“The remainder of this political administration must be about, school sport, active nation and transformation. South Africans must see themselves in all our national teams.”

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

Inequality has many dimensions. There is inequality at the top, where the greater share of income is grabbed by a small percentage of people, and inequality at the bottom, which is reflected in the number of people living in poverty, as well as by the depth of poverty. There is also inequality in health and in access to education, as well as gender inequity and childhood deprivation, all of which leads to inequality of opportunity.

High levels of inequality of opportunity simply mean that those who weren’t born of parents with 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 it is not using its most important asset fully - its people. In a sporting context, equality of opportunity relates to equitable access to organised participation in sport, at school, club, provincial and national levels.

Transformation Charter

Sport’s structured response to the changing environment was the adoption of a Transformation Charter at a National Sport and Recreation Indaba held in November 2011 (17 years after the first democratic elections in 1994). The Charter is based on: the non-racial, non-sexist and democratic principles as enshrined in the Constitution, the legal framework of the National Sport and Recreation Act of 1998; the White Paper on Sport and Recreation of 2013; the Strategic Plan of the Department of Sport and Recreation of South Africa; and the long-term imperatives of the National Development Plan.

The Charter describes a multi-dimensional process with the purpose of bringing about a sport system within which the majority of South Africans are provided with an equitable opportunity to participate and excel in sport, both on and off the field of play. The process is based on two sets of drivers. One set is based on altruistic or social justice moral principles, and is seen as the right thing to do, because of social injustices committed in the past. The other is based on strategic considerations, because of their direct impact on the longer-term sustainability and competitiveness of organisations.

The purpose of the transformation Charter is to increase the number of people who participate in sport, based on fair and equitable access to participation opportunities on and off the field of play, with the objective of establishing an accessible, equitable, sustainable and competitive sport system.

The Transformation Charter acts as a beacon guiding the sport system to bring about systematic change in key strategic areas (dimensions), as part of sport’s social contribution. These strategic areas are: participation opportunities; development of skills and capabilities; representative demographic profiles on and off the field of play; improving and optimising performance quality; governance and economic empowerment.

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

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

Each component dimension of the Charter is quantifiable in terms of the measurable outcomes of action 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 that 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.

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

Eminent Persons Group (EPG)

At a sport Indaba held in 2011, it was recognised that implementation of the Charter could be problematic and that an independent verification agency is critical to the veracity of the true measure and pace of change. This led to the appointment of an independent Transformation Commission, the Eminent Persons Group (EPG) by the Minister of Sport and Recreation to review, make recommendations and report on sport’s transformation status on an annual basis. This, the 2016/17 transformation status report is the 6th since the establishment of the EPG.

The EPG mandate under which it operates is the ‘establishment of a management system to monitor, evaluate, advise and report on sport’s transformation status and the effectiveness of implementation of Transformation Charter and scorecard(s)’.

The purpose of the EPG is to make recommendations and to ensure that the sport Ministry has adequate information and understanding to assess transformation status and, where necessary, to intervene in improving the rate and effectiveness of transformation in all areas of South African sport.

Federation Transformation Status 2017|18

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

This 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 audited: amateur boxing, athletics, basketball, baseball, bowls, chess, cricket, football, gymnastics, hockey, juiskies, netball, rowing, rugby, softball, swimming, table tennis, tennis and volleyball.

It also provides further insight into and understanding of two factors impacting the rate and extent of transformation, namely the state of school sport and population demographic change. These are highlighted in this Annexure - Volume 3 of the report.

Federation transformation status is reflected in two scorecard structures. The one based on achievement of the prescribed and one-size-fits-all targets of the Transformation Charter (introduced in 2011) and the other, the ‘Barometer’ introduced in 2016/17 based on the achievement of a federation’s self-set and forward projected targets as part of MoU’s entered into with SRSA and SASCOC.

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

Volume 1: EPG: Individual Federation Barometer and Sport Transformation Charter Scorecard covers individual federation transformation status in selected Transformation Charter categories in scorecard format, based on the percentage achievement of predetermined, one-size-fits-all Charter targets, as well as percentage achievement of federation self-set MoU-based Barometer targets.

Unlike with the non-achievement of self-set Barometer targets, the non-achievement of prescribed, one-size-fits-all Transformation Charter targets are not subject to the imposition of a penalty. Transformation progress, in this instance, is dependent on the voluntary implementation of corrective action 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 formats that are based on the achievement of predetermined, one-size-fits-all Transformation Charter targets.

