, to measure performance both on and off the field,
- significant progress towards institutionalizing the transformation process at the level of National Federations.

Whilst we acknowledge the limitations imposed on some National Federations through the lack of resources in funding and infrastructure, we trust that this report will generate the introspection necessary to do more on transformation and simultaneously discourage those that are behind from being too defensive.

We invite National Federations to continue to cooperate with the EPG and implement whatever corrective measures are identified following the evaluations.

Minister T. Xasa
Sport and Recreation SA
Statement

CHAIRPERSON OF THE TRANSFORMATION COMMISSION MR H NTSHINGILA

As we release our sixth report of the EPG, one can only be filled with excitement as we observe some of the fruits of transformation on the field of play. We have been extremely encouraged by the performances of a number of federations and the attendant achievements by their teams, notably Banyana Banyana missing the African Cup of Nations title by a whisker. Of course, they qualified for the Women’s World Cup in the process.

The news of the country winning the bid to host the Netball World Cup also came us a wonderful fillip to the nation’s psyche.

We are in a world cup year and will soon be rooting for the Protease and Springboks during our winter. We hope that the fruits of transformation will contribute towards these national teams doing well in both these competitions.

Transformation will forever remain the right thing to do, and the EPG, through its management system, will continue to vigorously evaluate, monitor and report on the progress and, in some instances, lack thereof, as we strive to make recommendations and encourage federations to follow the right path.

As you read through this report you will notice that sporting codes that have a solid foundation and access at school and club level tend to score and perform better. In addition, we notice great successes where there is voluntary setting and implementation of targets by the federations. This is nothing else but a demonstration on the part of the federations that there is commitment and willingness to promote transformation. Sadly, the opposite is also true and we see stagnation and sometimes regression where this commitment is lacking.

The EPG will continue to pursue the ideals of the Transformation Charter with exactness, and once more I would like to thank all the members of the team who have worked tirelessly to compile this report, for a job well done.

This remains a very onerous and sometimes emotional task. But the job must be done!
Acronyms & Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>BEE</td>
<td>Black Economic Empowerment</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>DBE</td>
<td>Department of Basic Education</td>
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<tr>
<td>EPG</td>
<td>Eminent Persons Group</td>
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<tr>
<td>SASCOC</td>
<td>South African Sports Confederation and Olympic Committee</td>
</tr>
<tr>
<td>SASSO</td>
<td>South African School Sports Organisation</td>
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<tr>
<td>SAFA</td>
<td>South African Football Association</td>
</tr>
<tr>
<td>SISA</td>
<td>Sport Information and Science Agency [no longer exists]</td>
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<tr>
<td>SRSA</td>
<td>Department of Sport and Recreation South Africa</td>
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<tr>
<td>Stats SA</td>
<td>Statistics South Africa</td>
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<tr>
<td>USSASA</td>
<td>United Schools Sports Association of South Africa</td>
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Strategic transformation requires holistic, multi-level, discontinuous and comprehensive change in strategies, organisational structure and management systems based on a clear vision of how to move forward on a journey to a better future.
Rationale

History provides many rich accounts of how people, organisations and nations have reacted to change throughout the centuries. In the contemporary world globalisation, the increasing intensity, extent and complexity of interactions on a global scale is driving change at ever greater speed so everyone need to learn how to live with change and meet the challenges it brings.

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

When Pres. Nelson Mandela stepped back into the world a major and irreversible transformation movement was triggered subjecting South African society to a process of unprecedented change on a journey of reformation based on moral and ethical principles driven by a need for restorative justice and reconciliation. Success will be closely linked to the ability of South Africans to come together and establish a new culture, a new identity and a value system built on tolerance, respect, unity and equity. The approach embraces the choice made to transcend divisions, strip off the past and to make ‘things right’ between those who have been locked in an adversarial relationship over a long period. The overall purpose is to contribute to the ideal conditions for transforming society and unifying the country as part of a plan for nation-building.
It has been argued that the South African Constitution is post liberal and transformative in nature. At the heart of transformative constitutionalism is the objective of creating a truly equal society ‘to heal the wounds of the past and guide the country and its people to a better future. A process that can be described as a social and economic revolution that involves a levelling of the playing fields that were so drastically skewed in the past.

Transformation is a process that “creates space in which dialogue and contestations is truly possible, in which new ways of being are constantly explored and created and rejected and in which change is unpredictable but the idea of change is constant.”

Social justice is a core fundamental value of South Africa’s constitutional democracy and it has been reasoned that the other constitutional values of ‘human dignity, equality, freedom, accountability, responsiveness and openness’ should be used side by side or even interactively, to achieve the goal of social transformation. The National Development Plan emphasizes that the fostering of constitutional values is critical to ensure that the country emerge with a new identity rooted in the Constitution. The extent and rate of progress towards the attainment of social justice are therefore important measures.

The National Identity

In the absence of a true national identity the linguistic, ideological, political, socio-economic, geographical and cultural divisions in South African society has proven to be divisive and too diverse to support the embrace of the altruistic reasons for transformation of the sport system. As indicated, this has slowed down the rate of change in sport significantly over the past 20 plus years and contributed to resistance to the process and negative responses from certain quarters. This led to Black African representation in most national teams to change at a slower rate than that of other population groups.

Equality of Opportunity

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.

The inequalities listed are related in that they essentially ensure that there will not be equality of opportunity. High level of inequality of opportunity simply means that those that weren’t born of parents of means have little chance of living up to their potential. This of course is a disaster not only for these individuals but also for society because of it not using fully its most important resource, its people.

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 inequality. In a sporting context the linkage between inequality and poverty is rising to the forefront in the debate on transformation interventions. Those that ‘can’t pay can’t play’.

In a sporting context equality of opportunity relates to equitable access to structured and organised sport participation at school and club level culminating in prospects for provincial and national representation in parallel with skill and capability development and improvement.

In the absence of a true national identity the linguistic, ideological, political, socio-economic, geographical and cultural divisions in South African society has proven to be divisive and too diverse to support the embrace of the altruistic reasons for transformation of the sport system. This has slowed down the rate of change in sport significantly over the past 20 plus years and contributed to resistance to the process and negative responses from certain quarters. Linked to an initial transformation approach in the early 90’s focused exclusively on national teams based on 50% generic Black (Black African, Coloured and/or Indian) representation.
resulted in Black African representation in most national teams to change at a slower rate than that of Coloureds and Indians. This is attributable to the consequences of the extent to which Black Africans have historically been more disadvantaged than other population groupings.

The importance of focus on the strategic drivers for transforming sport is motivated by a need for improved sustainability and higher levels of competitiveness of federations. In this regard understanding and managing the longer-term impact of population demographic change more proactively and further improving, ensuring more structured and better organised skill and capabilities initiatives and programmes in all areas on and off the field of play, should be more strongly emphasised.

In a sporting context the linkage between inequality and poverty is rising to the forefront in the debate on transformation interventions. Those that ‘can’t pay can’t play.’ This together with a value-based process in terms of fairness, equitable access and participation opportunity will, over time, progressively level the playing fields and help sports people realise that they are part of a pluralistic society within which differences are celebrated and affirmed as part of a process to create a better and more equitable sporting future for all South Africans.

Sport’s Transformation Charter acts as the beacon for the sport system to guide systematic change in key strategic areas (dimensions) of the sport system.

Change

Change happens for several reasons, not least because humankind is inherently creative seeking to change the world, or at least part of it, for economic, social or other perceived benefit. However, as well as opportunity change can bring with it challenges, uncertainty and insecurity. South Africa’s first democratic government was elected in 1994 with a clear mandate to redress the inequalities of the past in every sphere: political, social and economic. Given the socioeconomic imbalances that have existed for decades (even centuries), the need for reform, a greater ethical conscience and “ploughing back” have become crucial to the long-term survival, competitiveness and prosperity of all structures. In this regard ‘empowerment’ seen as more equitable access to opportunity, resources and distribution of wealth is but one ingredient of an array of interventions required to redress the socioeconomic legacy of the country’s political past. It is branded as the essential second wave of transformation after democratisation and the political miracle.

Empowerment is branded as the essential second wave of transformation after democratisation and the political miracle.

The journey involved will be unsettling for many as it involves change. While many leaders may realise change is needed, they may not comprehend fully what form it should take. In this instance the metaphor of undertaking a journey is appropriate in that the direction to be taken will depend on the starting point, the purpose, an idea of the ultimate destination, how best to plan and navigate the route and how to organise to get there. The options for getting to the desired future state includes the choice of route, the means of travel and how urgently arrival is required.

Perhaps at no other time have prospects seemed so dazzling and disruptive, nor the pitfalls so numerous and deep and the only thing we can be assured of is turbulent change in the environments in which we function. Sport organisations will not escape the need to keep pace with and understand the changes in the environments within which they operate and to deal with it by overhauling policies, strategies, structures, programmes and operations.

Any organisation can be affected by a mild form of collective madness, the inability to see the wider context as leaders lose perspective, narrow their vision, fail to understand the changes in their environment and become over-complacent or rigid in thinking. Each one of us reads the world through our own set of glasses which distorts our perceptions and reactions shaped by our culture, birthplace, history and experiences. Therefore, the most important thing to do is to take off one’s own glasses and to put on other people’s glasses to see the world through different eyes.

Perhaps at no other time have prospects seemed so dazzling and disruptive, nor the pitfalls so numerous and deep.

Change effects everyone in different ways. Some may find change and the new challenges it brings exciting while others may suffer diminished confidence in their ability to cope with new ideas, technologies, processes and new ways of doing things making them reluctant to abandon the ways in which things have been done in the past.
Change is not an unfamiliar concept as it addresses how life will be different tomorrow or, perhaps, months or years ahead. It can, however, evoke strong defensive reactions like seeking to secure that which is familiar, even if this means burying heads in the shifting sands of change. Temporary refuge may be found by battening down hatches. But where does safety really lie? Surely not by denying that things are changing but rather by facing up to change and making the best of the challenges and opportunities that it creates?

Change which happens by design rather than accident is far more likely to create value and benefits. For this reason, South African sport organisations should develop strategies based on the evidence of what is happening in its context and in harmony within the environment in which they function. Although organisations can often survive, or even do well, during periods of relative stability, low contextual turbulence and little competition for resources virtually none of these conditions prevail for long in the modern world in any sector, public or private. To deal with this federations should identify their strategic options by identifying and analysing trends by looking outwards as well as inwards to review its own position, its strengths and weaknesses and available resources, before deciding on a way forward. However, it must be kept in mind that transformation in sport involves change, that change is multifaceted meaning many things to many people and that at every crossroads on a path that leads into the future, tradition has placed 10 000 men to guard the post.

**Sport's Transformation Charter Strategic Framework**

Strategic transformation requires holistic, multi-level, discontinuous and comprehensive change in strategies, organisational structure and management systems based on a clear vision of how to move forward on a journey to a better future. Such has the impact of the social engineering experiments of the previous political dispensation been that processes to transform and reform all components of South African society will be with us for a very long time to come.

Sport’s Transformation Charter, adopted at a National Sport and Recreation Indaba held in November 2011 is based on the non-racial, non-sexist, democratic principles as enshrined in the Constitution, the legal framework of the National Sport and Recreation Act of 1998, the White Paper on Sport and Recreation of 2013, the Department of Sport and Recreation of South Africa’s Strategic Plan and the long-term imperatives of the National Development Plan.

The purpose of the transformation Charter is to ensure an increase the number of people participating in sport based on fair and equitable access to participation opportunity on and off the field of play, with the objective being the establishment of an accessible, equitable, sustainable and competitive sport system.

Sport’s Transformation Charter acts as a beacon to the sport system to guide systematic change in key strategic areas (dimensions) namely participation opportunity, skill and capability development, representative demographic profiles on and off the field of play, quality of performance, governance in specific areas and economic empowerment as part of a social contribution.

Without an appropriate and effective structures to coordinate, orchestrate and harmonise the activities of the wide range of stakeholders involved with sport, the probability of arriving at an ‘accessible, equitable, sustainable and competitive sport system is significantly reduced. This emphasises the need for integrated national and regional platforms to coordinate and align the initiatives and agendas of the multitude of stakeholders in sport involved.

The Charter describes a multidimensional process with the purpose of bringing about a sport system within which the majority of South Africans are provided with equitable opportunity to participate and excel in sport on and off the field of play based on two sets of drivers. The one set is based on altruistic or social justice moral reasons seen as the ‘right things to do’ and the other set on strategic considerations because of the direct impact thereof on longer-term sustainability and competitiveness of the sport structure.

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

The overall process involves systematic bottom up change in each Charter dimension based on pursuing and achieving prescribed (Charter) and self-set (Barometer) targets which results in two transformation scorecards – a first generation ‘Charter’ Scorecard and a Barometer scorecard based...
on targets set and projected forward by a federation. Non-achievement of the Barometer targets is subject to the potential imposition of penalties whereas there are no penalties associated with Charter scorecard results.

The following schematic illustrates the dimensions forming the building blocks of the integrated multi-dimensional process as to bring about bottom up change in strategic areas (dimensions) based on cause and effect relationships between different dimensions.

The overall transformation process involves a systematic bottom up change in each dimension of the charter based on the achievement of targeted levels of performance.

Multi-Dimensional Transformation Strategic Framework

The foundation of the process features a coordinated community based multilevel government sport structure in harmony with national and provincial sport federation sport structures delivering programmes and projects focused on optimising:

- Access to infrastructure, resources and structured participation opportunities and
- Skills and Capability development and improvement.

Actual performance in each dimension is measured on an annual basis against predetermined ‘one-size-fits-all targets as part of the independently conducted audit process. These audits are used to monitor trends, propose interventions and providing feedback to stakeholders to stimulate ongoing progress towards the achievement of specific longer-term goals and objectives.

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

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

The foundation of the transformation schematic, the governance, preferential procurement and employment equity charter dimensions, defines important components of the process. The governance dimension relates to the regularity of a sport body’s planning processes as well as performance evaluations of its board, president, CEO and senior staff. Contribution to issues of national importance as it relates to economic empowerment and equal employment opportunity. Preferential procurement performance is of importance considering sport’s estimated overall contribution to the economy is approximately three billion rand per annum. This coupled to the proven socio-political, health, promotion of cohesion and nation building characteristics of sport makes it an important economic empowerment component to be considered.

The overall objective of the transformation charter is the establishment of an accessible, equitable, sustainable, competitive demographically transformed sport system.

**Barometer Process**

In 2016 the Transformation Charter process based on the one-size-fits-all and predetermined performance target measurement system was supplemented by the Barometer process. This process sees a federation setting and projecting forward its own (self-set) targets in selected Charter dimensions based on a Memorandum of Agreement with SRSA and SASCOC. In terms of the MoA, failure of a federation to achieve 50% or more of its self-set targets could lead to the imposition of one or more of the following penalties: suspension or withdrawal of any funding from government; revoking of authority to bid for international tournament; withdrawal of opportunity to award national colours and/or withdrawal of recognition as national federation in terms of National Sports Act.

The Barometer process was evaluated in 2016 based on a pilot project involving 5 federations, athletics, cricket, football, netball and rugby. The successful outcome of the pilot led to the project being expanded to include the remaining 14 federations in the audit programme in 2017.

The purpose of the Barometer is to bring about greater leadership transformation accountability within national sport federation structures and to promote a more informed strategic and forward-looking approach to bring about change in sport organisations.

**Factors Impacting Rate and Extent of Transformation**

The rate of progress and extent of achieving transformation objectives of the Charter influenced by factors affecting different federations in different ways because of uniquely dissimilar circumstances. These factors include, among other:

- level of inequalities, particularly ‘inequality of opportunity’ among constituent members;
- culture and value differences (because of skewed demographics) in federation leadership structures influencing decision making;
- consequences of a changing national population demographic profile impacting the future shape of organisations and
- the state of sport in schools particularly in the of the 25,000 public schools and a changing previous model C school environment.

The Barometer component of the transformation process is having a positive effect on federation attitude and support for the overall transformation process influenced the penalty component thereof and the freedom to set own targets projected forward based on own circumstances.
The Barometer process highlighted the difficulty all federations had in setting and projecting Charter category targets forward because of inadequate understanding and insight into the federation’s projected future and those factors impacting the longer-term future. This was echoed in the mechanical at times somewhat guessimating way many federations set and projected targets forward. The quality of federation longer-term thinking with respect to future shape was exposed as vague and uncertain in many instances.

Transformation Scorecards and Dashboards

Transformation scorecards reflect transformation status based on the percentage achievement of prescribed, one-size-fits-all Charter targets and/or the percentage achievement of federation self-set and forward projected Barometer MoU based targets in selected Charter categories on an annual basis. These performance measures serve as milestones which signpost a federation’s transformation journey towards ‘an accessible, equitable, sustainable, demographically representative and competitive sport system’.

The Transformation Charter was introduced in 2011 and the Barometer scorecard in 2017 after successfully piloting the process on 5 federations, athletics, cricket, football and netball in 2016 and extending it to 19 federations in 2017.

The consequence of a federation not achieving 50% or more of its self-set MoU based Barometer targets is subject to the possible imposition of prescribed penalties. The non-achievement of the prescribed, one-size-fits-all transformation Charter targets are not linked to penalty imposition but to the quality outcomes of the follow-up actions of individual federations, the SRSA, government provincial and local sport structures, SASCO and the DBE. These actions are based on a federation’s interpretation of the comments, findings and recommendations captured in the annual Transformation Status report of the EPG.

Monitoring sport’s transformation status is part of an annual process involving the regular, systematic, collection and analysis of data and information related to the outcomes of a programme of action that drives change in key areas as defined in the transformation charter. This provides evidence for the extent to which a programme is being delivered as intended, whether set targets are being met, whether there is progress towards the achievement of set objectives and identifying the extent to which changes and adaptations to the programme are required.

Transformation status evaluation involves a systematic objective examination, analysis and interpretation of data for appropriate questions to be asked and for judgement calls to be made based on specific criteria.

Transformation status evaluation involves a systematic objective examination, analysis and interpretation of data for 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 might the programme be improved. Evaluation is an ongoing, if less regular, process and forming the basis for learning and organisational development.

Monitoring and evaluation are undertaken to provide information that should lead to federation and programme improvement and plays a central role in organisational learning and development. In most organisations, change occur when people start looking at things differently. Nothing will create change in organisations quicker than when the lens of performance measurement is changed. Measurement and target setting are crucial enablers of change.

Most organisations suffer from inertia. Whether an organisation is at rest or in motion, it takes concerted effort to change. There is nothing more difficult to take in hand, more perilous to conduct, or more certain in its success, than to take the lead in the introduction of a new order of things. Transformational performance measurement requires specific leadership because it goes beyond the traditional expectations of simply administering existing measures. It requires people to do things that are significantly different from their existing routines.

Unfortunately, many leaders don’t fully accept that one of their responsibilities is to ‘create an environment conducive to measuring change’. Most organisations have very competent people crunching numbers – but that is not the real challenge. Someone who can take measurements and analyse data can always be found, but only a measurement leader can create the right environment for making sure that the right questions are asked, that right information is generated and to use it to progressively generate more and more knowledge, wisdom and insight to shape the future.
The transformation audit process, although improving still has some way to go. The aim is a system based on the analogy of driving a car or flying an aircraft where vital information about speed, oil pressure, temperature and so on is available to the driver or pilot through the dashboard displays in front of them. Gauges, red and green lights and odometers are strategically positioned so that with a glance, without losing focus on where you are going, you know instantly if everything is okay (or not) for decisions to be made accordingly.

Just as drivers and pilots rely on their dashboards to do their jobs, leaders and managers today are increasingly turning to ‘business’ dashboards for help the run their organisations.

Just as drivers and pilots rely on their dashboards to do their jobs, leaders and managers today are increasingly turning to ‘business’ dashboards for help the run their organisations.

The main role of a dashboard is to provide a means for managers to monitor, analyse and sometimes annotate (e.g. explaining variances in an embedded scorecard) and therefor have strong planning links. Dashboard type displays of measures have several strong ties to planning and are used as a means for leadership to monitor, analyse and sometimes annotate (e.g. explaining variances in an embedded scorecard). Although it is not typical to use major portions of dashboards to display detailed reports because it would then be more like a ‘report-board’, it can be highly effective to embed reports within a dashboard. This provides detailed views of information that can support analysis done in imbedded scorecards and charts. The benefit of appropriately designed dashboards is that it facilitates dealing with many data sources and the analysis of hard-to-read spreadsheets or lengthy report formats. Typical benefits furthermore include the ability to easily identify and correct negative trends; make better informed decisions; measure efficiencies and inefficiencies; perform improved analysis through visual presentation of performance measures and align strategies and goals. It also allows for more time to be spent on analysing data and less time spent finding, compiling and formatting data. Dashboards are ideal vehicles for sharing strategies, tactics and operational data.