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

Monitoring sport’s transformation status is based on annual EPG processes involving 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 of: the extent to which the programme is being delivered as intended; whether predetermined and self-set targets are being achieved; whether there is progress towards the achievement of set objectives; and whether changes and/or adaptations to the programme are required.

Transformation status evaluation involves a systematic 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 the programme might be improved.

Change occurs when people start looking at things differently – and 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.

Integral to the annual transformation audit process is the quality of data collected, formatted and submitted by federations. Although data input quality has improved steadily 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 database systems.

Subjective evaluation of data sheet quality and reliability was introduced in 2016 and repeated in 2017. This was based on the following criteria: timeliness of data submission; perceived completeness and reliability of data packages; leadership commitment to the process; and support received from affiliated entities. Based on these norms, the average data quality score for all federations was 49%. Thirteen of the 19 federations audited scored between 50% and 78% with cricket, rugby, netball, gymnastics, rowing, softball, swimming, bowls, hockey, jukies, tennis, table tennis and football, in that order, at the top end of the scale. The remaining federations (volleyball, athletics, baseball, amateur boxing, chess and basketball) scored between 10% and 30% were, in that order, and were at the bottom end of the list.

The quality of the data submissions received from some federations (notably cricket, netball and rugby) has improved consistently over time and these have become benchmarks for the process.

Eleven of the 19 federations, cricket, netball, rugby, gymnastics, rowing, softball, swimming, bowls, hockey, jukies, tennis, table tennis and football, have also improved the quality of data submitted by 3 - 48 percentage points compared to the data submitted in 2016.

However, the perceived quality and reliability of the 2017 data package received from seven federations, athletics, bowls, hockey, jukies, football, tennis and chess have deteriorated compared to that submitted in 2016.

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

Prescribed, one-size-fits-all Transformation Charter Target Achievement

The rate of progress and the progress made with achieving the transformation objectives of the Charter are influenced by factors that affect different federations in different ways, because of their uniquely dissimilar circumstances. These factors include:

- level of inequality, particularly inequality of opportunity among constituent members;
- culture and value differences because of unbalanced demographic profiles in federation leadership structures, which influences decision making;
- sustainability and competitiveness consequences, as a result of changing national population demographic profiles, which impact on the future shape of organisations;
- the state of sport in schools, particularly in the majority of the 25,000 public schools, and a changing previous Model C school environment.

Sport’s transformation status is measured in terms of the percentage of federations achieving prescribed, one-size-fits-all Charter targets. This suggests that the Charter categories in which the most federations achieved the generic Black 60% target included:
Presidents - 63%; CEOs - 62%; board members - 53%; senior male national teams - 47%; female board members - 42%; and female referees/umpires - 42%.

This suggests significantly transformed categories.

However, the Charter categories in which the lowest percentage of federations achieved the generic Black predetermined 60% demographic targets included:

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

Of concern is the low percentage of federations (only 21%) achieving the predetermined 60% Charter generic Black and Black African targets for both male and female underage national teams, which is the very foundation of the future demographic and competitive profiles of senior national entities.

Only four federations (football, table tennis, netball and baseball) achieved the male underage national representative team predetermined 60% Charter generic Black target, as did the generic Black target for female underage football, table tennis, volleyball and amateur boxing national representative entities.

From a transformation perspective, these figures signal significant pipeline challenges (male and female) for 80% of the federations audited - a significant strategic weakness in the sport system.

However, compared to the pre-1994 and the 20-year period immediately thereafter, the overall situation reflects a much-changed sport scenario, particularly over the past five years. This is largely due to the introduction of the Transformation Charter and the EPG in 2011, the Barometer in 2016/17, and the regularity of EPG transformation audits since 2011.

Overall transformation status in terms of individual federation Charter target achievement is reflected in the following table:

<table>
<thead>
<tr>
<th>Federation</th>
<th>% of Prescribed Charter Targets Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football</td>
<td>89</td>
</tr>
<tr>
<td>Volleyball</td>
<td>67</td>
</tr>
<tr>
<td>Table Tennis</td>
<td>67</td>
</tr>
<tr>
<td>Amateur Boxing</td>
<td>61</td>
</tr>
<tr>
<td>Cricket</td>
<td>61</td>
</tr>
<tr>
<td>Basketball</td>
<td>56</td>
</tr>
<tr>
<td>Softball</td>
<td>50</td>
</tr>
<tr>
<td>Athletics</td>
<td>50</td>
</tr>
<tr>
<td>Netball</td>
<td>50</td>
</tr>
<tr>
<td>Chess</td>
<td>44</td>
</tr>
<tr>
<td>Rugby</td>
<td>28</td>
</tr>
<tr>
<td>Baseball</td>
<td>22</td>
</tr>
<tr>
<td>Gymnastics</td>
<td>17</td>
</tr>
<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>Jukkei</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 nine of the federations that were audited achieved 50% or more of all prescribed Charter generic Black targets (football - 89%; volleyball - 67%; baseball - 22%; gymnastics - 17%; tennis - 17%; swimming - 17%; hockey - 11%; jukkei - 6%; bowls - 0%; rowing - 0%). These federations are all experiencing some difficulty - and some more than others - in achieving the predetermined, one-size-fits-all Charter demographic targets adopted in 2011.