The very essence of a dashboard system is a set of strategic maps and scorecards that help managers visualize and track their goals and tactics. Dashboards can then display or integrate with these tools. Well-planned and well-designed dashboards can effectively display key performance-related charts and indicators together with strategy maps and scorecards to help a focus everyone on the most important performance-related activities and drivers.

A metric is really a measure of anything whereas a key performance indicator is meant to be a measure that ‘matters’ and is tied to a target measure that ideally can be acted upon and used to assist in defining and measuring progress towards specific goals. Typically, key performance indicators are represented as a ratio (percentage) of an actual figure compared to a predefined target figure. They are usually displayed as, or accompanied by, a graphical symbol makes it easier for users to instantly see whether they are on or above or below target. It is important to keep in mind that a key performance indicator is a metric but that a metric is not necessarily a key performance indicator. Organisations have many metrics, but typically few key performance indicators. The challenge is the distillation of a short list key measures for use in dash boards and scorecards. In summary, well-designed key performance indicators assist in spending more time on the important activities that drive performance and less time on activities that are not as relevant.

There are many ways to build dashboards, all dashboards share the same purpose – that is, to deliver information for the right decisions to be taken. The transformation dashboard is in its early stages of development and areas still requiring further attention includes: manual data entry and automated data refresh; introduction of hierarchies and rules to easily correct aggregate and calculate metrics, improved metrics and drill down/drill across processes to support decision making and the introduction of multiple on-line login.
Each component dimension of the Charter is quantifiable in terms of the measurable outcomes of actions aimed at ultimately bringing about changes in the sport system that will produce breakthrough results in key areas. Achieving breakthrough results involves embedding transformation principles in day-to-day operations so everyone’s job is permeated with it. The transformation measurement system represents a framework of measures that monitor and track the impact/outcome of selected activities identified as the key drivers for transformation.

Although the elements of a measurement system for different sport code may differ because of the team or individual characteristics of the code, actual performance is measured in the same transformation dimensions. The measured impact of specific actions undertaken, are periodically assessed and summarised in an understandable format which communicates clear and consistent messages, reflect reasonable and creditable numbers in a combination of numbers, charts and graphics. This enables federations to connect scorecards to what people do every day assisting in the measurement of variances, trends, ratios and change in each of the selected transformation dimensions. Performance targets are set in different charter dimension and compared to actual achievements as reported in the data sheets submitted annually by each of the codes.
Introduction

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

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

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 all of which leads to ‘inequality of opportunity’. High levels of inequality of opportunity simply means that those that weren’t born of parents of means have little chance of living up to their potential. This of course is a disaster not only for these individuals but also for society because of it not using fully its most important asset, its people. In a sporting context, equality of opportunity relates to equitable access to organised sport participation at school, club, provincial and national levels.

Performance measures described in the Charter to establish and monitor transformation status are in prescribed and one-size-fits-all format which treats all federations on the same basis, regardless of unique differences between some. Non-achievement of these predetermined targets is not subject to the imposition of penalties.

The 2017/18 transformation audit report is the sixth since the introductory audit pilot involving athletics, cricket, football, netball and rugby in 2011 which was followed by a further 5 which included an additional 14 federations from 2012 onwards.

This audit report further expands the window into the current transformation status of South African sport based on the analysis of data submitted by the 19 federations forming part of the process - amateur boxing, athletics, basketball, baseball, bowls, chess, cricket, football, gymnastics, hockey, jukskei, netball, rowing, rugby, softball, swimming, table tennis, tennis and volleyball.

It also provides further insight into and understanding some of the factors impacting the rate and extent of transformation, the state of school sport and population demographic change highlighted in Volume 3 - An annexure.
Federation transformation status is based on two scorecard structures, one on the achievement of the prescribed, One-Size-Fits-All targets of sport’s Transformation Charter and the other introduced in 2016/17 based on the achievement of a federation’s own self-set and forward projected Barometer targets based on MoUs entered into with SRSA and SASCOC in 2016/2017.

The 2017/18 Status report, unlike previous reports, comprises three separate volumes.

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 all of which leads to ‘inequality of opportunity’.

VOLUME 1: ‘EPG: Individual Federation Barometer and Sport Transformation Charter Scorecard’ reflects individual federation transformation status in selected Transformation Charter categories in scorecard format based on percentage achievement of predetermined, One-Size-Fits-All Charter targets as well as percentage achievement of federation self-set MoU based Barometer targets.

As indicated the non-achievement of prescribed One-Size-Fits-All Transformation Charter targets, unlike the non-achievement of self-set Barometer targets, is not subject to the imposition of any penalties. Transformation progress in this instance is dependent on the voluntary implementation of corrective actions by federations in response to the findings and recommendations captured in annual EPG transformation status reports.

VOLUME 2: ‘EPG: Comparative Transformation Status Dashboard and Narrative’ reflects federation transformation status on a comparative basis in ‘dashboard’ and summary narrative format based on the achievement of predetermined and One-Size-Fits-All Transformation Charter targets.

VOLUME 3: The Annexure summarises the status of implementation of EPG recommendation; the impact School sport current status on sport transformation; the effect of population demographic change on federation sustainability profiles and a selection of issues impacting transformation progress.
Federation Data Input Quality

Integral to the annual transformation audit process is the quality of data collected, analysed and submitted by federations. Although data input quality has steadily improved since the first transformation audit conducted in 2011/12, it is not yet up to the required standard. This has been due mainly to suboptimal leadership support and commitment for the transformation process in some instances, lack of finance and dedicated resources for the process, suboptimal support from affiliated structures and below standard data collection processes and data base systems.

Subjective evaluation of data sheet quality and reliability based on the criteria of: timeliness of data submission, perceived completeness and reliability of data packages, leadership commitment to the process and support received from affiliated entities, was introduced in 2016. Based on these norms 13 of the 18 federations audited scored between 50% and 78% with cricket, netball, rugby, gymnastics, rowing, softball, swimming, bowls, hockey, jukskei, tennis, table tennis and football, have improved the quality of data submitted by between 3 and 48% percentage points compared to data submitted in 2016.

However, the perceived quality and reliability of data received from seven federations, athletics, bowls, hockey, jukskei, football, tennis and chess have deteriorated compared to that submitted in 2016.

Factors impacting data quality and reliability includes uncooperative affiliate structures, questionable leadership commitment to the process, inadequate data base and data collection structures and processes, financial resource limitations and suspect administrative support structures.

Transformation Scorecards

Federation transformation status is established based on two scorecards. The first scorecard a Charter Scorecard, reflects transformation status based on comparing a federation's annually reported performance in different Charter categories to pre-set one-size-fits-all Charter based measures. These measures are milestones which signposts the transformation journey towards an accessible, equitable, sustainable, demographically representative and competitive sport system.

The rate of progress and extent of achieving transformation objectives are influenced by factors affecting different federations in different ways because of uniquely dissimilar circumstances. These factors include, among other:

- levels of inequality, particularly inequality of opportunity of constituent members;
- culture and value differences in leadership structures (because of skewed demographics) influencing decision making;
- consequences of a changing national population demographic profile impacting the future shape of organisations and
- the state of sport in schools particularly the bulk of the 25 000 public schools and a changing previous model C school environment.

The consequences of not achieving Transformation Charter targets are not linked to the imposition of penalties but to the quality of follow-up initiatives of individual federations and their substructures; SRSA, government provincial and local government sport structures; SASCOC and DBE in response to the comments, findings and recommendations captured in the annual Transformation Status report of the independent transformation commission, the EPG.

The second scorecard, the Barometer, was introduced in 2016 as a pilot involving five federations: athletics, cricket, football, netball and rugby. It is based on participating federations entering memoranda of agreements with SRSA and SASCOC based on self-set targets in selected Charter categories projected forward for ten years. Failure of a federation to achieve 50% or more of its self-set targets could result in the imposition of one or more predetermined penalties. The successful outcome of the pilot saw it being expanded in 2017 to include the remaining 14 federations in the audit process. The Barometer approach had a meaningful effect on federation attitude and support for the overall transformation process for several reasons with
the penalty component thereof, the freedom to set own targets based on own circumstances and the opportunity to investigate the future, being noteworthy.

The Barometer process highlighted the difficulty all federations had in setting and projecting Charter category targets forward because of inadequate understanding and insight into the federation’s projected future and those factors impacting the longer-term future. This is echoed in the mechanical somewhat guesstimating way many set and projected targets forward. The quality of longer-term thinking related to a federation’s future shape was exposed as vague and uncertain in many instances. Short-term thinking, season to season, appears to dominate thought processes in many federation structures.

‘Prescribed, One-Size-Fits-All Transformation Charter Target Achievement

Percentage prescribed Charter target achievement in 18 Transformation categories in ranking order are shown in the table below.

<table>
<thead>
<tr>
<th>FEDERATION</th>
<th>% OF PRESCRIBED CHARTER TARGETS ACHIEVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swimming</td>
<td>17</td>
</tr>
<tr>
<td>Tennis</td>
<td>17</td>
</tr>
<tr>
<td>Hockey</td>
<td>11</td>
</tr>
<tr>
<td>Jukkiei</td>
<td>6</td>
</tr>
<tr>
<td>Bowls</td>
<td>0</td>
</tr>
<tr>
<td>Rowing</td>
<td>0</td>
</tr>
</tbody>
</table>

The table shows that a substantial number, 9 of the 19 federations audited football, volleyball, table tennis, amateur boxing, cricket, basketball, softball, athletics and netball have achieved 50% or more of all prescribed Charter targets. In comparison with the pre-1994 and the 20-year period immediately thereafter this reflects a changing sport scenario particularly over the past 5 years. This is largely because of the introduction of the Transformation Charter, the EPG, the Barometer and the regularity of transformation audits.

However, the gap between this group and the group achieving between 28% and 0% of predetermined Charter targets namely rugby, baseball, gymnastics, swimming, tennis, hockey, jukkiei, rowing and bowls in that order, is substantial.

The split between the two groups suggests a two-component sport structure, one demonstrating good transformational progress in terms of achievement of the predetermined and one-size-fits-all Charter targets and another slow transforming component. The light at the end of the transformation tunnel for this component notably bowls, rowing, jukkiei, hockey, tennis, swimming, gymnastics and baseball appears to be dim. This is due mainly to slow and/or ineffective demographic change in particularly the demographics of senior and underage male and female representative teams, high-performance groups, coach, referees/umpire, medical/scientific and governance structures.

Failure of these federations to deal more proactively with the effect of national and regional population demographic changes and small and underdeveloped participation footprints in lower age groups, particularly those federations with predominantly White structures, could lead to longer-term sustainability (and competitive) challenges.

Historic resource bases of several federations are in the process of changing because of the impact of an ageing White population declining in numbers.

Self-Set MoU Based Barometer Target Achievement

The Barometer was introduced to supplement the Charter and to accommodate the widely differing situations of federations.

Federation self-set Barometer targets form part of a memorandum of agreement between federations SRSA and SASCOC in which federations set and project forward its ‘own’ self-set targets. Non-achievement of 50% or more of these self-set targets could lead to the imposition of penalties.

These self-set targets are influenced by federation specific circumstances including views on its current position and the perceived impact of internal and external forces on its future. Prevailing federation culture and value sets linked to leadership commitment to and understanding of the transformation process, are key factors in repositioning a federation.
The self-set Barometer scorecard reflects the percentage achievement of a federation’s self-set Barometer targets in selected transformation Charter categories as shown in the scorecards for each federation.

The percentage of federation self-set Barometer targets achieved are shown in percentage target achievement ranking order in the following table:

<table>
<thead>
<tr>
<th>FEDERATION</th>
<th>% OF SELF-SET AND FORWARD PROJECTED BAROMETER TARGETS ACHIEVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table Tennis</td>
<td>76</td>
</tr>
<tr>
<td>Football</td>
<td>73</td>
</tr>
<tr>
<td>Gymnastics</td>
<td>73</td>
</tr>
<tr>
<td>Tennis</td>
<td>65</td>
</tr>
<tr>
<td>Rugby</td>
<td>60</td>
</tr>
<tr>
<td>Cricket</td>
<td>59</td>
</tr>
<tr>
<td>Netball</td>
<td>54</td>
</tr>
<tr>
<td>Baseball</td>
<td>50</td>
</tr>
<tr>
<td>Swimming</td>
<td>39</td>
</tr>
<tr>
<td>Jukskei</td>
<td>39</td>
</tr>
<tr>
<td>Hockey</td>
<td>37</td>
</tr>
<tr>
<td>Softball</td>
<td>35</td>
</tr>
<tr>
<td>Volleyball</td>
<td>33</td>
</tr>
<tr>
<td>Athletics</td>
<td>31</td>
</tr>
<tr>
<td>Chess</td>
<td>27</td>
</tr>
<tr>
<td>Basketball</td>
<td>23</td>
</tr>
<tr>
<td>Amateur Boxing</td>
<td>10</td>
</tr>
<tr>
<td>Bowls</td>
<td>-</td>
</tr>
<tr>
<td>Rowing</td>
<td>-</td>
</tr>
</tbody>
</table>

As shown in the above table, 8 federations, (42% of the total) namely table tennis, football, gymnastics, tennis, rugby, cricket, netball and baseball in that ranking order have all achieved 50% or more of their self-set Barometer targets in the Transformation Charter categories selected. Of these four, football, cricket, netball and rugby were part of the successfully introduced pilot comprising 5 federations in 2016 to evaluate the process. The fifth participating federation in the pilot achieved 31% of its self-set Barometer targets in 2017.

The remaining eleven federations, swimming, jukskei, hockey, softball, volleyball, athletics (part of original pilot), chess, basketball, basketball, amateur boxing, bowls and rowing in that order achieved less than 50% of self-set targets placing them in potential penalty territory based on the Barometer MoUs agreed with SRSA and SASCOC.

However, as was the case with the pilot Barometer project involving athletics, cricket, football, netball and rugby, the first data submission inputs by most newly introduced federations into the process proved to be fraught with difficulty.

This was due mainly to some federations setting and projecting forward questionable targets based on what appears to ‘guesstimates’ and conservative ‘safety first’ approaches to avoid penalties.

The absence of appropriately structured and planned human resource pipelines and inadequate understanding of the impact of population demographic change on structures, further complicated matters.

In the initial pilot Barometer in 2016 the participating federations involved - athletics; cricket, football, netball and rugby experienced similar difficulties and were given the opportunity to review, correct and/or adapt its original set of Barometer MoU based targets. The revision process was followed by resubmission and re-evaluation of targets which led to a much-improved situation, before the imposition of penalties were considered and applied.

For this reason, the 14 newly introduced federations are given a similar opportunity to review, correct/adapt and resubmit Barometer targets in this report before penalty impositions will be considered as indicated in the recommendations applicable to each federation in this report.

Based on the federation specific discussions, observations and recommendations forming part of Volume 1, conditional Barometer passes were given to federations [except for cricket, football, netball and rugby who have all consolidated their positions] with the proviso that all MoU barometer targets are corrected and resubmitted on or before 30 June 2019 for final evaluation and consideration.

Failure to comply with this requirement could lead to the imposition of penalties as per the agreed MoU.

Comparison between ‘Prescribed One-Size-Fits-All’ Transformation Charter and Self-Set MoU Based Barometer Target Achievements

Barometer self-set targets differ from Transformation Charter prescribed and one-size-fits-all targets in that Barometer self-set targets are determined and projected forward by federations themselves whereas Transformation Charter targets are prescribed as part of the Charter adopted in 2011.

As indicated non-achievement of Barometer self-set targets is subject to possible penalty imposition whereas non-achievement of prescribed Transformation Charter targets are not. A comparison between the two sets of targets is shown in the following table.
The comparison between federation Barometer self-set and prescribed Transformation Charter target achievement shows good agreement for two federations cricket and netball.

However, self-set Barometer target achievement was reported to be significantly higher than predetermined Charter target achievement for - gymnastics, tennis, jukseki, rugby, baseball, hockey, volleyball. This suggests more conservative and possible safety-first Barometer target setting by the federations involved.

On the other hand, self-set Barometer target achievement was notably lower than that of predetermined Charter Target achievement for amateur boxing, volleyball, basketball, softball, athletics and football.

Overall transformation status in ranking order for 2017 is indicated below. This was based on:

1. Percentage achievement of prescribed One-Size-Fits-All Transformation Charter targets adopted in 2011.
2. Percentage achievement of the self-set Barometer targets forming part of a federation’s MoU Barometer are as follows:
   - Rowing and Bowls although completing MoUs with SRSA and SASCOC provided forward projected Barometer targets as from 2018 instead of 2017.

The Barometer ranking order will be reviewed and compared with Charter rankings once federations have revisited and re-submitted their self-set targets and forecasts based on the comments, observations and summaries in Volume 1 of this report.
Prescribed and One-Size-Fits-All Charter Target Achievement

Sport’s transformation status measured in terms of percentage of federations achieving prescribed ‘One-Size-Fits-All’ Charter targets suggests that the Charter categories in which the most federations achieved the generic Black target included:

- Presidents, 63%; CEOs - 62%; board members - 53%; senior male national teams - 47%; female board members, 42%; and female referee/umpires - 42%

This represents significantly transformed categories.

The Charter categories in which federations achieved lowest percentage of federations achieved Charter generic Black targets included:

- Male coaches, underage team managers and senior team selectors, in which only 37% of federations achieved Charter generic Black targets; this was followed by 32% of federations achieving targets for senior national female teams, female coaches, male referees/umpires; senior national team managers, represents categories in which performance needs to be improved.

Of concern is the low percentage of federations, only 21%, achieving the Charter generic Black and Black African targets for male and female underage national teams, the very foundation of future demographic and competitive profiles of senior national entities. From a transformation perspective this signals significant pipeline challenges for 80% of federations audited highlighting a significant strategic weakness in the sport system.

Only 4 federations, football, table tennis, netball and baseball achieved the male underage national representative team Charter generic Black target of 60% whereas the generic Black target for female underage teams included football, table tennis, volleyball and amateur boxing.

9, federations audited (football, 89%; table tennis, 67%; volleyball, 67%; amateur boxing, 61%; cricket, 61%; softball, 56%; basketball, 56%, netball and athletics, 50%) achieved 50% or more of all listed Charter generic Black targets.

One federation chess, with 44% was the only federation achieving between 40% and 49% of all Chartred Black demographic targets.

On the other hand, 9 federations, rugby with 28%; baseball, 22%; gymnastics, 17%; tennis, 17%; swimming, 17%; hockey, 11%; jukskoe/6%, bowls, 0% and rowing 0% achieved between 0 to 30% of all prescribed Charter targets.

Achievement of all predetermined generic Black (Black African, Coloured and Indian) Charter targets was reported as 60% higher than the achievement of Black African Charter demographic targets which reflects the significant degree of under representation of Black Africans in SA sport structures.

Overall transformation status (involving all Charter categories) in ranking order for 2017 based on percentage of predetermined and all-size-fits-all Charter targets achieved are as follows:

<table>
<thead>
<tr>
<th>FEDERATION</th>
<th>TRANSFORMATION CHARTER TARGET RANKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football</td>
<td>1</td>
</tr>
<tr>
<td>Table Tennis</td>
<td>2</td>
</tr>
<tr>
<td>Volleyball</td>
<td>3</td>
</tr>
<tr>
<td>Amateur Boxing</td>
<td>4</td>
</tr>
<tr>
<td>Cricket</td>
<td>5</td>
</tr>
<tr>
<td>Basketball</td>
<td>6</td>
</tr>
<tr>
<td>Softball</td>
<td>7</td>
</tr>
<tr>
<td>Athletics</td>
<td>8</td>
</tr>
<tr>
<td>Netball</td>
<td>9</td>
</tr>
<tr>
<td>Chess</td>
<td>10</td>
</tr>
<tr>
<td>Rugby</td>
<td>11</td>
</tr>
<tr>
<td>Baseball</td>
<td>12</td>
</tr>
<tr>
<td>Gymnastics</td>
<td>13</td>
</tr>
<tr>
<td>Swimming</td>
<td>14</td>
</tr>
<tr>
<td>Tennis</td>
<td>15</td>
</tr>
<tr>
<td>Hockey</td>
<td>16</td>
</tr>
<tr>
<td>Jukskoe</td>
<td>17</td>
</tr>
<tr>
<td>Rowing</td>
<td>18</td>
</tr>
<tr>
<td>Bowls</td>
<td>19</td>
</tr>
</tbody>
</table>

Self-Set Barometer Target Achievement

The self-set target Barometer MoU transformation scorecard agreed to in 2016/17 with SRSA and SASCOC is based on the
percentage achievement of a federation’s own self-set and forward projected targets in selected Charter categories. Self-set targets are influenced by a federation’s own specific circumstances views and future plans. This compares with the Charter scorecard, which reflects the percentage achievement of pre-determined one-size-fits-all targets of the transformation Charter adopted in 2011.

8 federations, tennis, baseball, table tennis, softball, football, cricket, netball and rugby) have achieved 50% or more of all its self-set targets in terms of their agreed Barometer MoUs with SRSA and SASCOC. The tennis’s barometer score of 65% of self-set targets achieved is suspiciously high considering existing Charter scorecard profile which suggests low, conservative and safety-first approach to self-set target setting.

Ten federations all achieved less than 50% of their self-set targets which places them in potential penalty territory; these were: volleyball, jukskei, gymnastics, swimming, athletics, part of the original barometer project, chess, basketball, amateur boxing, bowls and rowing. However, the first attempt by the 14 newly introduced federations to compile self-set and forecast targets proved to be fraught with difficulty as was the case with the initial pilot involving athletics, cricket, football, netball and rugby. For this reason, federations are given conditional passes with the proviso that all barometers are reviewed, corrected and resubmitted for re-evaluation before the 30 June 2019. Failure to comply with this recommendation could lead to the penalty structure of the MoU being applied. This approach is like the self-set barometer followed in the original 2018 pilot in 2016.

Federation self-set Barometer targets differ from the Charter pre-set ‘one-size-fits-all’ Charter targets. Reasons for this are that ‘One-Size-Fits-All’ Charter targets are not linked to an individual federation’s specific circumstances; the safety-first approach by some federations in setting own targets because of the uncertainties related to the consequences of the penalty; the inadequately understood effect of demographic change on future structures and ineffective representative under-age and high-performance (HP) pipelines.

A comparison between federation percentage Barometer self-set and prescribed Charter target achievement shows good agreement for 5 federations - football, table tennis, cricket and netball. In the case of gymnastics, tennis, rugby, baseball, swimming, jukskei and hockey the percentage of self-set Barometer target achievement were higher than the percentage of pre-set Charter target achieved. Whereas the percentage self-set Barometer target achievement for softball, volleyball, athletics, chess, basketball and boxing was lower than the percentage pre-set Charter target achievement.

Overall transformation status in ranking order for 2017 is indicated below. This was based on:

- Percentage achievement of prescribed one size fits all Transformation Charter targets adopted in 2011.
- The percentage achievement of the self-set Barometer targets forming part of a federation’s MoU Barometer.

Rowing and Bowls although completing MoUs with SRSA and SASCOC only provided forward projected Barometer targets as from 2018.

The Barometer ranking order, shown above, will be reviewed once federations have revisited and re-submitted their self-set targets and forecasts based on comments, observations and summaries in Volume 1 of this report.

The scorecards show positive sport transformation progress in about half of the federations audited since 1964 largely due to the introduction of the Transformation Charter and the EPG in 2011 and the Barometer process in 2016/17.

The current situation reflects a two-component sport system based on the reported demographic profiles of federation structures. Football, table tennis, volleyball, cricket, basketball and softball are all transforming at a steady rate. Whereas, athletics netball and rugby are behind, they are showing promise. However, baseball gymnastics swimming tennis hockey jukskei rowing and bowls are lagging mainly because of ineffective and delayed response to population demographic changes. There is reason to believe that some of these federations could be increasingly faced with sustainability challenges in the future.
Factors Affecting Achievement of Charter and Barometer Targets

Achieving the prescribed Transformation Charter and federation self-set Barometer targets are influenced by many factors affecting different federations differently because of dissimilar circumstances and situations.

Since inception of the process many factors impacting rate and extent of transformation have surfaced some of these relate to population demographic change, clubs and school sport and governance.

Population Demographic Change

- Depth of understanding and appreciation of the consequences of a changing national population demographic profile on the future shape of sport’s organisations;
- Insufficient focus on 84% of the U18-year-old South African Black African segment compared to the focus on the 16% white, Indian or Coloured segment.
- White population only group declining in numbers. Currently about 4.5 million declining to about 3 million over the next 30 years.
- The 30%+ decline in the number of the U18-year-old White population group and the corresponding increase in Black African, Coloured and Indian populations.
- The impact on the decreasing the U18-year-old White segment of the population on the longer-term sustainability of federations with predominantly White structures.
- Lack of an awareness within affected federations of the potential sustainability consequences of an aging White population (major human capital source for sport pre-1994) on future representative structures.
- Rate of Black African (80% of overall population) representation in sport structures is behind the rate of Coloured (9% of population) and Indian (2.9% of the population) representation in sport.
- Low and slow-changing Black African representation profile in majority of sport structures on an off the field of play in notably volleyball, table tennis, rugby, cricket, gymnastics, rowing, swimming, hockey and jukskei.
- Inadequate insight into longer-term impact of changing national population demographic on sustainability and competitiveness of sport.
- The slow/non-changing demographic shape of Olympic and Commonwealth Games athlete and official profiles.
- Outdated sport code priority list to inform funding and support initiatives on an informed and fair basis.
- Lack of coordination and alignment of Lotto, DSRSA, SASCOC grants and the unavailability of funds to enact EPG recommended initiatives.

Clubs and schools

- Quality, extent and availability of financial and facility resources;
- Declining club infrastructures in communities featuring extensive pre-1994 club structures and inadequate structures in township and rural areas.
- Impact of prevailing levels of inequality, particularly inequality of opportunity.
- Restricted access to sporting codes with club structures based on fee structures because of affordability challenges – perpetuate exclusion of bulk of population.
- Imbalance between federation involvement with 25 000 plus government and previous model C school environments;
- Insufficient focus on structured sport in schools including township schools.
- Potential impact of predominantly white coaching structures on the rate of demographic change in representation at senior and underage levels.
- Uncertain application of the principle of universality among coaches and selectors.
- Inadequate and under-developed national and provincial support structures in most codes for: coach, referee/umpire, sport medical practitioner, physiotherapist, biokineticist, nutritionist, sport psychologist and computer game analyst structures in most codes.
- Restricted focus on preferential procurement and employment equity data collection particularly at provincial level.
- Underage high-performance programmes are not necessarily an effective part of a pipeline structure to support both athlete development and demographic transformation.
- Absence of appropriate system to monitor potential child abuse within sport.
- Insufficient recognition of the ‘inequality of opportunity’ consequences on those born into poverty.
- Primary school and senior school sport effected by an uncoordinated and non-aligned national/provincial/local government and national and provincial sport federation school structures, programs and projects.
- A relatively small school sport participation footprints in many districts and municipalities; less than 10% of 25 000 schools in the country participate in formally organised sport.
Inadequate number of organised and structured underage participation opportunities at school, club and at provincial and national representative levels.

Blurred governance relationships between national and provincial affiliated/non-affiliated school sport bodies, federation school sport structures and government school sport related programmes.

Existence of silos between different school sport role players.

Schools fall within the area of jurisdiction of the DBE with SRSA, although having overall responsibility for sport in the country without any jurisdiction over school sport.

Partial resolution of outstanding and unresolved school sport related issues between the Departments of Sport and Recreation and Basic Education.

Ineffective implementation, to date, of MOA (now revised) between SRSA and DBE.

Inadequate number of facilities, coaches, underage teams and leagues per school and per club.

Failure of federations to compile and communicate reliable current and future sport facility requirements in line with Barometer forecasts.

Delayed access to ring-fenced finance assigned to national facility

provision programme.

Increasing disconnect between school sport, sport federations and government sport structures at a foundation level.

Low level of commitment to transformation by federation provincial sport structures, particularly at schools and clubs – the entry level for transforming sport.

Inadequate resources to fund transformation initiatives at school and club level.

The absence of an appropriate coordinating and alignment platform to orchestrate school related programs and projects among all role players.

The absence of a national school sport strategy.

Low participation numbers of girls/women and disabled people in sport at school and national and provincial sport federation level.

Previous Model C school and private school organised sport events not accessible to majority of 25 000 schools.

Unreliability and discrepancies between school sport participation and data received from sport federations, national and provincial government sport structures and department of education.

Ineffective and unexplored, uncoordinated ‘shared use’ of existing sport facilities.

The unquantified status and shape of sport’s facility needs in schools and townships.

Governance

- Culture and value differences in membership and leadership structures influencing decision making and governance processes.
- Leadership commitment to transformation.
- Quality of leadership’s skills and capabilities.
- Auality of governance processes including regularity of strategic and transformation planning processes and performance evaluation of president, board, CEO and full-time staff.
- Increasing number of federations experiencing governance related challenges contributing to federation instability.
- Irregularity of strategic and transformation strategy planning processes.
- Inadequate Board, President and CEO performance measurement processes nationally and provincially.
- Governance performance nationally may be below par and governance quality at provincial level is suspect.
- The increasing effect of culture and value differences in the board room on the rate of transformation and on federation stability.
COMPARATIVE TRANSFORMATION STATUS DASHBOARDS

1. Comparative Data Input Quality

QualiReliability data sheet submissions are subjectively evaluated based on -

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

- Quality of data are impacted by resource constraints, uncooperative affiliated structures, suboptimal leadership commitment and accountability.
- DSRSA financial grant frameworks may need to be reviewed to ensure funding is available for the achievement of transformation specific objectives, recommendations, data collection and verification procedures.

The quality of data submissions received from cricket, netball and rugby, have improved consistently over the past 5 years and have become increasingly reliable and useful.
- Quality of volleyball, athletics, baseball, amateur boxing, chess and basketball data submissions reported was below the average of the overall group.

- 11 (58%) of the 19 federations audited improved on the quality of their 2016 data submission.
- Quality of softball’s submission demonstrated the largest improvement (48 percentage points) over their data submission 2016.

- 8 (42%) of the total of number of federations audited (athletics, bowls, hockey, jukskei, football, tennis and chess) did not improve on the quality of their 2016 data submissions.
2. Summary Generic Black and Black African Charter Target Achievement

The schematics above reflect: percentage achievement of (a) generic Black and (b) Black African demographic targets; percentage of preferential procurement and employment equity Charter targets achieved; percentage of all Charter Targets achieved.

More than half of the federations audited (12 of 19), i.e. 63%, have reported generic Black (Black African, Coloured or Indian) Presidents. 8 or 42% have reported Black African and seven or (37%) have reported White Presidents.

Ten (53%) of federations have achieved or exceeded the 60% generic Black Charter target for board members.

The demographic profile of federation CEOs reported showed that 62% (more than half) of federations have appointed generic Black (Black African, Coloured or Indian) CEOs. Whereas 23% (3 federations) have appointed Black African and 38% appointed White CEOs.

Significant transformation progress is seen in terms of the president, board and CEO Charter categories.

- Only 4 federations (football, table tennis, volleyball, amateur boxing) have achieved the generic Black Charter targets for undergraduate female and 4 undergraduate male (football, table tennis, netball, baseball) representative entities.
- Only 1 federation, football, achieved the target for undergraduate male Black African (undeniable future resource base for sport) representation.
- Underage representative entities highlight a serious strategic weakness in the bulk of federation pipeline (feeder) structures.
- The schematics also highlight a major transformation challenge for sport in the coaching and refereeing/umpire structures for both females and males. Only 7 federations have achieved the generic Black target for male coaches and 6 for female coaches.
- Half (50%) of federations have achieved the Charter target for male senior male representative entities but only 6 (33%) did so for senior women representative teams.
3. Percentage of Charter Category Targets Achieved

a. Generic Black Demographic

- % of Federation Charter Target Achievement in each Charter Category - 2017|18

- The Charter categories in which 50% or more of the federations have achieved the generic Black targets included: Presidents - 63%; CEOs - 62%; board members - 53%.
- The Charter Categories in which less than 50% of federations have achieved generic Black Charter targets included:
  - 47% in the senior male national team and
  - 47% in the women board member and 42% in the female umpire/referee 42% categories.
  - 40% in the Male coaches, senior team selectors and underage team manager categories.
  - 32% in the senior female national teams, female coaches, male umpire/referees, senior
    team managers and employment equity criteria. Under age team selectors and
  - 26% in the preferential procurement and under age team selectors categories and only
  - 21% of federations in the Male and female underage national teams suggesting a
    major strategic weakness for 80% of federations audited

- B of the 19 federations audited achieved 50% or more of Charter targets. These federations
  include: Football - 89%; volleyball and table tennis - 67% each; cricket and amateur boxing -
  61% each; softball and basketball - 56% each; athletics and netball - 50% each.

- 11 federations have achieved less than 50% of Charter targets - Two federations, athletics
  and chess achieved 44% (between 40% and 49%) of the Charter targets whereas.
  - The remaining 9 federations achieved between 48% and 5% of Charter targets. rugby - 28%;
    baseball - 22%; gymnastics, tennis and swimming - 17%; hockey 11%; jokskei - 6%.

- The schematics above reflect: percentage achievement of (a) generic Black and (b) Black African demographic targets; percentage of preferential procurement and employment equity Charter
  targets achieved; percentage of all Charter Targets achieved.
- More than half of the federations audited (12 of 19), i.e. 63%, have reported generic Black (Black African, Coloured or Indian) Presidents. Eight (42%) have reported Black African and seven (37%)
  have reported White Presidents.
- Ten (53%) of federations have achieved or exceeded the 60% generic Black Charter target for board members.
- The demographic profile of federation CEOs reported showed that 62% (more than half) of federations have appointed generic Black (Black African, Coloured or Indian) CEOs. Whereas 23% (3
  federations) have appointed Black African and 38% appointed White CEOs.
- Significant transformation progress is seen in terms of the president, board and CEO Charter categories.

b. Black African Demographic

- % of All Charter Targets Achieved by Federations - 2016

- The Charter categories in which 50% or more of the federations have achieved the generic Black targets included: Presidents - 63%; CEOs - 62%; board members - 53%.
- The Charter Categories in which less than 50% of federations have achieved generic Black Charter targets included:
  - 47% in the senior male national team and
  - 47% in the women board member and 42% in the female umpire/referee 42% categories.
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    major strategic weakness for 80% of federations audited
4. Percentage Charter vs Self-Set Barometer (MoU) Target Achievement

It is anticipated that percentage of ‘self-set’ Barometer targets achieved will differ from that achieved for ‘one-size-fits-all’ prescribed Charter targets.

- Reasons for this are among other: ‘guesswork’ by federations based on a conservative ‘safety first’ approach to avoid penalties; sub optimally planned human resource pipelines and inadequate understanding of the impact of population demographic changes.
- Federations with a higher percentage self-set barometer than Charter targets achieved included – gymnastics, tennis, rugby, baseball, jukskei, swimming and hockey.
- Codes with more or less the same, self-set percentage Barometer and Charter targets achieved included netball.
- Federations with a smaller number of self-set Barometer than Charter targets achieved included: volleyball, chess, basketball and boxing.

- 9 federations have achieved 50% or more of the one-size-fits-all Charter targets: football, table tennis, volleyball, amateur boxing, cricket, basketball, softball, netball and athletics.
- 8 federations achieved less than 50% of Charter targets: chess, rugby, baseball, gymnastics, tennis, swimming, hockey and jukskei.
- Bowls and rowing achieved 0% of Charter targets.
- Athletics and chess have achieved 50% and 44%, respectively, of the Charter targets; and 31% and 27%, respectively, of their self-set Barometer targets.
- Baseball (50%) and rugby (60%) achieved more than 50% of their self-set targets, but less than 50% of the Charter targets, i.e. 22% and 28%, respectively.
- 8 federations, table tennis, football, gymnastics, tennis, rugby, cricket, netball, baseball, have achieved 50% or more of their self-set and forward projected targets in selected Charter categories.
- 11 federations (swimming, jukskei, softball, volleyball, athletics, chess, basketball, amateur boxing, bowls and rowing have all achieved less than 50% of their self-set targets.
- Barometer targets and forecasts based on audit report observations and comments are to be reviewed before 30th June 2018.
- Athletics is the only federation of the original 5 pilot federations that have achieved less than 50%, two years in a row.
- Bowls and rowing did not submit Barometer data for 2017 – forecasts starts from 2018.
5. Administration Demographic Profiles
   a. Federation President Demographic Profiles

Changing constituent member characteristics and introduction of Transformation Charter in 2011 have consistently contributed to changing demographic profiles in particularly sport’s democratically elected president, board and CEO demographic profiles.

- 12 (63%) of federations have reported generic Black (Black African, Coloured or Indian) presidents.
- 8 (42%) of federations have reported Black African presidents.
- 7 (37%) of federations reported White presidents.
- 4 (21%) of federations reported Coloured presidents.

Comparative Dashboard & Narrative Based On “Prescribed Transformation” Charter Targets
b. Federation Board Demographic Profiles

**Generic Black (Black African, Coloured and Indian) Board Demographic**
- 10 (53%) of the 19 federations reported Boards that were more than 60% generic Black (Black African, Coloured and/or Indian).
- Average Coloured board representation was relatively high, higher than national population demographic, in rugby (54%), chess (60%) and table tennis (43%).
- Board decision making could be influenced by culture and values of dominant culture group.

**Black African Board Demographic**
- Only 5 (26%) of federations (athletics, basketball, boxing, softball and football) out of the 19 federations reported boards that were more than 50% Black African.
- 11 (61%) of federations audited reported Boards below 50% Black African. This means that Black Africans are significantly under represented at board level.

**White Board Demographic**
- 7 (bowls, jukskei, rowing, gymnastics, netball, tennis, baseball, hockey) out of the 19 (42% of federations) reported boards that are predominantly (more than 50%) White.
- The component structures of these federations – representative teams, coaches, umpires/referees, high-performance groups tend to be generally (see later) predominantly White.

**Women Board Representation**
- 9 (netball, boxing, jukskei, table tennis, softball, football, chess) of the 19 federations reported boards exceeding the 25% charter target for Women board representation.
- Considering the growing importance of women in all spheres of society this target may need to be increased to 40%.
- Considering the history and international standing of athletics and hockey’s women structures the exceptional low women board representation reported 0% and 13%, respectively is of concern. This issue requires attention.

The average overall federation board demographic profile is:
- 37% White (result of high White demographics): bowls (100%); jukskei (89%); rowing (77%); gymnastics (71%); netball 60%; baseball; tennis (56%); hockey (50%).
- 40% Black African.
- 18% Coloured (a result of the high Coloured board profiles of chess (50%), rugby (54%), table tennis (43%) and cricket (36%).
- 4% Indian.
- The ultimate longer-term overall demographic target is 80% Black African, 9% Coloured, 9% White and 2% Indian.
- The average 63% board generic Black demographic exceeds the 60% charter target.
- The 40% Black African board demographic do not exceed the Charter 60% target.
c. Federation CEO Demographic Profiles

- Federation constituent members elect boards and boards appoint CEOs.
- Full-time CEOs and full-time support staff are key federation administration components for if competitive performances, developmental and change (transformation) objectives are to be achieved.
- 8 federations (boxing, cricket, football, gymnastics, hockey, swimming, table tennis and chess) appointed either a Black African, Coloured or Indian CEO.
- 5 federations, athletics, netball, rugby, tennis and jukseki appointed White CEOs.
- 6 federations (basketball, baseball, bowls, rowing, softball and volleyball) do not have a full-time CEO.
- The absence of a CEO is a major strategic weakness in what is becoming a high-risk SA sporting environment.
- A full-time CEO is essential for the quality of data and EPG recommendation implementation to improve.
Three federations rugby (76%), football (69%) and cricket (56%) reported the highest number of full-time employees, 201 (75%) of the total number (268) employed by the federations audited.

7 federations (baseball, basketball, boxing, jukse, rowing, softball and chess) did not report any full-time employees and two of these, softball and rowing also do not have full-time CEOs.

This is a not insignificant constraint considering the responsibilities associated with transformation, (particularly data collection and data base management) and the development and establishing of accessible sport structures.

Full-time staff specific SRSA grant allocations should be a high priority. A full-time office structure is a key longer-term development and sustainability issue.

- The generic Black (Black African, Coloured and Indian) full-time staff demographic of 9 federations, 47%, of total audited namely table tennis, volleyball, swimming, cricket, athletics, hockey, rugby, tennis and football, exceeded the 60% charter target.
- Netball (57%) and gymnastics (50%) are approaching the 60% target for full-time staff.
- Seven federations (37%) of the total number, reported full-time staff complements larger than White.
- Only 5 federations (26% of the total) – table tennis, football, athletics, cricket and swimming achieved the 60% Black African charter target.
- Women representation in the full-time administration structures of 9 federations (47% of total audited) were higher than 30%. (The Charter target is 25%.)
- Women representation in 6 full-time employee structures were higher than 40%: table tennis, netball, hockey, swimming, cricket and rugby.