When keeping in mind that the one-size-fits-all 60% demographic target set in the Charter is a milestone towards the ultimate goal of a 90% Black African, Coloured and Indian demographic profile, the magnitude of the challenges for these federations is clear.

The plight of Black African sportsmen and women is demonstrated by the fact that the generic Black (Black African, Coloured and Indian) Charter targets achieved was reported as 60% higher than the achievement of Black African Charter demographic targets, reflecting the degree of under-representation of Black Africans in SA sport structures.

As shown in the table above, the performance gap is substantial between the top half of federations achieving 50% or more and the bottom half of federations achieving between 28% and 0% of predetermined Charter targets.
The split between the two groups suggests a two-component sport structure from a transformation perspective. The one component demonstrates good transformational progress in terms of achievement of the predetermined, one-size-fits-all Charter target; the other reflects slow progress made since 1994. The light at the end of the transformation tunnel for the latter component (notably bowls, rowing, jukseki, hockey, tennis, swimming, gymnastics and baseball) may be dimming. This is due mainly to slow or ineffective demographic change, particularly in the demographics of predominantly the following categories: senior and underage male and female representative teams; high-performance groups; coaches; referees/umpires; medical/scientific and governance structures.

The failure of these federations, particularly federations with predominantly White structures, to deal more proactively and aggressively with the effect of national and regional population demographic changes and small, under-developed and demographically non-representative participation footprints in lower age groups, could lead to longer-term sustainability (and competitive) challenges.

The historic resource bases of several federations are in the process of changing, because of the impact of an ageing white population and hence declining numbers.

Self-set Barometer Target Achievement

To build on the experience and lessons learned and to improve on the rate and extent of transformation, the 2011 Transformation Charter, which based on the achievement of predetermined, one-size-fits-all performance targets, was supplemented by a self-set target Barometer process in 2015/16.

With this process, participating federations set and project forward their own 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 tournaments; withdrawal of opportunity to award national colours; withdrawal of recognition as a national federation in terms of the National Sports Act.

The successful evaluation of the Barometer process in 2016, which was based on a pilot project involving five federations (athletics, cricket, football, netball, and rugby) led to the project being expanded to include the remaining 14 federations as part of the 2017 audit programme.

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

The Barometer has had a positive effect on federation attitudes and support for the overall transformation process, as a result of the added responsibility of setting and projecting forward own targets that are based on federation-specific circumstances and the threat of a penalty being imposed.

The process highlighted the difficulty all federations had in setting and projecting forward Charter category targets, because of inadequate understanding and insight into the factors that impact on a federation’s current situation and projected future. This was evident in the mechanical, and, at times, somewhat guesstimating way that many federations set and projected targets forward. The quality of a federation’s longer-term thinking with respect to its future situation and shape was often shown to be vague and uncertain.

Short-term season-to-season thinking, and planning appears to dominate thought processes in most federation structures.

Federation self-set ‘Barometer’ targets differ from prescribed, ‘one-size fits all’ Transformation Charter targets in that the latter is not necessarily aligned to an individual federation’s specific situation or circumstances nor does it involve the imposition of penalties.

Individual federation Barometer and Charter target achievement in selected Charter areas are dealt with in scorecard format in Volume 1 of the report under the following headings:

- Number and % of individual self-set Barometer targets achieved in selected Charter categories.
- Percentage of predetermined, on-size-fits-all federations in all Charter targets achieved.
- Subjective evaluation of data submission quality.
- Comparison between Barometer and Charter target achievement in the following Charter categories:
  - Administration
  - Senior, Junior and Youth Male and Female...
Representative Entities
- High-performance Pipeline Demographic
- Performance Records
- Coach Demographic Profile
- Umpire Demographic Profile
- Sport Medicine and Scientific Support Structure
- Schools and Clubs ('Footprint' data)

A Charter/Barometer scorecard provided in Volume 1 concludes with general remarks, observations, conclusions, and recommendations related to the achievement of Barometer targets for each federation.