<table>
<thead>
<tr>
<th>Comparative Sport Transformation Status Dashboard</th>
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<tbody>
<tr>
<td>Number of Full Time Staff 2017</td>
<td>18</td>
<td>Number of Full Time Staff Generic Black Demographic - 2017</td>
<td>18</td>
<td>Number of Full Time Staff % White Demographic - 2017</td>
<td>18</td>
<td>Number of Full Time Staff % Black African Demographic - 2017</td>
<td>18</td>
<td>Number of Full Time Staff % Women Demographic - 2017</td>
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- Women representation in 6 full-time employee structures were higher than 40%: table tennis, netball, hockey, swimming, cricket and rugby.
6. Representative Team Demographic Profiles

a. National Representative Senior Male Participant Demographic Profiles

Longer-term objective is for all sport structures to approach the national population demographic of 80% Black African, 9% White, 9% Coloured and 2% Indian, i.e. 91% generic Black and 9% White.

- Generic Black Representation:
  - 8 of the 19 federations (basketball, amateur boxing, gymnastics, table tennis, volleyball, athletics and softball and cricket), have reported senior representative team generic Black (Black African, Coloured, Indian) representation exceeding the 60% Charter target.
  - 9 federations reported more than 50% White senior representative team structures: jukies (100%), rowing (100%), bowls (100%), swimming (90%), tennis (66%), rugby (54%), hockey (50%) and chess (52%).
  - 6 federations reported generic Black demographics between 54% and 30%: cricket, hockey, chess, rugby, netball and tennis.

- Black African Representation:
  - Only 4 federations reported senior male entities with Black African profiles above 60% gymnastics, basketball, athletics and football.
  - 4 codes reported senior entities with Black African demographics between 50% and 37%.

- Coloured Representation:
  - The Coloured demographic profile in senior table tennis male entities was reported as being an unusually high 75% - well above the 9% national population demographic.
  - The Coloured demographic is also higher than the national population demographic of 9% in hockey (36%), chess (34%), boxing (33%), volleyball (33%), chess (33%), football (31%), cricket (20%), rugby (19%), athletics (18%), tennis (17%).
b. National Representative Underage Male Participant Demographic Profile

Underage representative high-performance pipeline structures are the foundation components for shaping demographic profiles of senior representative entities.

- Deliberate shaping of underage demographic profiles from the bottom up, supplemented with effective underage high-performance configurations are key components of underage pipeline transformation/change strategies.
- A pipeline consisting of three national underage representative entities participating in at least two annual international opportunities may be a minimum requirement for development and transformation purposes.

Number of Underage Male Representative entities

- Gymnastics, swimming and tennis reported the highest number of much needed representative underage entities (7 each) followed by chess and netball with 5; rowing with 3; and athletics, cricket, football rugby, table tennis, which reported 2 underage entities; followed by baseball and jokskei with 1 each. A total of 46 underage entities reported.
- Volleyball, softball, hockey, boxing, bowls and basketball did not report any underage participating entities in 2017. This is a definitive strategic weakness.

Underage Male Representative Entity Generic Black Demographic

- Three codes – baseball, table tennis and football male underage entities were reported to have generic Black profiles greater than the 60% Charter target.
- 4 codes (football, netball (females), athletics and rugby) reported average underage generic Black demographics of between 56% and 48%.
- 5 codes (tennis, gymnastics, rowing, swimming and jokskei) reported low average underage generic Black demographics of between 39% and 9%, which, together with the 6 codes of volleyball, softball, hockey, boxing, bowls and basketball, which did not report any underage entities; mean that 11 out of the 18 codes surveyed could reflect sub-optimum underage pipelines from a longer-term sustainability perspective. Generic Black demographics below 40% and no underage teams suggests a predominantly White underage entity.

Underage Male Representative Entity Black African Demographic

- From a Black African perspective, considering that Black Africans represents the largest and fastest growing underage population grouping, the overall pipeline is flawed. Only football reported an average underage pipeline with a Black African demographics of 65%, all others were well below the 60% Charter target ranging from 48% (football) to 0% (basketball, bowls, boing, hockey, softball and volleyball).

Underage Male Representative Entity Coloured Demographic

- Coloured representation in baseball (86%) and table tennis (63%) representative underage entities are high. This means the pipeline in place could perpetuate the high Coloured representation at senior level at the expense of Black African representation.
- The demographic profile for underage Coloured men in 11 codes (gymnastics, swimming, athletics, rowing, jokskei, basketball, bowls, boing, hockey, softball, volleyball) are below the national population demographic of 9% and vary from 6% to 0%.

The changing national demographic with respect to the projected 30%+ decline in the U18 White population over the next 25 years and the White mortality rate exceeding the its birthrate in 2011, signals potential sustainability risks for codes with predominantly White participant structures. The higher the White percentage at senior and particularly underage level the higher longer-term sustainability risk.

- Federations with high average White underage demographics e.g. swimming, tennis, gymnastics, rowing and jokskei suggests problematic underage pipelines from a sustainability perspective.
- A high White underage demographic combined with a small number of underage representative entities could lead to sustainability challenges in the future.
- Proactive strategies focused on demographic change from the U18 level upwards represents an appropriate way to minimise medium to longer-term sustainability risks.
c. National Representative Senior Female Representative Demographic Profiles

Longer-term objective is for all sport structures is to mimic the national population demographic of 80% Black African, 9% White, 9% Coloured and 2% Indian. That is 91% generic Black and 9% White.

**Generic Black Senior Female Representative Entity Demographic**
- 7 (one less than males) codes - basketball, table tennis, netball (males), boxing, volleyball, football and rugby have achieved the 60% generic Black Charter female target.
- 6 federations, chess, rowing, athletics, cricket, gymnastics and hockey reported senior female entities reported generic Black demographics below the 60% Charter target between 52% and 39%.
- 6 federations, tennis, swimming, bowls, baseball, junkskei and softball reported generic Black senior female team demographics between 0% and 20% signaling predominantly White structures.

**Black African Senior Female Representative Entity Demographic**
- Only 4 codes (same as men) - basketball, netball (males), football and rugby achieved the 60% Black African charter target, another example of the high level of inaccessibility for Black Africans to top level representative sport.
- 5 codes, boxing, volleyball, rowing, athletics and gymnastics reported senior female entity Black African demographics between 58% and 49%.
- 9 federations, cricket, chess, bowls, hockey, baseball, junkskei, swimming, table tennis and tennis reported senior female representative entities with Black African demographics between 19% and 0%.

**Coloured Senior Female Representative Entity Demographic**
- Coloured senior female team female representation is higher than the 9% national population demographic in: table tennis (50%); chess (33%); hockey (33%); rugby (26%); tennis (20%); boxing and volleyball (17%); cricket (15%); football (13%); swimming (10%).
- No Coloured representation reported in 9 senior female teams.

**Indian Senior Female Representative Entity Demographic**
- Indian representation is higher than the national population demographic of 2% in 5 representative entities: table tennis (50%); boxing (17%); volleyball (17%); cricket (15%); chess (6%).
- The remaining 14 senior representative female teams audited reflected 0% Indian representation.
Underage representative entities and high-performance pipe line structures ultimately shapes demographic profiles and performance of senior representative entities.

Deliberately sculpting representative underage demographic profiles from the bottom up and complementing it with effective underage high-performance structures to boost competitiveness, are key components of underage pipeline transformation/change strategies.

An underage pipeline consisting of at least three national underage representative entities participating in at least two international opportunities annually, may be minimum requirements for development and transformation purposes.

Number of Underage Female Representative entities
- Gymnastics (8), swimming (8) and tennis (7) reported the highest number of representative underage entities, followed by chess (5), football (4), rowing, athletics and table tennis (2 each) and boxing, jukskei, netball (male), softball and volleyball (1 each).
- The total number of female underage teams reported by federations, 4, equals the number reported for male underage teams which is 13 less than the proposed 54 (an average of 3 per federation).
- Baseball, basketball, bowls, hockey, cricket, rugby and rugby did not record any representative underage female teams in 2017 - a not insignificant weakness in shaping and promoting female participation at senior international level.

Underage Female Representative Entity Generic Black Demographic
- 5 federations, table tennis, boxing, volleyball, football and netball (male) reported average female underage generic Black demographics exceeding the 60% Charter target. Three of these federations (boxing, volleyball and football) also exceeded the Black African Charter target.
- One code, softball, reported a 53% generic Black demographic for their 1 underage team.
- The generic Black demographic profiles of the remaining underage female representative teams, 14, are all well below the 60% Charter target suggesting to strategically sub-optimum representative underage pipeline.
- Those codes (5) with reported average generic Black demographics, larger than 50% suggests a good foundation to impact future senior entity demographic profiles.
- Codes with generic Black profiles below 40% together with the absence an optimal number of actively participating underage national representative teams, could find it more difficult.

Underage Female Representative Entity African Black Demographic
- The Black African underage group is the largest and fastest growing population grouping. Women. Higher levels of accessibility for particularly Black African women, is becoming increasingly important.
- Women pipelines reported by swimming, rowing, jukskei, athletics, gymnastics, tennis and softball, suggests possible sustainability challenges in the medium to longer-term future.
- Baseball, basketball, bowls, hockey, cricket and rugby not reporting underage female representative entities in 2017 should be of concern – suboptimal pipeline.
- A High White underage demographic in combination with a small number of underage groups could lead to sustainability challenges in the future.
7. National High-Performance Male and Female Group Demographic

High-performance refers to the point at which a sport commences the organised identification of talent and implements systematic programs to develop talent and maximize potential. The term high-performance encompasses activities conducted along the talent development pathway – school and club, regional, provincial, national and international competition.

High-performance planning refers to the planning and associated allocation of resources to identify and develop demographically representative athletes capable of achieving success at national/international level.

Number of Male and Female Underage High-Performance Groups

- 37 male and 32 female underage high-performance groups reported by chess, swimming, boxing, hockey, rowing, football, athletics, cricket, tennis, rugby, table tennis and jükskei.
- The highest number of underage male groups (22) were reported by chess - 6 and swimming - 6 followed by boxing - 4, then hockey and rowing - 3 each.
- The highest number of female groups (17) was reported by chess - 6, tennis - 5 and rowing and hockey - 3 each.
- No female or male underage high-performance groups were reported by baseball, basketball, gymnastics and softball – a not insignificant strategic weakness for the female components of these codes.

Senior and Underage Male High-Performance Pipeline (HP) Demographics

- The average generic Black demographic of both the underage and senior HP groups of boxing, table tennis, football, cricket, chess and hockey were reported as above 50%.
- The low 27% generic Black demographic of tennis’s high-performance group is not supportive of the 53% generic Black demographic its senior HP group.
- The levels of baseball, jükskei, rowing and swimming’s senior and underage HP generic Black demographics are also too low for it to meaningfully impact at senior and underage international representative level in the short-term.
- Swimming’s high number of 6 of underage high-performance entities needs to be progressively structured for it to impact the current untransformed image of the sport at international competitive level.
- Volleyball did not report any underage HP entities!

Senior and Underage Female High-Performance Pipeline (HP) Demographics

- Boxing, football and rugby’s senior and underage female HP group generic Black profiles are both above 50%. Cricket's 61% and hockey's 50% underage HP generic Black demographic is a positive 1% and 20 percentage points respectively above that of their senior HP groups - a good pipeline.
- Swimming’s 88% generic Black underage HP demographic is very positive provided it be replicated at senior international competitive level.

Comparative Dashboard & Narrative Based On “Prescribed Transformation” Charter Targets
8. National Senior and Underage Selector Demographic Profile

- Selector generic Black African demographic of 8 federations (rugby, volleyball, cricket, football, softball, chess, athletics, chess and basketball) exceeded the Charter target of 60%.
- Netball, swimming, baseball, gymnastics and hockey reported generic Black selector profiles between 49% and 33%.
- Bowls, jukskei, rowing, table tennis and tennis reported all White selectors and boxing reported no data.
- Boxing reported no data on selectors.
- Only 3 federations softball, volleyball and football achieved the 60% Black African target for underage representative entity selectors.
- Cricket, athletics, netball and gymnastics have a good foundation for improving selector Black African representation.
- 10 federations reflected sub-optimum Black African underage selector demographics.
- Only one federation, softball, reported a senior entity selector Black African demographic exceeding the 60% Charter target.
- Cricket, football, athletic, basketball, netball, gymnastics, rugby and volleyball reported Black African selector demographics between 57% and 25%.
- Bowls, jukskei, rowing, table tennis and tennis reported 100% White selectors and chess reported no Black African selectors.
- Boxing reported no data.
9. National Senior Male and Female Accredited Coach Demographic Profile

Nationally Active & Accredited Male Coaches - 2017|18

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<thead>
<tr>
<th>CODE</th>
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<tbody>
<tr>
<td>Cricket</td>
<td>7,421</td>
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<tr>
<td>Netball</td>
<td>2,322</td>
</tr>
<tr>
<td>Gymnastics (All Disciplines)</td>
<td>1,088</td>
</tr>
<tr>
<td>Hockey</td>
<td>878</td>
</tr>
<tr>
<td>Rugby</td>
<td>355</td>
</tr>
<tr>
<td>Bowls</td>
<td>336</td>
</tr>
<tr>
<td>Football</td>
<td>285</td>
</tr>
<tr>
<td>Swimming</td>
<td>210</td>
</tr>
<tr>
<td>Tennis</td>
<td>190</td>
</tr>
<tr>
<td>Rowing</td>
<td>70</td>
</tr>
<tr>
<td>Jukkei</td>
<td>36</td>
</tr>
<tr>
<td>Boxing</td>
<td>31</td>
</tr>
<tr>
<td>Athletics</td>
<td>20</td>
</tr>
<tr>
<td>Table Tennis</td>
<td>19</td>
</tr>
<tr>
<td>Baseball</td>
<td>9</td>
</tr>
<tr>
<td>Volleyball</td>
<td>9</td>
</tr>
<tr>
<td>Chess</td>
<td>6</td>
</tr>
<tr>
<td>Basketball</td>
<td>1</td>
</tr>
<tr>
<td>Softball</td>
<td>no data</td>
</tr>
<tr>
<td>TOTAL</td>
<td>13,281</td>
</tr>
</tbody>
</table>

Nationally Active & Accredited Female Coaches - 2017|18

<table>
<thead>
<tr>
<th>CODE</th>
<th>NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cricket</td>
<td>9,867</td>
</tr>
<tr>
<td>Netball</td>
<td>2,807</td>
</tr>
<tr>
<td>Football</td>
<td>2,322</td>
</tr>
<tr>
<td>Cricket</td>
<td>2,147</td>
</tr>
<tr>
<td>Tennis</td>
<td>497</td>
</tr>
<tr>
<td>Hockey</td>
<td>491</td>
</tr>
<tr>
<td>Athletics</td>
<td>314</td>
</tr>
<tr>
<td>Boxing</td>
<td>444</td>
</tr>
<tr>
<td>Baseball</td>
<td>193</td>
</tr>
<tr>
<td>Rowing</td>
<td>151</td>
</tr>
<tr>
<td>Jukkei</td>
<td>151</td>
</tr>
<tr>
<td>Swimming</td>
<td>151</td>
</tr>
<tr>
<td>Bowling</td>
<td>129</td>
</tr>
<tr>
<td>Netball</td>
<td>140</td>
</tr>
<tr>
<td>Table Tennis</td>
<td>51</td>
</tr>
<tr>
<td>Football</td>
<td>33</td>
</tr>
<tr>
<td>Chess</td>
<td>21</td>
</tr>
<tr>
<td>Table Tennis</td>
<td>17</td>
</tr>
<tr>
<td>Basketball</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>17,700</td>
</tr>
</tbody>
</table>

- Rugby (9,867) reported the highest number of male coaches (56% of the total) followed by football (2,807) and cricket (2,147). These 3 codes between them reported 14,821 active and accredited coaches, that is 84% of the total number of male coaches.
- 4 codes cricket (7,421 - 56% of the total), netball (2,322), gymnastics (1,088) and hockey (878) reported the highest number of female coaches (11,709) that is 88% of the total number of female coaches.
- Rugby (353) and football’s (285) number of female coaches are notably smaller than that of the 4 codes named.
- Female coaches represent 43% of the total number of 30,981 active and accredited coaches reported.
- The number of rugby (9,867) male and cricket (7,421) female coaches dominate the coaching landscape.
- Total number female coaches (13,281) is 43% of the total number of coaches (30,981) whereas male coaches (17,700) make up 57% of the total number of accredited and active coaches.

Numbers of male and female coaches reported are low for males in volleyball, chess, table tennis and basketball and for women in baseball, volleyball, chess and basketball. Softball did not report any data for both male and female coaches.

- The generic Black male coach demographic of 7 federations (cricket, football, table tennis, volleyball, boxing, athletics and netball) achieved the 60% Charter target.
- 11 other federations (softball did not submit data) failed to meet the 60% Charter target and reported a 52% to 96% White male coach demographic – possible longer-term sustainability challenges in this area.
- 6 federation generic Black female coach structures (basketball, football, boxing, cricket, table tennis, volleyball) achieved the 60% Charter target.
- All other federations, 12 (softball did not submit data) failed to meet the generic Black Charter target for female coaches and also reported a 54% to 97% White female coach demographic profile – possible longer-term sustainability challenge.
- Black Africans are significantly under-represented in both female and male coach structures.
- Only 4 male coach structures (boxing, cricket, football and netball) and 4 female coach structures, basketball, boxing, football and cricket, achieved the 60% Black African Charter target.

- Netball’s female coaching structures should be a concern considering the faster rate of change in its participant demographics.
- 12 out of 18, 67% of total, male and female coaching structures reported White coach demographics between 100% and 60%.
- The predominantly White coach demographics for gymnastics, baseball, netball, hockey, rowing, swimming, tennis, jukkei and bowls, could lead to potential sustainability challenges. Monitoring coach age distribution profiles advisable.
10. National Male and Female Accredited Referee/Umpire Demographic Profile

Nationally Active & Accredited Male Umpire/Referees - 2017|18

<table>
<thead>
<tr>
<th>CODE</th>
<th>NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowls</td>
<td>2281</td>
</tr>
<tr>
<td>Rugby</td>
<td>1621</td>
</tr>
<tr>
<td>Cricket</td>
<td>899</td>
</tr>
<tr>
<td>Swimming</td>
<td>587</td>
</tr>
<tr>
<td>Hockey</td>
<td>257</td>
</tr>
<tr>
<td>Athletics</td>
<td>218</td>
</tr>
<tr>
<td>Gymnastics (All Disciplines)</td>
<td>188</td>
</tr>
<tr>
<td>Softball</td>
<td>130</td>
</tr>
<tr>
<td>Rowing</td>
<td>103</td>
</tr>
<tr>
<td>Chess</td>
<td>84</td>
</tr>
<tr>
<td>Netball</td>
<td>83</td>
</tr>
<tr>
<td>Football</td>
<td>77</td>
</tr>
<tr>
<td>Table Tennis</td>
<td>63</td>
</tr>
<tr>
<td>Baseball</td>
<td>56</td>
</tr>
<tr>
<td>Jukskie</td>
<td>46</td>
</tr>
<tr>
<td>Boxing</td>
<td>28</td>
</tr>
<tr>
<td>Basketball</td>
<td>6</td>
</tr>
<tr>
<td>Volleyball</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>7307</td>
</tr>
</tbody>
</table>

Nationally Active & Accredited Female Referees/Umpires - 2017|18

<table>
<thead>
<tr>
<th>CODE</th>
<th>NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowls</td>
<td>751</td>
</tr>
<tr>
<td>Hockey</td>
<td>1388</td>
</tr>
<tr>
<td>Swimming</td>
<td>925</td>
</tr>
<tr>
<td>Gymnastics (All Disciplines)</td>
<td>742</td>
</tr>
<tr>
<td>Netball</td>
<td>204</td>
</tr>
<tr>
<td>Tennis</td>
<td>149</td>
</tr>
<tr>
<td>Athletics</td>
<td>124</td>
</tr>
<tr>
<td>Softball</td>
<td>71</td>
</tr>
<tr>
<td>Rugby</td>
<td>62</td>
</tr>
<tr>
<td>Cricket</td>
<td>56</td>
</tr>
<tr>
<td>B caregging</td>
<td>43</td>
</tr>
<tr>
<td>Table Tennis</td>
<td>31</td>
</tr>
<tr>
<td>Chess</td>
<td>32</td>
</tr>
<tr>
<td>Boxing</td>
<td>22</td>
</tr>
<tr>
<td>Jukskie</td>
<td>21</td>
</tr>
<tr>
<td>Football</td>
<td>6</td>
</tr>
<tr>
<td>Baseball</td>
<td>4</td>
</tr>
<tr>
<td>Basketball</td>
<td>3</td>
</tr>
<tr>
<td>Volleyball</td>
<td>no data</td>
</tr>
<tr>
<td>TOTAL</td>
<td>5806</td>
</tr>
</tbody>
</table>

- Three codes - bowls (2 281) followed by rugby (1 601) and cricket (899) and totaling 4 781 - reported the highest number of male umpires/referees, 65% of the total 7 307 reported.
- 4 codes - bowls (1 921), hockey (1 388), swimming (925) and gymnastics (742) - reported the highest number of female umpires/referees (4 976) - 86% of the total number, 5 806, of female umpires/referees.
- The highest number of female umpires - 1 921 (33% of the total) - were reported by bowls.
- Number of bowls female and male referees/umpires (4 202) were the highest number of umpires/referees reported were the highest of all federations.
- Total number female referee/umpires (5 806) represents 44% of the total number of referees/umpires (male plus female) of 13 113.
- Number of female referee/umpires reported appears to be low for football, baseball and basketball and for males in boxing and basketball.
- Volleyball did not report any referees/umpires.
- The generic Black male umpire demographic of 6 federations (football, table tennis, boxing, basketball, softball and tennis) achieved the 60% Charter target.
- All other federations ([12] - athletics, cricket, baseball, chess, rugby, gymnastics, netball, swimming, hockey, jukskie, bowls and rowing - failed to meet the generic Black Charter target for male referees/umpires. Volleyball did not report any referees/umpires.
- The 53% to 99% White male referee demographic reported suggests potential longer-term sustainability challenges for the federations.
- The generic Black demographic profiles of 8 female federation umpire structures (football, boxing, softball, baseball, athletics, basketball, table tennis and tennis) achieved the 60% charter generic Black target.
- Ten federations (more than 50%) rugby, cricket, netball, gymnastics, swimming, hockey, rowing, jukskie, bowls and chess failed to meet the female umpire demographic referee/umpire generic Black Charter target.
- The federations reporting between 50% and 100% White female referee/umpire structures could experience longer-term sustainability challenges.
- Black Africans are significantly under-represented in both female and male referee/umpire structures with only 4 male (boxing, basketball, softball and football) and 3, female umpire structures, basketball, boxing and football, achieving the 60% charter target.