- Four federations that were part of the Barometer pilot in 2016 achieved 50% or more of their 2017 Barometer targets. These included: football (73%; previous year 57%), rugby (60%), cricket (74%; last year 52%) and netball (54%; previous year 58%). They will not be subject to any penalty imposition for 2017/18.
- However, despite several interventions to resolve the issues involved, athletics submitted data reflecting the achievement of 31% of the required 50% of their self-set targets. This compares with last year’s 43% and could again lead to the imposition of penalties in this cycle.
- Of the fourteen newly introduced federations into 2017/18 Barometer cycle only four, table tennis (76%), gymnastics (73%), tennis (65%) and baseball (50%) achieved 50% or more of their self-set Barometer targets.

The remaining eleven federations all scored well below their self-set Barometer targets. These federations were, in order: swimming (39%), junkskei (39%), hockey (37%), softball (35%), volleyball (33%), athletics, 33% (part of original pilot), chess (27%), basketball (23%), and amateur boxing (10%). All achieved less than 50% of their self-set targets, placing them in potential penalty territory, based on the Barometer MoUs agreed to with SRSA and SASCOC. Bowls and rowing have signed agreements and have submitted Barometer forecasts for the period 2019 onwards.

The percentage of federation self-set Barometer targets achieved in ranking order are shown in 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>Junkskei</td>
<td>29</td>
</tr>
<tr>
<td>Hockey</td>
<td>27</td>
</tr>
</tbody>
</table>

As was the case with the pilot Barometer project involving athletics, cricket, football, netball and rugby, in 2015, the first data inputs in 2016/17 by most newly introduced federations into the process proved to be fraught with difficulties and uncertainties.

This was mainly due to some federations setting and projecting forward questionable Barometer targets, based on what appear to be guesstimates and conservative safety-first approaches, in order to avoid a penalty. The absence of appropriately structured and planned human resource pipelines and inadequate understanding of the impact of population demographic changes and school sport on structures, further complicates the situation for some federations.

In the initial pilot Barometer done in 2015, the participating federations involved - athletics, cricket, football, netball and rugby - experienced similar difficulties and were given the opportunity to review, correct and/or adapt their original set of Barometer MoU-based targets before a penalty was imposed. The revision process was followed by resubmission and re-evaluation of Barometer targets, which led to a much-improved situation before the imposition of a penalty was considered and applied, where required, as shown above.

For this reason, the 14 newly introduced federations (including athletics) were given a similar opportunity to review, correct/adapt and resubmit their Barometer targets for this report, before a penalty imposition was considered, as indicated in the recommendations applicable to each federation in this report.

Based on the federation-specific discussions, observations and recommendations that form part of Volume 1 of this report, a conditional Barometer pass was given to federations (except for cricket, football, netball and rugby, which have all consolidated their positions), with the proviso that all MoU barometer targets be 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 - 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 a possible penalty imposition, whereas non-achievement of prescribed Transformation Charter targets is not. A comparison between the two sets of targets is shown in the following table:

<table>
<thead>
<tr>
<th>Federation</th>
<th>% Prescribed one size fits all Charter Targets Achieved</th>
<th>% Self-set and forward projected Barometer Targets Achieved</th>
<th>Percentage Points Difference Between Charter and Barometer Targets Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football</td>
<td>89</td>
<td>73</td>
<td>16</td>
</tr>
<tr>
<td>Table Tennis</td>
<td>67</td>
<td>76</td>
<td>-9</td>
</tr>
<tr>
<td>Volleyball</td>
<td>67</td>
<td>33</td>
<td>34</td>
</tr>
<tr>
<td>Cricket</td>
<td>61</td>
<td>59</td>
<td>2</td>
</tr>
<tr>
<td>Amateur Boxing</td>
<td>61</td>
<td>10</td>
<td>51</td>
</tr>
<tr>
<td>Softball</td>
<td>56</td>
<td>35</td>
<td>21</td>
</tr>
<tr>
<td>Basketball</td>
<td>56</td>
<td>23</td>
<td>33</td>
</tr>
<tr>
<td>Netball</td>
<td>50</td>
<td>54</td>
<td>-4</td>
</tr>
<tr>
<td>Athletics</td>
<td>50</td>
<td>31</td>
<td>19</td>
</tr>
<tr>
<td>Chess</td>
<td>44</td>
<td>27</td>
<td>17</td>
</tr>
<tr>
<td>Rugby</td>
<td>28</td>
<td>60</td>
<td>-32</td>
</tr>
<tr>
<td>Baseball</td>
<td>22</td>
<td>50</td>
<td>-28</td>
</tr>
<tr>
<td>Gymnastics</td>
<td>17</td>
<td>73</td>
<td>-56</td>
</tr>
<tr>
<td>Tennis</td>
<td>17</td>
<td>65</td>
<td>-48</td>
</tr>
<tr>
<td>Swimming</td>
<td>17</td>
<td>39</td>
<td>-22</td>
</tr>
<tr>
<td>Hockey</td>
<td>11</td>
<td>37</td>
<td>-26</td>
</tr>
<tr>
<td>Jukkasie</td>
<td>6</td>
<td>39</td>
<td>-33</td>
</tr>
<tr>
<td>Bowls</td>
<td>0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Rowing</td>
<td>0</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