- 12 (of 19), 63% of male (10 of 19) and 53% female referee structures were reported as between 100% and 50% White. This could present potential sustainability challenges in the future.
11. Male and Female Medical and Scientific Specialist Support Demographic Profile

- 378 practitioners in 6 specialist categories – medical, physiotherapists, biokineticists, sport psychologists, nutritionists, computer analysts were used by codes audited.
- Of the 378 providing medical and scientific support, 186 (49%) were women and 192 (51%) were men.
- 9 Codes – tennis, baseball, bowls, boxing, gymnastics, jokskei and volleyball did not report any male or female specialist support for participants.
- Individually South African medical and scientific sport practitioners are internationally competitive. However, formally affiliated sport science and medical support structures appear to be the exception to the rule. Practitioners are approached on an individual basis by federations. The largely unstructured environment contributes to South Africa lagging behind other sporting nations in this regard.

- The main specialist support categories used by federations appear to be reasonably gender balanced: medical practitioners (40 men and 39 females), physios (43 men and 43 women), biokineticists (33 men and 26 women), nutritionists (12 males and 25 women), psychologists (30 males and 23 women) and computer analysts (34 males and 30 women).
- Male medical and physiotherapist practitioner categories were the only ones achieving the 60% generic Black demographic Charter target.
- Sport biokineticist, psychologist, computer analysts and nutritionist generic Black demographics are well below Charter target, reflecting a level of inaccessibility for Black Africans.
- The codes utilising the largest numbers of technical support for male participants were: chess - 70; football - 50; rugby - 20; and cricket - 19. For female participants the codes using the highest number of specialist support practitioners were: chess - 97; football - 29; swimming - 16; netball - 15.

- Overall the number of specialist practitioners utilised by sport appears to be low (sub-optimum), particularly psychologists and nutritionists. This can only be remedied by establishing (long overdue) affiliated provincial and national structures comprising qualified (accredited) members in each of the disciplines to serve sport's specialist support needs and to conduct applied sport specific research.
### 12. Primary School Provincial Participation Footprint

<table>
<thead>
<tr>
<th>Province</th>
<th>Total Number Participating Primary Schools</th>
<th>Underage Representative Male Entity White Demographic - 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastern Cape</td>
<td>1790</td>
<td>1590</td>
</tr>
<tr>
<td>Free State</td>
<td>1750</td>
<td>1550</td>
</tr>
<tr>
<td>Gauteng</td>
<td>1700</td>
<td>1500</td>
</tr>
<tr>
<td>Kwa-Zulu Natal</td>
<td>1720</td>
<td>1520</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Province</th>
<th>Participation Profile - 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mpumalanga</td>
<td>Eastern Cape</td>
</tr>
<tr>
<td>North West</td>
<td>Northern Cape</td>
</tr>
<tr>
<td>Free State</td>
<td>Western Cape</td>
</tr>
<tr>
<td>Gauteng</td>
<td>Kwa-Zulu Natal</td>
</tr>
</tbody>
</table>

### 13. Senior School Provincial Sport Footprint

<table>
<thead>
<tr>
<th>Province</th>
<th>Total Number Participating Senior Schools</th>
<th>Underage Representative Male Entity White Demographic - 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastern Cape</td>
<td>1000</td>
<td>800</td>
</tr>
<tr>
<td>Free State</td>
<td>1000</td>
<td>800</td>
</tr>
<tr>
<td>Gauteng</td>
<td>1000</td>
<td>800</td>
</tr>
<tr>
<td>Kwa-Zulu Natal</td>
<td>1000</td>
<td>800</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Province</th>
<th>Participation Profile - 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mpumalanga</td>
<td>Eastern Cape</td>
</tr>
<tr>
<td>North West</td>
<td>Northern Cape</td>
</tr>
<tr>
<td>Free State</td>
<td>Western Cape</td>
</tr>
<tr>
<td>Gauteng</td>
<td>Kwa-Zulu Natal</td>
</tr>
</tbody>
</table>
14. National Primary School Sport Participation Profile

SUMMARY PRIMARY SCHOOL PROFILE - 2017

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>ATHLETICS</th>
<th>BASEBALL</th>
<th>BASKETBALL</th>
<th>BOXING</th>
<th>SOFTBALL</th>
<th>TABLE TENNIS</th>
<th>TENNIS</th>
<th>VOLLEYBALL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>REPORTED</td>
<td>REPORTED</td>
<td>REPORTED</td>
<td>REPORTED</td>
<td>REPORTED</td>
<td>REPORTED</td>
<td>REPORTED</td>
<td>REPORTED</td>
</tr>
<tr>
<td>Total number of all Primary schools (Excluding Township based Primary schools) participating in your code in area of jurisdiction</td>
<td>92</td>
<td>142</td>
<td>no data</td>
<td>73</td>
<td>303</td>
<td>no data</td>
<td>11 000</td>
<td>106</td>
</tr>
<tr>
<td>Total number of Township based Primary schools participating in your code in area of jurisdiction</td>
<td>893</td>
<td>50</td>
<td>no data</td>
<td>no data</td>
<td>669</td>
<td>2 011</td>
<td>no data</td>
<td>208</td>
</tr>
<tr>
<td>Total number of ALL Participating Primary schools in your code in area of jurisdiction</td>
<td>985</td>
<td>192</td>
<td>no data</td>
<td>73</td>
<td>303</td>
<td>6 092</td>
<td>5 590</td>
<td>11 000</td>
</tr>
<tr>
<td>Total number of accredited coaches available to ALL Primary schools in area of jurisdiction</td>
<td>308</td>
<td>97</td>
<td>no data</td>
<td>649</td>
<td>no data</td>
<td>21</td>
<td>3 139</td>
<td>no data</td>
</tr>
<tr>
<td>Number of Township based Primary school participants that are part of a High-performance program in area of jurisdiction</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
</tr>
<tr>
<td>Number of Primary school (excluding Township based Primary schools) participants that are part of a High-performance program in area of jurisdiction</td>
<td>no data</td>
<td>31</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
</tr>
<tr>
<td>Total Number of Township based Primary Schools participating in your code that have girl participating Teams</td>
<td>92</td>
<td>0</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
</tr>
<tr>
<td>Total Number of Township based Primary Schools participating in your code that have girl participating Teams</td>
<td>92</td>
<td>0</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
</tr>
<tr>
<td>Total Number of Township based Primary Schools participating in your code that have girl participating Teams</td>
<td>985</td>
<td>0</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
<td>no data</td>
</tr>
<tr>
<td>Total Rand financial support given to ALL Primary schools in area of jurisdiction</td>
<td>0</td>
<td>0</td>
<td>no data</td>
<td>no data</td>
<td>530 000</td>
<td>6 675 141</td>
<td>0</td>
<td>184 167</td>
</tr>
</tbody>
</table>

- Sport participating primary school data provided by federations, with a small number of exceptions, are unreliable. However, in the absence of any dependable data sources, school related data provided by federations remain the only source of information for reasonable scoping the primary school environment.
- Football's number of participating primary schools (11 000) is highly questionable. Football's school structures do not compare with the organised school structures of for example rugby, cricket, hockey and netball - a significant strategic weakness for football that has remained unresolved for some time now.
- Volleyball's 3 948 primary schools, in the absence of any other primary school data also questionable.
- Volleyball, basketball, bowls, gymnastics, rowing, swimming, tennis and volleyball did not report any schools with girl teams at senior school level.
- The highest number of coaches at primary school level were reported by: rugby - 5 990; cricket - 3 139; gymnastics - 1 385; hockey - 940; bowls - 649; netball - 396; swimming - 329; athletics - 308.
- Cricket reported the highest level of financial support to primary schools (R6 675 141), followed by: rugby with R530 000; cricket - 5 990; hockey - 1 255; athletics - 308; gymnastics - 1 385; basketball, bowls, gymnastics, rowing, swimming, table tennis and volleyball did not report any schools with girl teams at senior school level.
- Netball reported the highest number of primary schools with girl teams (3 665), followed by: hockey with 696 (100 of which are township schools); rugby with 54 (309 township schools); cricket - 459 (of which 360 are township based); softball with 216 (208 are township based).
- None of the remaining 10 federations have reported any financial support for primary schools.
- This level of detail with respect to primary schools are NOT available from either DBE or SRSA.
• Sport participating senior school data provided by federations, with a small number of exceptions, are unreliable. However, in the absence of any other dependable data sources, senior school related data provided by federations remain the only source of information for scoping the senior school environment.

• Football’s senior school input is inadequate. Football’s school structures do not resemble the organised structures of rugby, cricket, hockey and netball – a significant strategic weakness, which may have to be corrected if performance at senior level is to be improved.

• Volleyball and basketball did not provide any senior school participation data.

• Boxing, for regulatory reasons do not have any participation at senior or primary school levels.

• Chess reported the highest number of participating senior schools (6 092) followed by netball - 2 528, rugby - 1 977, table tennis - 1 939, cricket - 928, hockey - 793, athletics - 710, and tennis - 543.

• Several senior schools reported high-performance programmes. Cricket reported the highest number of schools participating in high-performance structures, 489, followed by rugby with 469, hockey with 300, and tennis with 169. All other federations reported relatively small senior school high-performance structures.

• 6 federations did not provide any data on senior school high-performance related data.

• Netball reported the highest number of senior schools with girl teams (2 494; primary schools - 3 665), followed by hockey with 813 [80 of which are township schools], athletics 710 [of which 672 are township based schools], rugby with 230 (186 township schools), cricket 239 (87 township based), softball with 220 (131 township based senior schools), jukseki - 112 schools (58 township based).

• Basketball, bowls and volleyball did not report any involvement at senior school level.

• The highest number of coaches at senior school level were reported by: rugby - 4 826; cricket - 2 528; hockey - 1 100; gymnastics - 875; bowls - 649; swimming - 363; athletics - 321; netball - 321; jukseki - 193, rowing - 192.

• Chess, football, basketball, softball and volleyball did not report any coaches at senior school level.

• Cricket reported the highest level of financial support (R8 895 233) to its senior school structure, followed by: rugby with R6 326 856; tennis with R763 555; rowing with R706 741; hockey with R440 000; chess with R370 000; gymnastics with R49 017.

• No financial support to senior schools were reported by athletics, baseball, basketball, bowls, netball, softball, swimming, table tennis and volleyball.

• This level of detail with respect to senior schools are NOT available from either DBE or SRSA.
Club related data submitted by basketball, boxing, table tennis, volleyball and football (as was the case with schools related data) is incomplete. In addition, football's number of clubs reported, 95 000, in comparison with that of other codes seems to be unrealistic.

Qualification of schools and club data has been suspect for some time (a major strategic weakness for the game) and needs to be significantly improved. A previous leadership commitment to address this issue (particularly school structures) is not being fulfilled. Football may have to consider and act upon the outcome of a detailed and reliable survey of their club AND school structures.

Rugby (also prominent in participating school numbers) reported the highest number of reliable participating clubs (2 535), followed by: athletics with 2 412; chess - 2 369; boxing - 2 135; netball - 1 989; jukskei - 1 988; cricket - 1 888; baseball - 1 887; swimming - 1 886; tennis - 1 885; basketball - 1 884; rowing - 85, jukskei - 79.

Athletics reported the highest number of club members (142 629), followed by rugby with 82 768; cricket - 41 967; bowls - 22 626; gymnastics - 17 267; swimming - 15 411; netball - 14 543; hockey - 10 250; rowing - 3 801; softball - 7 270; baseball - 5 407; table tennis - 3 511; jukskei - 2 346.

Basketball, boxing, football and volleyball did not provide data related to club numbers.

114, tennis - 704; hockey - 592; jukskei - 198; athletics - 115; baseball - 104; netball - 89; rowing - 73; softball - 62; chess, swimming - 60; bowls - 24; table tennis - 20.

14 clubs reported participants in high-performance programmes. Cricket reported the highest number (2 135), followed by: rugby - 1 45; tennis - 704; hockey - 392; jukskei - 198; athletics - 115; baseball - 104; netball - 89; rowing - 73; softball - 62; chess, swimming - 60; bowls - 24.

Basketball, boxing, football and volleyball did not report any high-performance club participants.

The highest number of club coaches were reported by rugby - 4 429; followed by: netball - 2 462; cricket - 2 006; athletics - 1 714; hockey - 1 080; tennis - 687; bowls - 649; jukskei - 457; swimming - 254; baseball - 211; rowing - 202; softball - 48; chess - 31.

Basketball, boxing, football, table tennis and volleyball did not report any high-performance club participants.

The highest ratio of township available coaches to total number of club coaches was reported by jukskei - 1.31 (more township coaches than non-township coaches), followed by cricket with 0.55; netball and athletics with 0.14.

Only 8 federations reported financial support to clubs. Cricket reported the highest level of financial support to clubs (by a considerable margin) - R10 887 987. This was followed by: rugby with R5 227 394; rowing - R15 507; softball - R700 000; hockey - R400 000; swimming - R362 000; tennis - R284 356; gymnastics - R116 383.

Athletics, baseball, basketball, bowls, amateur boxing, chess, football, jukskei, netball, table tennis and volleyball did not report any financial support to its club structures.
17. Governance Scorecard

The governance scorecard reflects the regularity of federation initiatives related to the review of the organisation’s current status and future position measured in terms of the regularity of revolving 5-year strategic planning processes and transformation status, performance evaluation of president, board chair person, CEO, individual board member and senior staff members and monitoring implementation effectiveness of federation’s transformation strategy.

## GOVERNANCE SCORECARD - 2017

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>ANAELICS</th>
<th>CRICKET</th>
<th>FOOTBALL</th>
<th>NETBALL</th>
<th>RUGBY</th>
<th>BASKETBALL</th>
<th>BOWLS</th>
<th>HOCKEY</th>
<th>GYMNASTICS</th>
<th>BOATING</th>
<th>SWIMMING</th>
<th>TENNIS</th>
<th>BASEBALL</th>
<th>BOXING</th>
<th>CHESS</th>
<th>JUKSKEI</th>
<th>SOFTBALL</th>
<th>TABLE TENNIS</th>
<th>VOLLEYBALL</th>
<th>AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of times Strategic Plan has been formally reviewed over 5 years</td>
<td>2 5 5 5 5 5 5 1 2 5 1 1 5 1 1 5 1 1 0 9 2 9</td>
<td>5 5 5 5 0 5 2 1 1 1 1 3 3 1 1 3 5 1 1 0 3 0</td>
<td>5 5 5 5 1 0 2 0 0 1 1 1 1 1 0 1 1 0 1 3 0</td>
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<td>2 5 5 5 0 5 2 2 2 0 0 1 1 1 0 1 1 0 1 5 0</td>
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<td>Number of times Transformation Strategy has been formally reviewed and updated over past 5 years</td>
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<td>2 5 5 5 0 5 2 2 2 0 0 1 1 1 0 1 1 0 1 5 0</td>
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<tr>
<td>Number of times Transformation Status has been established/monitored over the past 5 years</td>
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<td>5 5 5 5 1 0 2 0 0 1 1 1 1 1 0 1 1 0 1 5 0</td>
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<tr>
<td>Number of times Board performance has been formally evaluated on the basis of an appropriate performance measurement process over the past 5 years</td>
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<td>5 4 0 4 5 0 5 2 2 0 0 1 1 1 0 1 1 0 1 5 0</td>
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<tr>
<td>Number of times the performance of board chairperson has been formally evaluated and quantified over the past 5 years</td>
<td>5 4 0 3 5 2 5 1 2 0 0 1 1 1 0 1 1 0 1 5 0</td>
<td>5 4 0 3 5 2 5 1 2 0 0 1 1 1 0 1 1 0 1 5 0</td>
<td>5 3 5 1 5 0 1 0 0 0 0 2 1 1 2 1 1 0 1 1 3</td>
<td>2 5 5 5 0 5 2 2 2 0 0 1 1 1 0 1 1 0 1 5 0</td>
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</tr>
<tr>
<td>Number of times the performance of the CEO has been formally evaluated and quantified over the past 5 years</td>
<td>5 5 5 3 5 0 5 2 5 n/a 0 2 n/a 1 0 2 0 5 0 2 4</td>
<td>5 5 5 3 5 0 5 2 5 n/a 0 2 n/a 1 0 2 0 5 0 2 4</td>
<td>5 3 5 1 5 0 1 0 0 0 0 2 1 1 2 1 1 0 1 1 3</td>
<td>2 5 5 5 0 5 2 2 2 0 0 1 1 1 0 1 1 0 1 5 0</td>
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</tr>
<tr>
<td>Number of times the performance of each member of the Senior management team has been formally evaluated and quantified over the past 5 years</td>
<td>5 5 N/A 5 5 1 5 2 5 n/a 0 5 5 1 0 1 0 5 0 2 6</td>
<td>5 5 N/A 5 5 1 5 2 5 n/a 0 5 5 1 0 1 0 5 0 2 6</td>
<td>5 3 5 1 5 0 1 0 0 0 0 2 1 1 2 1 1 0 1 1 3</td>
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<td>2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2</td>
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</tr>
<tr>
<td>Average</td>
<td>4.0</td>
<td>4.7</td>
<td>2.9</td>
<td>4.0</td>
<td>5.0</td>
<td>1.1</td>
<td>5.0</td>
<td>1.6</td>
<td>3.4</td>
<td>1.6</td>
<td>1.0</td>
<td>2.3</td>
<td>4.3</td>
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<td>3.0</td>
<td>1.0</td>
<td>2.6</td>
<td>0.0</td>
<td>2.6</td>
</tr>
</tbody>
</table>

NUMBER OF TIME: > 4 ≥ 5 = 4; > 3 <4 = 3; > 2 < 3 = 2; >0 < 2 = 1

- An overall average consistency score for the group of codes audited was 2.6 out of 5 times for all categories over the past 5 years.
- The federations scoring above or equaling the group average score were bowls and rugby (5), followed by: cricket - 4.7; athletics - 4.6; baseball - 4.3; netball - 4.0; gymnastics - 3.4; junkskei - 3.0; football - 2.9; table tennis - 2.6.
- Federations scoring below the group average of 2.6 included: tennis, 2.3; rowing and hockey - 1.6; chess - 1.3; basketball - 1.1; boxing, swimming and softball - 1.0.
- Volleyball did not report on their involvement with these selected governance practices.

- The lowest scoring governance categories (those below or equal to the 2.6 group average) included:
  - The number of times the board (2.2), chairperson (1.9), CEO (2.4) and senior management (2.6) performance levels have been evaluated. Performance measurement appears to be problematic.

- High scoring governance categories above the 2.6 average for all selected governance categories included: establishment and monitoring of transformation status = 3.5
- Formal review of transformation strategy = 3.0
- Formal review of organisation’s strategic plan = 2.9

Which demonstrates greater emphasis on transformation related issues.
Preferential Procurement Profile
SRSA is committed to sustainable transformation and the empowerment of those who have been economically marginalised and previously disadvantaged through discriminatory practices.

Section 217 of the Constitution of the Republic of South Africa states that when an organ of state in the national, provincial or local sphere of government, or any other institution identified in national legislation, contracts for goods or services, it must do so in accordance with a system which is fair, equitable, transparent, competitive and cost-effective. Furthermore, it stipulates the need to implement a procurement policy that will provide for categories of preference in the allocation of contracts, and the protection or advancement of persons, or categories of persons disadvantaged by unfair discrimination.

The Preferential Procurement Policy Framework Act (PPPFA), Act 5 of 2000 and its Regulations, were enacted as a result of the aforementioned Section of the Constitution. The PPPFA stipulates that when government assesses contracts, it must take into account a preference point system which prescribes functionality, price and Reconstruction Development Programme (RDP) goals.

On the other hand, the Broad Based Black Economic Empowerment (BBBEE) is the cornerstone of the South African Government’s efforts and policy edifice to educate and train the large sector of the population that was disadvantaged under apartheid rule. It aims to advance economic transformation and accelerate the participation of black people including women, people with disabilities, youth, workers and people living in rural areas in the South African economy by encouraging change in the following key areas of business: ownership, management and control, employment equity, skills development, preferential procurement, enterprise development and socio-economic development. This governmental policy was published as an Act in the Government 25899 of 9 January 2004.

BBBEE is intended to supports job creation, global competitiveness and economic growth. It also has the potential to reduce the burden on entrepreneurs and help to create a more skilled workforce.

The instrument of Preferential Procurement as derived from the Preferential Procurement Policy Framework Act is also being utilized to ensure implementation of a policy and system where bids (tenders) are not awarded on being to specification and having the lowest price but on a prescribed point system where preference is given to Historical Disadvantaged Individuals (HDI’s) South African citizens:

- Who had no voting rights in the national elections prior to the introduction of the 1983 Constitution or the 1994 “Interim Constitution” (i.e. people of colour)
- Who is a female (of any race)
- Who has a disability

A person who obtains SA citizenship after the Interim Constitution came into effect is NOT considered an HDI.

It should be noted that: a person can only score points if they are involved in the day-to-day running of the business.

The preference point system determines that:

For contracts below R500 000, 80 points will be allocated for price and functionality and the remaining 20 points for RDP goals. For contracts above R500 000, 90 points will be allocated for price and functionality and 20 points for RDP goals.

In addition to achieving the 20 points allocated to the preferential procurement element of the Codes of Good Practice, government entities must procure goods and services from companies with a good BEE status. This has a trickle-down effect which applies pressure on all suppliers and service providers to meet these standards. The impact that this cascading implementation has on procurement in general is the increase in market access for black companies.

The regulations proposed the 80/20 preference point system for the procurement of goods and services with a rand value of R1 million, and a 90/10 preference point system for the procurement of goods and services with a rand value of above R1 million, to strengthen the contribution of small, medium and micro-sized enterprises (SMMEs).

Furthermore, the allocation of point systems on the following basis:

With regard to the 80/20 principle, 20 points are allocated to a bidder in respect of its B-BBEE status level, as contemplated in the draft. Further, with regard to the 90/10 principle, 10 points are allocated in respect of the bidder’s B-BBEE status level.

In addition, the Regulations recommend how to address the objectives of the Industrial Policy Action Plan, especially those aimed at promoting the procurement of domestically-produced goods and services. The Regulations stipulate that the dti is able to designate specific industries of critical and/or strategic importance, for tenders in which it is indicated...
that only locally-manufactured products with a prescribed minimum threshold for local content will be considered.

Where the dti is yet to designate an industry on organ of state, it may, as a specific tendering condition, prescribe the minimum local content of a product based on thorough research that includes strategic sourcing methodologies, ongoing industry analysis and local manufacturing capacity. In such cases, a two-stage bidding process may be followed.

In essence companies wishing to do business with government have to obtain a BEE certificate from an accredited BEE rating agency based on a scorecard for the specific industrial sector it participates in. This certificate determines the number of “empowerment” points, which will be given to the bidder when awarding a bid.

Although the Broad-Based Black Economic Empowerment Act, 2003 was published on 9 January 2004, the Regulations to this Act, which indicates how the requirements of the Act must be implemented and what can or cannot be done, are not finalized and remain in a draft format.

In December 2006, when the B-BBEE Codes of Good Practice were approved for gazetting, Cabinet directed the Department of Trade and Industry (the dti) and National Treasury to amend the PPPFA, so as to advance the objectives of the B-BBEE Act and its related strategy, as these two pieces of legislation were not appropriately aligned.

The above mentioned process led to the amendment of the Preferential Procurement Regulations as interim measures to align themselves to the B-BBEE Codes of Good Practice. In the interim, the National Treasury had issued a circular (18 April 2008) requesting that Departments, Constitutional Institutions and schedule 3A and 3C (of the Public Finance Management Act) Public Entities apply the requirements of the Preferential Procurement Policy Framework Act and its regulations until such time that the alignment is complete and the revised Regulations issued.

The National Treasury and the Department of Trade and Industry have been collaborating to refine the preferential procurement procedures (PPPPA) and aligning them with the requirements and aims of the Broad-Based Black Economic Empowerment (BBBEE) Act, and its related strategy. Subsequent to this, the Minister of Finance approved the draft Regulations and they were published for comment in Government Gazette 32489 dated 14 August 2009.

Although the BEE Act does not place a legal onus on the private sector to comply with its provisions, it does, however, place a legal onus on organs of state to contribute to BEE, including among other aspects, when developing and implementing a preferential procurement policy.

However, when the South African Government gazetted the BBBEE Codes of Good Practice at the beginning of 2007, it made the implementation of black economic empowerment a legal reality for all those parties outside government (the private and NGO sectors).

Only one category of business falls outside the ambit of these BBBEE regulations, and that is any enterprise with an annual revenue of less than R5 million. These are known as Exempted Micro Enterprises (EMEs), these businesses automatically qualify as Level 4 BBBEE contributors. Ultimately, however, BBBEE affects everyone and every part of a business, and here’s why: the BBBEE Codes of Good Practice are legally binding on all State and State-owned entities, which have 10 years to reach the stated targets. This means that all government entities are obliged to use the Codes to measure BBBEE compliance when choosing suppliers, granting licences or making concessions. In other words, they will require all their suppliers to be BBBEE-compliant and the cascading effects thereof will make it hard for any non-compliant company to grow or maintain their level of business success in South Africa.

In terms of the Codes, preferential procurement counts as much as ownership does, which means that publicly-owned companies will also be looking to use suppliers who themselves have high BBBEE ratings. Even if you don’t do business with government or public entities, your clients might – and they will need your score to help improve theirs.

Simply put, BBBEE is an economic strategy, not a political one, and a comprehensive, well thought-out empowerment plan can help to deliver both the capital and broader markets that National Federations of sport needs in order to grow.

The sports sector contributes directly and indirectly to the economy of South Africa. The contribution of sport to South Africa’s GDP is calculated and estimated to be about 2.1%. It is envisaged that the current interventions will take it to beyond 3%. The procurement spend that goes with this huge economic activity is significant. Accordingly, the sport sector and the National Federations included therein should have a concerted effort in supporting local production of such items as sport equipment and support the local textile industry by procuring on locally manufactured sport apparel.
The EPG will in future track this type of objective and procurement spend. The sport sector also has a responsibility to contribute significantly to social cohesion and nation-building as well as supporting government objectives of redress and equity in the South African Society. Preferential procurement policies on the part of the National Federations is therefore an imperative.

1. Preferential Procurement Performance

The purpose of recording federation external purchases from BEE entities is to obtain a measure of sport’s contribution to economic empowerment to further strengthen case for sport.

<table>
<thead>
<tr>
<th>Sports</th>
<th>Total Procurement Spend (BBE entities at national level)</th>
<th>Total Purchases from BEE businesses at National level</th>
<th>% of Total Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics</td>
<td>no data</td>
<td>no data</td>
<td>99%</td>
</tr>
<tr>
<td>Cricket</td>
<td>R 625,036,914.00</td>
<td>R 467,303,552.00</td>
<td>94</td>
</tr>
<tr>
<td>Football</td>
<td>R 125,988,205.00</td>
<td>R 65,429,930.00</td>
<td>54</td>
</tr>
<tr>
<td>Netball</td>
<td>R 30,396,884.00</td>
<td>R 22,477,294.00</td>
<td>75</td>
</tr>
<tr>
<td>Rugby</td>
<td>R 963,860,496.23</td>
<td>R 468,497,297.60</td>
<td>49</td>
</tr>
<tr>
<td>Basketball</td>
<td>R 1,600,000.00</td>
<td>R 700,000.00</td>
<td>44</td>
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<tr>
<td>Bowls</td>
<td>R 1,396,320.00</td>
<td>R 1,221,945.00</td>
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</tr>
<tr>
<td>Hockey</td>
<td>R 1,463,098.00</td>
<td>R 0</td>
<td>45</td>
</tr>
<tr>
<td>Rowing</td>
<td>R 700,000.00</td>
<td>R 0</td>
<td>0</td>
</tr>
<tr>
<td>Swimming</td>
<td>R 1,944,798.00</td>
<td>R 1,831,712.00</td>
<td>92</td>
</tr>
<tr>
<td>Tennis</td>
<td>R 7,924,000.00</td>
<td>R 6,391,468.00</td>
<td>85</td>
</tr>
<tr>
<td>Baseball</td>
<td>R 3,509,530.00</td>
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</tr>
<tr>
<td>Boxing</td>
<td>R 1,600,000.00</td>
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<tr>
<td>Chess</td>
<td>R 1,600,000.00</td>
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<tr>
<td>Jukkie</td>
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<td>Softball</td>
<td>R 2,000,000.00</td>
<td>R 1,831,712.00</td>
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<tr>
<td>Table Tennis</td>
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<td>R 9,902,980.00</td>
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<tr>
<td>Volleyball</td>
<td>R 1,600,000.00</td>
<td>no data</td>
<td></td>
</tr>
</tbody>
</table>

- Since inception of the transformation audit process the quality of federation responses to data required to quantify purchases from BEE entities has been well below standard.
- Determining the size of the contribution of the audited federation’s external purchases to the estimated R3 billion input into the country’s economy, is hampered by the absence of systems and processes to capture relevant data in most federations.
- The highest percentage of total external purchases from BEE businesses was reported by: cricket (99%); softball -92%; table tennis (85%); netball (75%); tennis (59%); football (54%).
- The following spent less than 50% of total external purchases with BEE organisations: rugby - 49%; hockey - 45%; basketball - 44%; bowls - 43%; chess - 8%; gymnastics - 3%; rowing, baseball, boxing and jukkie - all 0%.
- Athletics, swimming and volleyball did not submit preferential procurement related data.

We are however encouraged to see the commitment demonstrated by the National Federations such as Rugby and Cricket whose BBEE spend is significantly higher and meets the industry based targets and in other instances exceed them. SRSA has to work even harder in inculcating the commitment to BBEE spend on the part of the medium sized and small National Federations although many are exempt from the policy as their annual turnover is less than R5 million a year.
## 2. Summary Balance Sheets as Received

### SUMMARY COMPARATIVE BALANCE SHEETS - 2017

<table>
<thead>
<tr>
<th></th>
<th>Athletics</th>
<th>Baseball</th>
<th>Basketball</th>
<th>Boxing</th>
<th>Chess</th>
<th>Cricket</th>
<th>Netball</th>
<th>Rugby</th>
<th>Softball</th>
<th>Swimming</th>
<th>Table Tennis</th>
<th>Tennis</th>
<th>Volleyball</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>12,045,779</td>
<td>888,513</td>
<td>6,572,136</td>
<td>7,346,397</td>
<td>740,446</td>
<td>2,700,908</td>
<td>6,777,586</td>
<td>219,320</td>
<td>6,682,029</td>
<td>4,113,633</td>
<td>2,957,788</td>
<td>6,495,029</td>
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</tr>
<tr>
<td>Debtors</td>
<td>342,910</td>
<td>211,092</td>
<td>0</td>
<td>365,284</td>
<td>0</td>
<td>99,150</td>
<td>73,639</td>
<td>2,000</td>
<td>224,485,481</td>
<td>0</td>
<td>787,129</td>
<td>67,962</td>
<td>1,551,845</td>
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<tr>
<td>Other</td>
<td>0</td>
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<td>1,347,685</td>
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<td>Fixed Assets</td>
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<td>0</td>
<td>1,047,954</td>
<td>26,778</td>
<td>3</td>
<td>133,039</td>
<td>770,423</td>
<td>204,343</td>
<td>24</td>
<td>10,964,559</td>
<td>0</td>
<td>790,912</td>
<td>171,543</td>
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<tr>
<td>Long-term Assets</td>
<td>7,256,812</td>
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<td>3,150,187</td>
<td>143,375</td>
<td>3</td>
<td>10,499,386</td>
<td>0</td>
<td>787,129</td>
<td>67,962</td>
<td>1,155,845</td>
<td>-85,731,424</td>
<td>0</td>
<td>36</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>19,644,527</td>
<td>1,099,605</td>
<td>3,238,820</td>
<td>7,451,021</td>
<td>7,366,481</td>
<td>1,143,761</td>
<td>219,323</td>
<td>8,210,240</td>
<td>6,630,796</td>
<td>7,383,941</td>
<td>3,302,978</td>
<td>5,563,226</td>
<td>6,530,949</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>238,391</td>
<td>5,222,675</td>
<td>423,067</td>
<td>92,883</td>
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<td>3,395,038</td>
<td>391,909</td>
<td>1,348,000</td>
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- There will be greater focus on the accuracy and analysis of financial data submitted in 2018/19.
- Federation Presidents and CEOs will be informed that they must verify and sign off on the accuracy and completeness of the data packages submitted.
- In addition, for data sheets to be accepted, federation auditors will also have to verify the financial data sheets completed by federations.

### Federation Perceived Financial Health 2018

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<tr>
<th>PROBLEMATIC</th>
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<th>Basketball</th>
<th>Basketball</th>
<th>Softball</th>
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<table>
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<th>Jukskei</th>
<th>Netball</th>
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<th>Swimming</th>
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<tr>
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Comparative Dashboard & Narrative Based On "Prescribed Transformation" Charter Targets | 53
Gender & Sport Transformation
1. Preliminary Comparative Women vs Male Sport Participation Profile

- Sport participation among females has increased dramatically since the late 1970’s. This has been primarily the result of growth in opportunities fuelled by equal rights legislation, women’s movements, the health and fitness movement and increased publicity given to women athletes.
- Despite the trend of increased participation, future increases in sport participation among girls and women will not be automatic. The reasons include budget cuts and privatisation of sport, lack of support for government policies and legislation, backlash in response to changes favouring strong women, a relative lack of women coaches and administrators, a cultural emphasis on cosmetic fitness among women, the trivialisation of women’s sport and the existence of a degree of homophobia.
- Despite more women than ever playing sport and working in sport structures, gender inequities continue to exist in participation opportunities, support for athletes, jobs for women in coaching and administration.
- However, achievement of full gender equity is impossible without a critical analysis of the gender ideology used in sport and society as a whole.
- This critical analysis is important because not only does it give direction to women’s efforts to achieve fairness and equity but also shows that there are reasons for men to join women who are trying to achieve equity.
- Gender equity will never be complete or permanent without changes in how people think and act about masculinity and femininity and in how sports are organised and played.
- Dominant sport forms in society are currently based on a two-category gender classification which leads to the conclusion that girls and women are, by definition, inferior to men and boys.
- The gender ideology based on this classification system includes beliefs about male-female differences that ‘accept’ the superiority of men over women and erase the existence of gay men and lesbians from cultural images about sports and athletes.
- Therefore, sports celebrate a form of masculinity that leads to social marginalisation of women and many men. As this form of masculinity is celebrated through sports, homophobia as misogyny are built right into the structure of sports and sport organisations.
- Prevailing gender ideology and the fact that sports have been shaped by the values and experiences of men, real and lasting gender equity depends on changing dominant definitions of masculinity and femininity and the way we do sports.
- New sports and sport organisations need to be created, whereas existing ones needs to be changed from the inside and through outside pressure.
- Change in sports can be accomplished through a combination of strategies: using new ways to talk about sports; developing new rules to control violence and injuries and foster safety for all participants; and creating new rituals and orientations, based on the pleasure and participation approach to sports, rather than the power and performance approach.
- Unless ideology changes, fairness and gender equity will never be completely and permanently achieved. This is the reason those interested in gender equity in sports should be interested also in gender relations issues outside of sports.

This is a preliminary attempt at qualifying women's position in South African sport based on data submitted by 18 federations as part of the 2017 Transformation Status audit. Although the transformation audit is focused on the dimensions of the transformation charter and not on women in sport specifically, the information captured could be useful input into the policy on women in sport in the process of formulation. The following provides preliminary input into women’s position in those sport federations forming part of 2016/17 Transformation Audit. A more detailed analysis is planned for 2018.
a. Female Representation in Governance Structures

Female Presidents and CEOs

Presidents

- 2 Federations, (gymnastics and netball) of the 19 audited reported Boards were led by women presidents, one Black African (netball) and one White (gymnastics).

Female Full-Time Staff Members

CEO salaries

- 5 of the 19 federations audited (boxing, hockey, jukskei, netball and table tennis) reported female CEOs. The CEO demographic of amateur boxing and hockey was reported as Black African; jukskei and netball was reported as White; and table tennis was Coloured.

Female Board and Full-Time Staff Representation

Female Board Members

- The boards of 4 federations, netball, amateur boxing, chess and gymnastics reported boards comprising 50% or more women. The 25% charter target for female board representation was reached by 10 federations, netball, amateur boxing, chess, gymnastics, jukskei, table tennis, softball, football, swimming and baseball representing 53% of total number of federations audited.

- Athletics has a significant female membership, though reported a board without any women on its board. The growth and performances of women’s bowls, cricket, rugby, rowing and hockey in the international arena, should see planned increase in female board representation in these codes. Current female representations on these boards are low – bowls (17%), cricket (18%), rowing (15%), rugby (15%) and hockey (13).

Female Full-Time Staff Members

- The total number of full-time staff members reported by the 12 federations audited was 268.

- 5 Federations reported a full-time staff complement of more than 50% females: netball (7), table tennis (1), hockey, (4), swimming (71), cricket (56).

- Tennis (16 full-time staff) and volleyball (2) reported full-time staff complements with no females.

- Baseball, basketball, boxing, chess, softball, jukskei and rowing did not report any full-time staff members.
b. Female vs Male Senior and Underage Comparative Representative Profiles

Number representative Underage Teams

- Number of female underage groups reported, 41, on par with the 46 underage male groups reported.
- 4 underage groups considered optimal pipeline number.
- Gymnastics, swimming, tennis and chess all exceeded the considered optimum number.
- No underage female representative national teams reported by basketball, baseball, bowls, cricket, hockey and rugby. Requires attention.
- Ensuring all federations have at least 3 representative underage entities and increasing female participation opportunity at underage levels in all codes are key considerations.

Senior and Underage Entity Generic Black Demographic Profiles

- Female and male senior representative entities reflect a comparative demographically transformed profile.
- Female underage representative entity demographic profile more transformed than that of males.
- The underage teams of 4 female codes (table tennis, boxing, volleyball and football), achieved the 60% Charter target.
- Demographic of a significant number of female underage (pipeline) representative entities are more than 50% White (tennis, gymnastics, athletics, swimming, rowing and jukskei) which signals a potential problem from a sustainability perspective.

Performance Levels

- Seven 39% of total senior female representative entities - rowing, football, hockey, rugby, cricket and boxing recorded 50% or more wins or percentage first positions.
- Baseball, basketball, jukskei, softball and table tennis did not record any participation opportunity for senior females.
- Disappointingly only rowing, football, swimming, athletics, gymnastics, tennis, chess and softball reported underage representative opportunity.
- Of concern is that 11 (61%) of federations did not provide no underage representative opportunity for female underage entities.
c. Female vs Male High-Performance Groups

High-performance refers to the point at which a sport commences the organised identification of talent and implements systematic programs to develop talent and maximize potential.

The term high-performance encompasses activities conducted along the talent development pathway – school and club, regional, provincial, national and international competition.

High-performance planning refers to the planning and associated allocation of resources to identify and develop demographically representative athletes capable of achieving success at national/international level.

Female Underage High-Performance Groups
- 37 male and 32 female underage high-performance groups reported by chess, swimming, boxing, hockey, rowing, football, athletics, netball, cricket, tennis, rugby, table tennis and jukskei.
- The highest numbers of underage male groups were reported by chess, 6, swimming, 6, boxing, 4 and hockey, rowing and football, 3 each.
- Highest number of female groups was reported by chess, 6, tennis, 5 and rowing and hockey, 3 each.
- No female or male underage high-performance groups were reported by boxing, table tennis, football, cricket and hockey were reported as above 50%.
- The highest numbers of underage male groups were reported by chess, 6, swimming, 6, boxing, 4 and hockey, rowing and football, 3 each.
- No female or male underage high-performance groups were reported by volleyball, bowls, baseball, basketball, gymnastics and softball – a not insignificant strategic weakness

Senior and Underage Male High-Performance Pipeline (HP) Demographics
- The average generic Black demographic of the underage and senior HP groups of boxing, table tennis, football, cricket and hockey were reported as above 50%.
- The 27% generic Black demographic of tennis’s underage high-performance group is not in line with the 53% generic Black demographic of its senior HP group.
- The levels of bowls, jukskei, rowing and swimming’s senior and underage HP generic Black demographics are too low for them to have meaningful impact at both senior and underage international representative level in the short-term.
- Swimming’s high number, 6 of underage high-performance entities, if not more progressively structured could perpetuate the current untransformed status of the sport at international competitive level. Volleyball did not report any underage HP entities!

Senior and Underage Female High-performance (HP) Pipeline Demographics
- Boxing, football and rugby’s senior and underage female HP group generic Black profiles are both above 50%. Cricket’s 61% and hockey’s 50% underage HP generic Black demographic is a positive 14 and 20 percentage points respectively above that of their senior HP groups – good pipeline.
- Swimming’s 63% generic Black underage HP demographic is very positive provided it be replicated at senior international competitive level.
- Volleyball did not report any HP female underage groups! Netball, rowing and tennis’s underage HP demographic profiles need strengthening.
- Bowls and jukskei’s senior and underage and athletics’ underage HP group demographics are problematic.
d. Female vs Male Coach Profile

Nationally Active & Accredited Male Coaches - 2017|18

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<tr>
<th>CODE</th>
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<tr>
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<td>2 807</td>
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<tr>
<td>Cricket</td>
<td>2 147</td>
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<td>497</td>
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<td>Baseball</td>
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<td>Chess</td>
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<tr>
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Nationally Active & Accredited Female Coaches - 2017|18

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<th>CODE</th>
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<tbody>
<tr>
<td>Cricket</td>
<td>7 421</td>
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<tr>
<td>Netball</td>
<td>1 288</td>
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<tr>
<td>Swimming</td>
<td>200</td>
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<td>Tennis</td>
<td>1 190</td>
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<tr>
<td>Softball</td>
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- Rugby [9 867] reported the highest number of male coaches (56% of the total) followed by football (2 807) and cricket (2 147). These 3 codes between them reported 14 821 active and accredited coaches that is 84% of the total number of male coaches.
- 4 codes cricket (7 421), netball (2 285), gymnastics (1 088) and hockey (878) reported the highest number of female coaches (11 709) that is 88% of the total number of female coaches.
- Rugby (335) and football's (285) number of female coaches are notably smaller than that of the 4 codes named.
- Female coaches represent 43% of the total number of 30 981 active and accredited coaches reported.
- The number of rugby [9, 867] male and cricket (7,421) female coaches dominate the coaching landscape.
- Total number female coaches (13 281) is 43% of the total number of coaches (30 981), whereas male coaches (17 700) make up 57% of the total number of accredited and active coaches.
- The numbers of male and female coaches is low for males in volleyball, chess, table tennis and basketball and similarly for women in baseball, volleyball, chess and basketball. Softball did not report any data for both male and female coaches.
- Basketball, bowls, jukskie, rowing, hockey, table tennis, tennis, baseball, swimming and netball (10 out of the 18 federations audited reported predominantly White groups of selectors for underage representative entities.
- If left unaddressed sustainability might become an issue.
- Only 3 federations softball, volleyball and football achieved the 60% Black African target for underage representative entity selectors.
- Cricket, athletics, netball and gymnastics have a good foundation for improving selector Black African representation.
- 10 federations reflected sub-optimum Black African underage selector demographics.
- Football, softball, volleyball, cricket and athletics’ selector demographic for underage representative entities all exceeded Charter 60% target.
- The generic Black male coach demographic of 7 federations (cricket, football, table tennis, volleyball, boxing, athletics and netball) achieved the 60% Charter target.
- 11 other federations (softball did not submit data) failed to meet the 60% Charter target and reported a 52% to 96% White male coach demographic. There is a possible longer-term sustainability challenge in this area.
- 6 federation generic Black female coach structures (basketball, football, boxing, cricket, table tennis, volleyball) achieved the 60% Charter target.
- All other federation, 12, (softball did not submit data) failed to meet the generic Black Charter target for female coaches and also reported a 54% to 97% White female coach demographic profile. There is a possible longer-term sustainability challenge.
- Black Africans are significantly under-represented in both female and male coach structures.
- Only 4 male coach structures (boxing, cricket, football and netball) and 4 female coach structures, basketball, boxing, football and cricket, achieved the 60% Black African Charter target.
- Netball’s female coaching structures should be a concern considering the faster rate of change in its participant demographics.
- 12 out of 18 (67% of total) male and female coaching structures reported White coach demographics between 100% and 60%.
- The Predominantly White coach demographics for gymnastics, baseball, netball, hockey, rowing, swimming, tennis, jukskie and bowls, could lead to potential sustainability challenges. Monitoring coach age distribution profiles advisable.
### e. Female vs Male Coach Profile

#### Nationally Active & Accredited Male Umpire/Referees - 2017/18

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<td>Cricket</td>
<td>859</td>
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<td>Swimming</td>
<td>581</td>
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<td>Hockey</td>
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<td>Gymnastics (All Disciplines)</td>
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<td>Tennis</td>
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<td>Softball</td>
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<table>
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<tr>
<td>Swimming</td>
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<tr>
<td>Tennis</td>
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<tr>
<td>Softball</td>
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<tr>
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<td>Netball</td>
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<td>Table Tennis</td>
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</tr>
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<td>Baseball</td>
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</tr>
<tr>
<td>Volleyball</td>
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</tr>
<tr>
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</tr>
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</table>

- Three codes - bowls (2,281) followed by rugby (1,621) and cricket (859) and totaling 4,781 - reported the highest number of male umpires/referees, i.e. 65% of the total 7,307 reported.
- Four codes - bowls - 1,921, hockey - 1,388; swimming - 925; and gymnastics - 742 - reported the highest number of female umpires/referees (4,781) - 86% of the total number (5,806) of female umpires/referees.
- The highest number of female umpires - 1,921 (33% of the total) - were reported by bowls.
- Number of bowls female and male referees/umpires - 4,202 - were the highest number of umpires/referees reported were the highest of all federations.
- Total number female referee/umpires - 5,806 - represents 44% of the total number of referees/umpires (male plus female) of 13,113.
- Number of female referees/umpires reported appears to be low for football, baseball and basketball and for males in boxing and basketball.
- Volleyball did not report any referees/umpires.

### Comparative Sport Transformation Status Dashboard

#### Male Referee/Umpire Generic Black Demographic Profile - 2017/18

#### Female Referee/Umpire Generic Black Demographic Profile - 2017/18

- The generic Black male umpire demographic of 6 federations (football, table tennis, boxing, basketball, softball and tennis) achieved the 60% Charter target.
- All other federations 12, athletics, cricket, baseball, chess, rugby, gymnastics, netball, swimming, hockey, jukiesi, bowls and rowing failed to meet the generic Black Charter target for male referees/umpires. Volleyball did not report any referees/umpires.
- The S1% to 99% White male referee demographic reported suggests potential longer-term sustainability challenges for the federations involved.
- The generic Black demographic profiles of 8 female federation umpire structures (football, boxing, softball, baseball, athletics, basketball, table tennis and tennis) achieved the 60% charter generic Black target.
- Ten federations (more than 50%) - rugby, cricket, netball, gymnastics, swimming, hockey, rowing, jukiesi, bowls and chess failed to meet the female umpire demographic referee/umpire generic Black Charter target.
- The federations reporting between 50% and 100% White female referee/umpire structures could experience longer-term sustainability challenges.

- Black Africans are significantly under-represented in both female and male referees/umpire structures, with only 4 male (boxing, basketball, softball and football) and 3 female umpire structures (basketball, boxing and football) achieving the 60% charter target.
- 12 (out of 19), 63% of male and 10 out of 19 (53%) female, referee structures were reported as between 100% and 50% White. This could present potential sustainability challenges in the future.
Female and Male Medical and Scientific Specialist Support Demographic Profile

- 378 practitioners in 6 specialist categories – medical, physiotherapists, biokineticists, sport psychologists, nutritionists, computer analysts - were used by the codes audited.
- Of the 378 providing medical and scientific support, 186 (49%) were women and 192 (51%) were men.
- 9 codes – tennis, baseball, bowls, boxing, gymnastics, jokskei and volleyball did not report any male and/or female specialist support for participants.
- Individually South African medical and scientific sport practitioners are internationally competitive. However, formally affiliated sport science and medical support structures appear to be the exception to the rule. Practitioners are approached on an individual basis by federations. The largely unstructured environment contributes to South Africa lagging behind other sporting nations in this regard.
- The main specialist support categories used by federations appear to be reasonably gender balanced: medical practitioners (40 men and 39 females); physios (43 men and 43 women); biokineticists (33 men and 26 women); nutritionists (12 males and 25 women); psychologists (30 males and 23 women); and computer analysts (34 males and 30 women).
- Male medical and physiotherapist practitioner categories were the only ones achieving the 60% generic Black demographic Charter target.
- Sport biokineticist, psychologist, computer analysts and nutritionist generic Black demographics are well below Charter target, reflecting a level of inaccessibility for Black Africans.
- The codes utilising the largest numbers of technical support for male participant were: chess - 70; football - 50; rugby - 20; and cricket - 19. For female participants, the codes using the highest number of specialist support practitioners were: chess - 97; football - 29; swimming - 16; netball - 15.
- Overall the number of specialist practitioners utilised by sport appears to be low (sub-optimum), particularly psychologists and nutritionists. This can only be remedied by establishing (long overdue) affiliated provincial and national structures comprising qualified (accredited) members in each of the disciplines to serve sport’s specialist support needs and to conduct applied sport specific research.
Comparative Transformation Status Narrative Based on Percentage Prescribed Charter Target Achievement

The *administration* category of the *prescribed* Charter has shown the highest degree of transformation.
President demographic profile

In 2017, 12 federations or 63% of the total reported generic Black (Black African, Coloured or Indian) presidents. Of these 8 were Black African (athletics, basketball, amateur boxing, cricket, netball, softball, volleyball, chess); 4 were Coloured (football, rugby, swimming and table tennis).

Seven federations reported the election of White presidents: baseball, bowls, gymnastics, hockey, rowing, tennis and jukskei.

Board Demographic profile

On average, the demographic profiles of federation boards were reported as being: 63% generic Black (Black African, Coloured and Indian); 43% Black African; 37% White; 18% Coloured.

9 federations (netball, boxing, jukskei, table tennis, softball, football and chess) reported boards that exceeded the 25% charter target for Women board representation.

Considering the growing importance of women in all spheres of society the 25% board representation target of the transformation may will have to be increased. The history and international standing of women in athletics and hockey suggests that the low women representation on the boards of athletics (0%) and hockey (13%) may need to be addressed.

CEO Demographic Profile

Full-time CEOs and support staff are key federation components if competitive performances, developmental and change (transformation) objectives are to be effectively implemented. A full-time CEO has proven to be an essential requirement if the quality of transformation data submitted and EPG recommendation implementation is to be improved. Future South African sport scenarios on the table suggests this to be strategic necessity. 6 federations, (basketball, baseball, bowls, rowing, softball and volleyball) did not report a full-time CEO in their management structures.

8 federations (amateur boxing, cricket, football, gymnastics, hockey, swimming, table tennis and chess) reported the appointment of either a Black African, Coloured or Indian CEO. 5 federations (athletics, netball, rugby, tennis and jukskei) reported White CEOs.

The absence of a CEO is a strategic weakness in today’s SA sporting environment.

Full-time Staff Demographic Profile

Three federations have reported the highest number of full-time staff members: rugby - 76, football - 69 and cricket - 56. This represents 75% of the total number of 268 employed by the federations audited.

Of concern is that 7 federations (baseball, basketball, amateur boxing, jukskei, rowing, softball and chess) did not report any full-time employees as part of their administrative structures. Two of these (softball and rowing) also do not have full time CEOs. These are not insignificant constraints considering the responsibilities associated with the development of accessible sport structures and data collection and data base management as part of the process.

Full-time staff and specific SRSA grant allocations should be a high priority as an appropriate full-time office structure is a key longer-term development and sustainability requirement.

The generic Black demographic profiles (Black African, Coloured and Indian) of the full-time staff compliments of 9 federations (table tennis, volleyball, swimming, cricket, athletics, hockey, rugby, tennis and football) exceeded the 60% charter target, with netball (57%) and gymnastics (50%) approaching the 60% milestone.

Seven federations (37% of the total) reported White full-time staff complements larger than 50%. Only 5 federations (26% of the total) achieved the 60% Black African charter target; table tennis, football, athletics, cricket and swimming.

Women representation in the full-time administration structures of 9 federations (47% of total audited) is higher than the prescribed 25% Charter target: table tennis - 100%; netball - 100%; hockey - 75%; swimming - 73%; cricket - 55%; rugby - 45%; bowls - 33%; football and gymnastics - 30%. The target needs to be elevated to 40% in line with developments in what is a changing society.

National Senior Team Male Participant Demographic Profiles

At this point in time the longer-term objective is for all sport structures to approach the national population demographic of approximately: 80% Black African; 9% White; 9% Coloured; 2% Indian. That is 91% generic Black and 9% White.
Senior Male National Entity Generic Black Demographic:

The generic Black representation profile of 8 (basketball, amateur boxing, gymnastics, table tennis, volleyball, athletics and softball) of the 19 federations or 42% of the total audited, have reported a senior representative team generic Black (Black African, Coloured and/or Indian) demographic larger than the 60% Charter target. Whereas 6 federations or 32% of the total, (cricket, hockey, chess, rugby, netball and tennis), reported generic Black demographics between 54% and 30%. 5 federations or 26% of the total number audited: swimming, baseball, bowls, jukskei and rowing reporting senior team representative structures between 0% and 11% generic Black.

The lower the percentage generic Black representation in senior national entities, the higher the potential, particularly when combined with a low (below 50%) Black African demographic signals potential sustainability challenges in the future.

Senior Male National Entity Black African Demographic:

Only 4 federations or 21% of the total audited (gymnastics, basketball, athletics and football) reported senior national male entities with Black African profiles above 60%; another 4 (volleyball, softball, amateur boxing and netball [females]) reported a Black African demographic of between 50% and 37%.

11 federations (rugby, table tennis, hockey, chess, swimming, rowing, jukskei, bowls and baseball) or 61% of the total number audited, reported senior male representative entities with Black African demographics between only 27% and 0%. This highlights the difficulty for Black African athletes in most sporting codes and particularly in baseball, bowls, jukskei, rowing, swimming and tennis, to reach the top and also the possible sustainability challenges awaiting some federations.

Senior Male National Entity Coloured Demographic:

Considering the national Coloured population demographic of 9%, the senior table national team Coloured demographic for table tennis males (75%) is unusually high and also high in: hockey (36%); chess (34%); boxing (33%); volleyball (33%); chess 33%, football (31%); cricket (20%); rugby (19%); athletics (18%); tennis (17%).

Senior Male National Entity Indian Demographic:

Only 6 codes or 32% of total federations audited (boxing, volleyball, cricket, softball, chess and male netball) reported Indian representation in senior national entities teams, which suggests a low level of Indian sport involvement.

Indian representation in senior national representative entities that is above the national population demographic of 2% was reported in: boxing (17%); volleyball (17%); cricket (15%); softball (6%).

National Underage Team Male Participant Demographic Profiles

Underage representative high-performance pipe line structures are foundation components for shaping demographic profiles of senior representative entities. Deliberately shaping underage demographic profiles from the bottom up, supplemented with effective underage high-performance configurations are key underage pipeline transformation/change strategies.

A pipeline consisting of at least three national underage representative entities participating in at least two international opportunities annually may be a minimum requirement for development and transformation purposes.

Number of Underage Male Representative entities

Gymnastics, swimming and tennis reported the highest number of representative underage entities (7 each) followed by chess and netball with 5; rowing with 3; and athletics, cricket, football rugby and table tennis, with 2 entities; followed by baseball and jukskei with 1 each. A total number of 46 underage entities was reported.


Underage Male National Entity Generic Black Demographic:

In three codes – baseball, table tennis and football male - underage entities reported a generic Black profile greater than the 60% Charter target, which represents a strong profile from a demographic transformation perspective. Four codes (football, netball [females], athletics and rugby) reported average underage generic Black underage demographics between 56% and 48%.

However, 5 codes (tennis, gymnastics, rowing, swimming and jukskei) reported underage generic Black demographics
between 39% and 9%. Together with the 6 codes that did not report any underage entities (volleyball, softball, hockey, boxing, bowls and basketball), this means that 11 of the 18 codes surveyed reflect a sub-optimum underage pipeline from a demographic and possibly a longer-term sustainability perspective.

Generic Black demographics below 40% and no underage teams suggests a predominantly White (60% and higher) underage profile.

Underage Male Representative Entity Black African Demographic

From a Black African perspective, considering that Black Africans represents the largest and fastest growing underage population grouping, the overall pipeline is flawed and of concern considering that only football reported an average underage pipeline with a Black African demographics of 65%, followed by athletics with an average 48%, netball with 39%, cricket - 32%, and rugby - 27%. Whereas tennis, rowing, baseball, table tennis, gymnastics, jukskei and swimming reported Black African representation between only 32% and 3%, only 7 federations reported no underage male representative entities.

The Black African demographic profile of representative national underage entities reflects an unacceptable level of inaccessibility to Black African sports people and a sustainability threat to a number of federations.

Underage Male Representative Entity Coloured Demographic

Coloured representation in underage baseball (86%) and table tennis (63%) representative entities are unusually high.

This means the pipeline in place could perpetuate the high Coloured representation at senior entity level at the expense of Black African representation.

The demographic profile for underage Coloured men in 11 codes is low.

National Senior Team Female Participant Demographic Profiles

Longer-term objective is for all sport structures is to mimic the national population demographic of: 80% Black African; 9% White; 9% Coloured; 2% Indian. That is, 91% generic Black and 9% White.

Senior Female National Entity Generic Black Demographic:

Only seven codes, one less than for males have achieved the 60% generic Black Charter target, namely basketball, table tennis, netball (males), boxing, volleyball, football and rugby. Whereas 6 federations reported senior female Black African representation between 52% and 39%, only 4 of these reported no Black African representation.

Senior Female National Entity Black African Demographic:

Only 4 codes (same as men) achieved the 60% black African charter target: basketball, netball (males), football and rugby. This is another example demonstrating the high level of inaccessibility for Black Africans to top level representative female (same for men) sport. A low level of Black African Participation in most sports is both a weakness and threat to SA sport.

Senior Female National Entity Coloured Demographic:

Coloured senior female representation is higher than the 9% national population demographic in: table tennis - 50%; hockey (33%); rugby (26%); tennis (20%); boxing and volleyball (17%); cricket (15%); football (13%); swimming (10%).

No Coloured representation reported in 9 senior female teams, basketball, netball (males), rowing, athletics, gymnastics, bowls, baseball, jukskei, chess and softball.

Senior Female National Entity Indian Demographic:

Indian representation is higher than the national population demographic of 2% in 9 national female senior representative entities: table tennis (50%); boxing (17%);
volleyball (17%); cricket (15%); football (13%) and swimming (10%). Whereas in the remaining thirteen (72% of total audited) of senior representative teams audited reflected 0% Indian representation.

National Underage Team Female Participant Demographic Profiles

Underage representative entities and high-performance pipeline structures ultimately shapes demographic profiles and performance of senior representative entities. Deliberately sculpting representative underage demographic profiles from the bottom up and complementing it with effective underage high-performance structures to boost competitiveness, are key components of underage pipeline transformation/change strategies.

An underage pipeline consisting of at least three national underage representative entities participating in at least two international opportunities annually, may be minimum requirements for development and transformation purposes.

Number of Underage Female Representative entities

Gymnastics reported a high number of underage entities - 8 joined by: swimming - 8; followed by tennis - 7; chess - 5; football - 4; rowing; athletics and table tennis each - 2 and lastly boxing, jūskei, netball (males), softball and volleyball - 1 each.

The total number of female underage teams reported by federations (44) equals that reported for male underage teams, which is 13 less than the proposed 54 (3 per federation).

Baseball, basketball, bowls, hockey, cricket, hockey and rugby did not record any representative underage female teams in 2017 - a not insignificant weakness in shaping and promoting female participation at senior level.

Underage Female Representative Entity Generic Black Demographic

5 federations - table tennis, boxing, volleyball, football and netball (male) - reported average female underage generic Black demographics exceeding the 60% Charter target. Three of these federations - boxing, volleyball and football - also exceeded the Black African Charter target.

One code (softball) reported a 53% generic Black demographic, i.e. a 47% White demographic for their 1 underage team.

The generic Black demographic profiles of the remaining underage female representative teams (14) are all well below the 60% Charter target pointing to strategically sub-optimum representative underage female pipeline.

The 5 codes, table tennis, volleyball, amateur boxing, football and netball with reported average generic Black demographic, larger than 50% suggests a good foundation to impact future senior entity demographic profiles. The codes with a generic Black profile below 40% and an optimal number of actively participating underage teams, could find it more difficult.

Underage Female Representative Entity Black African Demographic

The Black African underage population group is the largest and fastest growing population grouping and therefore needs to be aggressively pursued from a transformation and sustainability perspective.

4 Federations, boxing, volleyball and football reported underage female teams with Black African demographics well above the Charter target of 60%.

The of the remaining underage entities were all well below the 30% Black African representation level which demonstrates the high level of inaccessibility of sport to Black African Women. Higher levels of accessibility for particularly Black African women, are becoming increasingly important issue for sport to address.

Underage Female Representative Entity Coloured Demographic

Coloured representation in underage table tennis (63%), softball (35%) and chess (31%) representative underage entities is higher than the 9% national Coloured population demographic. This means that the underage pipeline in place could perpetuate the existing demographic profile at senior level for some time into the future.

Football, gymnastics, tennis and boxing's underage female teams reflect realistic Coloured female representation levels.

High-performance Male and Female Group Demographics

High-performance planning refers to the planning and
associated allocation of resources to identify and develop demographically representative athletes capable of achieving success at national/international level.

**Number of Male and Female Underage High-Performance Groups**

Chess, swimming, boxing, hockey, rowing, football, athletics, cricket, tennis, rugby, table tennis and jukskei reported 37 male and 32 female underage high-performance groups. The highest number of underage male groups (22) were reported by: chess - 6; swimming - 6; boxing - 4; hockey and rowing - 3 each. The highest number of female groups (17) was reported by: chess - 6; tennis - 5; rowing and hockey - 3 each.

No female or male underage high-performance groups were reported by volleyball, bowls, baseball, basketball, gymnastics and softball. This signals a not insignificant strategic weakness for these codes.

**Senior and Underage Male High-Performance (HP) Pipeline Demographics**

6 federations, boxing, table tennis, football, cricket, chess and hockey reported average generic Black demographic underage and senior high-performance entities above 50%.

The 27% generic Black demographic of tennis's underage high-performance group reported was well below the 53% generic Black demographic of its senior high-performance group.

The level senior and underage high performance generic Black demographics reported are too low for it to have meaningful impact at both senior and underage international representative level in the short-term in the following codes: bowls, jukskei, rowing and swimming.

Swimming reported a high number (6) of underage high-performance entities which if not more progressively structured could perpetuate the current untransformed status of the sport at international competitive level well into the future. Volleyball did not report any underage male high-performance entities.

**Senior and Underage Female High-Performance (HP) Pipeline Demographics**

Boxing, football and rugby's senior and underage female high-performance group generic Black profiles are both above 50%. The cricket (61%) and hockey (50%) underage high-performance generic Black demographic are a positive 14 and 20 percentage points respectively above that of their senior groups reflects a strong pipeline.

The generic Black underage high-performance demographic of swimming (88%) is positive, provided it is replicated at senior international competitive level.

Volleyball, as was the case for underage males, did not report any high-performance female underage groups. Netball and tennis’s underage high-performance demographic profiles reported requires strengthening.

Bowls and jukskei’s senior and underage and athletics’ underage high-performance group demographics are highly problematic signaling increasing sustainability challenges in the future.

**Demographic Profile of Male and Female Accredited Coaches**

**Number of Coaches**

Rugby reported the highest number of male coaches (9 867) which represents 56% of the total number of coaches reported. Football followed with 2 807 and cricket with 2 147. These 3 codes between them reported 14 821 active and accredited coaches which represents 84% of the total number of male coaches reported.

Cricket reported 7 421 female coaches or 56% of the total number of coaches, followed by netball with 2 322, gymnastics with 1 088 and hockey with 878 reporting 11 709 female coaches, 88% of the total number of female coaches. Rugby’s 353 and football’s 285 reported number female coaches are notably smaller than that of these 4 codes. Female coaches represent 43% of the total number of 30 981 active and accredited coaches reported.

Rugby’s 9 867 male and cricket’s 7 421 female coaches dominate the coaching landscape.

The total number female coaches (1 328) represents 43% of the total number of 30 981 reported coaches. Whereas the 17 700 male coaches make up 57% of the total number of accredited and active coaches.

The number of male and female coaches reported is low: for males in volleyball, table tennis and basketball; and for women in baseball, volleyball and basketball.
Coach Demographic Profile

The generic Black male coach demographic of 7 federations (cricket, football, table tennis, volleyball, boxing, athletics and netball) achieved the 60% Charter target while 10 other federations failed to meet the 60% Charter target and reported a 56% to 96% White male coach demographic. This suggests possible longer-term sustainability challenges. Softball did not submit any coach related data.

Six federation generic Black female coach structures, basketball, football, boxing, cricket, table tennis and volleyball achieved the 60% Charter target whereas the remaining 12 federations all failed to meet the generic Black Charter target for female coaches and reported a 60% to 97% White female coach demographic profile. This suggests a possible longer-term sustainability challenge. Softball did not submit any female coach data.

Black Africans are significantly under-represented in both female and male coach structures reported. Only 4 male coach structures (boxing, cricket, football and netball) and 4 female coach structures (namely basketball, boxing, football and cricket) achieved the 60% Black African Charter target.

Nine federations (gymnastics, baseball, netball, hockey, rowing, swimming, tennis, jukseki and bowls) reported White coach demographic profiles between 100% and 60%, which could lead to potential longer-term sustainability challenges.

Demographic Profile Male and Female Accredited Referee/Umpires

Number of Referees/Umpires

Bowls reported 2 281 accredited referees/umpires, followed by: rugby with 1 601, cricket 899. This totalled 4 781 reported the highest number of male umpires/referees represented 65% of the total 7 307 reported.

The highest number of female referees/umpires - 1 921 (33% of the total) - was reported by bowls. Four federations reported the highest number of female umpires/referees: bowls - 1 921, hockey - 1 388, swimming - 925, gymnastics – 742. This totalled 4 976, which comprised 86% of the total (5 806) reported. Compared to other codes the number of female referee/umpires reported by football, baseball and basketball and number of males reported by boxing and basketball appears to be low.

The total number female referee/umpires (5 806) represents 44% of the number of referees/umpires, male plus female, 13 113 reported. The highest number of accredited female and male referees/umpires by a federation was reported by bowls (4 202) were the highest number of umpires/referees reported by any of the federations audited. Volleyball was the only federation that did not report any male or female accredited umpires/referees.

Demographic Profile Referees/Umpires

The generic Black male umpire demographic of 6 federations (football, table tennis, boxing, basketball, softball and tennis) achieved the 60% Charter target. All other federations (athletics, cricket, baseball, chess, rugby, gymnastics, netball, swimming, hockey, jukseki, bowls and rowing) failed to meet the generic Black Charter target for male referees/umpires. Demonstrating the untransformed status of sport’s referee/umpire structures in Charter terms. The 53% to 99% White male referee/umpire demographic reported suggests potential longer-term sustainability challenges for the federations involved unless proactively dealt with.

The generic Black demographic profiles of 8 female federation umpire structures (football, boxing, softball, baseball, athletics, basketball, table tennis and tennis) achieved the 60% charter generic Black target. The other 10 federations (rugby, cricket, netball, gymnastics, swimming, hockey, rowing, jukseki, bowls and chess) failed to meet the female umpire demographic referee/umpire generic Black Charter target.

Black Africans are significantly under-represented in both female and male referee/umpire structures with only 4 male (boxing, basketball, softball and football) and 3 female umpire structures (basketball, boxing and football) achieving the 60% charter target.

The male and female referee/umpire structures of more than half of the federation male and female referee/umpire structures audited, were reported to be predominantly White (between 100% and 50%) which could lead to potential sustainability challenges in the future.

Medical and Scientific Specialist Support Profile

Three hundred and seventy-eight practitioners in 6 specialist categories – medical, physiotherapists, biokineticists, sport
psychologists, nutritionists, computer analysts were used by the nineteen codes audited. Of the 378 providing medical and scientific support 186 (49%) were women and 192 (51%) were men.

6 codes - baseball, bowls, boxing, gymnastics, jukiskei and volleyball did not report the use of any specialist support for participants.

While South African specialist medical and scientific sport practitioners individually are internationally competitive, formally structured and affiliated sport science and medical support structures appears to be the exception to the rule. Practitioners are approached on an individual basis by federations for support in a largely unstructured environment which inevitably contributes to South Africa lagging behind other sporting nations in this area.

The main specialist support categories used by federations included medical practitioners (40 men and 39 females); physios (43 men and 43 women); biokineticists (33 men and 26 women); nutritionists (12 males and 25 women); psychologists (30 males and 23 women) and computer analysts (34 males and 30 women).

From a demographic perspective male medical and physiotherapist practitioner categories were the only categories in which the 60% generic Black demographic Charter target was achieved. Sport psychologist and nutritionist generic Black demographics were reported to be well below Charter target, reflecting a level of inaccessibility for Black Africans.

The largest number of specialists were utilised by: chess - 97; football - 29; swimming - 16, and netball - 15. The total was 157.

The overall number of specialist practitioners utilised by sport appears to be suboptimal particularly in the case of sport psychologists and nutritionists. This can only be remedied by establishing (long overdue) affiliated provincial and national structures comprising qualified (accredited) members in each of the disciplines to serve sport’s specialist support needs and to conduct applied sport specific research.

Primary School Participation Profile

Sport participating primary school data provided by federations, with a small number of exceptions, are unreliable. However, in the absence of any other data more reliable school sport participation data from other sources including DBE and SRSA, school related data provided by federations remain the only source of information for defining the primary school environment. This makes attempts to conduct reliable situational primary and/or senior school analysis untrustworthy.

Football’s reported number of participating primary schools, 11,000, is questionable and the quality of its school structures may not be at the same level as that of rugby, cricket, hockey, and netball - a significant strategic weakness. The next highest number of participating primary schools were reported by: volleyball (8 948); chess (6 092); cricket (5 590); netball (4 744); table tennis (2 977); rugby (2 410); swimming (1 690); hockey (1 096); athletics (9857); tennis (802).

Boxing, for regulatory reasons rowing and bowls, because of resource constraints do not have primary school participation in their codes.

Netball reported the highest number of primary schools with girl teams (3 665), followed by: hockey with 896 (100 of which are township schools); rugby with 514 (309 township schools); cricket 495 (of which 360 are township based); and softball with 216, of which 208 are township based. Basketball, boxing (because of regulatory reasons) and rowing (because of resource constraints did not report any involvement at primary school level.

The highest number of coaches at primary school level were reported by: rugby - 5 990; cricket - 3 139; gymnastics - 1 385; hockey - 940; bowls - 649; netball - 396; swimming - 329; athletics - 308; chess - 21; athletics - only 9; and softball, football and volleyball reporting no coaches at primary school level.

Only a small number of primary schools reported high performance programmes. Hockey reported the highest number of participating primary schools with high performance programmes (512), followed by: cricket with 253, rugby - 170; tennis – 136; and gymnastics - 127.

The highest level of financial support to primary schools were reported by cricket (R6 675 141), followed by: rugby with R2 508 615; hockey with R800 000; chess with R530 000; tennis with R263 596; gymnastics with R184 167; and jukiskei with R45 000. None of the other 10 federations have reported any financial support for primary schools.

Senior School Participation Profile

As was the case with primary sport participating schools, senior school data provided by federations, with a small number of exceptions, were found to be equally unreliable. In the absence of any other reliable data sources, including
DBE and SRSA, senior school related data sourced from federations appears to be the most reliable source of information for scoping the senior school environment. The absence of an adequate data base to provide dependable information for meaningful school sport planning purposes signals a not insignificant strategic weakness for South African sport.

Football’s senior school data input are inadequate and incomplete. Football’s school structures are also not comparable to the organised structures of rugby, cricket, hockey and netball. Optimally structured school football structures to improve levels of competitiveness is overdue and a key contributory factor if performances at senior level is to be improved in the longer-term.

Volleyball and basketball did not provide any senior school participation data and boxing, for regulatory reasons do not provide data related to number of club members.

Seven senior schools reported involvement in high performance programmes. Cricket reported the highest number of schools with high performance structures (489), followed by: rugby with 469; hockey with 300; tennis with 130. All other federations reported relatively small senior school high performance structures with 6 federations - 32% of the total number of federations audited – being athletics; basketball; bowls; chess; football; table tennis and volleyball.

National Club Sport Participation Profile

Netball reported the highest number of senior schools with girl teams, 2 494 (primary schools 3 665), followed by: hockey with 813 (80 of which are township schools); athletics - 710 (of which 672 are township based schools); rugby with 230 (186 township schools); cricket 239 (87 township based); softball with 220 (131 township based senior schools); jukskei - 112 schools (58 township based). Basketball, bowls and volleyball did not report any involvement with girls at senior school level.

The highest number of coaches at senior school level was reported by: rugby - 4 826; cricket - 2 250; hockey - 1 100; gymnastics - 875; bowls - 649; swimming - 363; athletics - 321; netball - 321; jukskei - 193, rowing - 192. Whereas chess, football, basketball, softball and volleyball did not report any coaches at senior school level.

The highest level of senior school financial support was reported by cricket, with R8 895 233, followed by: rugby with R6 326 856; tennis with R763 555; hockey with R706 741; with R440 000; R370 000; gymnastics with R49 017. No financial support to senior schools were reported by: boxing, table tennis, athletics, and tennis.

Rugby (as was the case with primary and senior schools) reported the highest number of participating clubs (2 535), followed by: athletics with 2 412; chess - 2 369; netball - 1 591; volleyball - 1 202; table tennis - 863; cricket - 845; boxing - 839; gymnastics - 787; bowls - 503; boxing - 440; tennis - 380; swimming - 301; hockey - 239; softball - 188; baseball - 115; rowing – 85; jukskei - 79.

The highest number of club members was reported by, 142 629, followed by: rugby with 82 768; cricket - 41 967; bowls - 22, 626; gymnastics - 17 267; swimming - 16 449; tennis - 15 411; netball - 14 543; hockey - 10 250; rowing - 3 801; softball - 7 270; baseball - 5 407; rowing - 3 801; table tennis - 3 511; jukskei - 2 346. Basketball, boxing, football, and volleyball did not provide data related to number of club numbers.

Fourteen of the nineteen federation clubs reported participants in high performance programmes. Cricket reported the highest number (2 135), followed by: rugby - 1 145; tennis - 704; hockey - 592; jukskei - 198; athletics - 115; baseball - 104; netball - 89; rowing – 73; softball - 62; chess and swimming - 60; bowls - 24; table tennis - 20. Four federation clubs (basketball, boxing, football and volleyball) did not report any high-performance club participants.

The highest number of club coaches were reported by rugby (4 429), followed by: netball - 2 462; cricket - 2 006; athletics - 1 174; hockey - 1 080; tennis - 687; bowls - 649; jukskei - 457; swimming - 254; baseball - 21; rowing 202; softball - 48; chess - 31. Whereas, football, basketball, boxing, gymnastics, table tennis and volleyball did not report any club coaches.

The highest ratio of coaches available to townships to total number of club coaches reported was reported by jukskei (1.31) (more township coaches than non-township coaches),
followed by cricket (with 0.55), and netball and athletics (with 0.14).

Only 8 federations (42% of total) and reported financial support to clubs. Cricket reported the highest level of financial support, (by a considerable margin) to clubs (R10 887 98), followed by: rugby with R5 527 94, rowing - R815 507, softball - R700 000; hockey - R400 000; swimming - R362 000; tennis - R284 356; gymnastics, with R174 380. Athletics, baseball, basketball, bowls, amateur boxing, chess, football, jukskei, netball, table tennis and volleyball did not report any financial support to its club structures.

Governance

Governance performance are established in selected areas based on a Charter governance scorecard reflecting the consistency of federation initiatives related to the review of an organisation’s current status and future position with respect to evolving 5-year strategic planning processes; regularity of performance evaluation of board chair person, CEO, individual board member and senior staff members and the monitoring of implementation effectiveness of the federation’s transformation strategy.

An overall average score for the group of codes audited was 2.6 out of 5 times for all categories over the past 5 years, reflects a sub-optimum performance level. Federations scoring above or equaling the group average score include bowls and rugby with 5, followed by: cricket with 4.7; athletics - 4.6; baseball - 4.3; netball - 4.0; gymnastics - 3.4; jukskei - 3.0; football - 2.9; table tennis - 2.6. Federations scoring below the group average of 2.6 included: tennis - 2.3; rowing and hockey - 1.6; chess - 1.3; basketball - 1.1; amateur boxing, swimming and softball - 1.0. Volleyball did not report on their involvement in any of these selected governance areas.

High scoring governance categories, above 2.6 out of 5 times average, included:

- Establishment and monitoring of transformation status = 3.5
- Formal review of transformation strategy = 3.0 and
- Formal review of organisation’s strategic plan = 2.9

demonstrates greater emphasis on transformation related issues.

The lowest scoring governance categories (those below or equal to the 2.6 group average) included:

- The number of times the board (2.2), chairperson (1.9), CEO (2.4) and senior management (2.6) performance levels have been evaluated. Performance measurement appears to be a problematic issue.

Preliminary Women vs Male Sport Participation Profile

The final section of the report is a first attempt at contrasting male and female sport in terms of relevant Charter categories. Future transformation reports will reflect status women participation in sport in more detail.

Sport participation among females has increased dramatically since the late 1970’s. This has been primarily the result of growth in opportunities fuelled by equal rights legislation, women’s movements, the health and fitness movement and increased publicity given to women athletes. Despite the trend of increased participation, future increases in sport participation among girls and women will not be automatic. The reasons include budget cuts and privatisation of sport, lack of support for government policies and legislation, backlash in response to changes favouring strong women, a relative lack of women coaches and administrators, a cultural emphasis on cosmetic fitness among women, the trivialisation of women’s sport and the existence of a degree of homophobia.

Despite more women than ever playing sport and working in sport structures, gender inequities continue to exist in participation opportunities, support for athletes, jobs for women in coaching and administration. However, achievement of full gender equity is impossible without a critical analysis of the gender ideology used in sport and society. This critical analysis is important because not only does it give direction to women’s efforts to achieve fairness and equity but also shows that there are reasons for men to join women who are trying to achieve equity.

Gender equity will never be complete or permanent without changes in how people think and act about masculinity and femininity and in how sport is organised and played. Dominant sport forms in society are currently based on a two- category gender classification which leads to the conclusion that girls and women are, by definition, inferior to men and boys.

The gender ideology based on this classification system includes beliefs about male-female differences that accept the superiority of men over women and erase the existence of gay men and lesbians from cultural images about sports and athletes. Therefore, sports celebrate a form of masculinity that leads to social marginalisation of women and many men. As this form of masculinity is celebrated
through sports, homophobia as misogyny are built right into the structure of sports and sport organisations. Prevailing gender ideology and the fact that sports have been shaped by the values and experiences of men, real and lasting gender equity depends on changing dominant definitions of masculinity and femininity and the way we do sports.

New sports and sport organisations need to be created, whereas existing ones needs to be changed from the inside and through outside pressure. Change in sports can be accomplished through a combination of strategies: using new ways to talk about sports, developing new rules to control violence and injuries and foster safety for all participants; and creating new rituals and orientations, based on the pleasure and participation approach to sports, rather than the power and performance approach. Unless ideology changes, fairness and gender equity will never be completely and permanently achieved. This is the reason those interested in gender equity in sports should be interested also in gender relations issues outside of sports.

The report is a preliminary attempt at qualifying women’s position in South African sport compared to that of males based on data submitted by 19 federations as part of the 2017 Transformation Status audit. Although the transformation audit is focused on the dimensions of the transformation charter and not on women in sport specifically, the information captured could be useful input into the policy on women in sport in the process of formulation.
Notes
The EPG Committee

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

- Mr Happy Ntshingila, the Chair of the EPG
- Ms Ria Ledwaba
- Dr Willie Basson
- Mr Louis von Zeuner
- Mr Maxwell Moss
- Prof Marion Keim-Lees
- Mrs Wimpie du Plessis
- Mr Mark Williams
- Mr Songezo Lubabalo Nayo
- Mr Fezile Gobizembe Sipamla
- Ms Nomsa Mahlangu
- Mr Tebogo Selesho, and
- Ms Nizenande Machi