The comparison between federation Barometer self-set and prescribed Transformation Charter target achievement above shows good agreement for only two federations - cricket and netball.

Self-set Barometer target achievement was reported to be significantly higher than predetermined Charter target achievement for gymnastics, tennis, jukka, rugby, baseball, hockey, and volleyball. This suggests the possibility of more conservative (more easily achievable) and possibly safety-first Barometer target setting by federations, in order to avoid a penalty.

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. This suggests the possibility of a more stretching target-setting process.

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

4. % achievement of prescribed one size fits all Transformation Charter targets adopted in 2011 and
5. the % achievement of the self-set Barometer targets forming part of the MoU Barometer entered into with SRSA and SASCOC as are as follows:

<table>
<thead>
<tr>
<th>Federation</th>
<th>Transformation Charter Target Achieved</th>
<th>Barometer Target Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Baseball</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>Swimming</td>
<td>14</td>
<td>9</td>
</tr>
<tr>
<td>Netball</td>
<td>50</td>
<td>54</td>
</tr>
<tr>
<td>Gymnastics</td>
<td>15</td>
<td>3</td>
</tr>
<tr>
<td>Tennis</td>
<td>17</td>
<td>11</td>
</tr>
<tr>
<td>Rowing</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Bowls</td>
<td>19</td>
<td>19</td>
</tr>
</tbody>
</table>

Rowing and bowls are only submitting forward-projected Barometer targets as from 2018, although they are completing MoUs with SRSA and SASCOC.

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.

The scorecards show positive sport transformation progress in about half of the federations audited since 1994, largely owing 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 although behind, are showing promise. However, baseball gymnastics swimming tennis hockey jukka rowing and bowls are lagging mainly because of ineffective and delayed response to population demographics change. There is a reason to believe that some of these federations could be increasingly faced with sustainability challenges in the future.
School Sport

- Establish a ‘school sport participation footprint reflecting participation profiles per school per province, district and municipality area for planning purposes.

- Compare national and provincial government school sport footprint maps with that of national sport federations and establish a national primary and senior school sport participation and facility footprint.

- Increase the number of categorised underage participation opportunities – teams and competition at primary, senior schools and club (including townships) levels as part of an integrated hub system and a facility sharing program.

- Finalise sport facility status survey and formulate a facility provision strategy and plan for schools and townships.

- Review current underage participation profile at school level in all codes with respect to access (% of schools participating per district), resource availability, participation and representation opportunity (facilities, teams, leagues) per school per district and target a presence in each district with the objective of increasing overall footprint size to 25% of participating schools.

- Increase focus on township schools through the establishment of new community-based sport structures at a district level.

- Review policies and programmes and projects to improve sport for underage women at school level in each district.

- Establish a platform to orchestrate, coordinate and align the programmes and activities of all school sport role players with the objective of maximising participation opportunity with respect to underage teams and competitions.

Agree and establish a national school sport and club strategy between different tiers of government, sport federation and school structures.

Resolve issues between Department of Basic Education and Department of Sport and Recreation related to the 70% ratio of active school teacher vs 30% non-active school teacher involvement in the organisation of school sport, retraining of teachers for after-school sport organisation and remuneration mechanisms because it is considered an overtime activity and the non-alignment of the Department of Education with demarcation boundaries of other government structures in certain districts.

Ensure appropriate protection mechanisms and processes for school sport participants against mental and physical abuse are in place.

Establish a Transformation Charter for national government and provincial and national federation schools week.

Establish a Transformation Charter for national government and provincial government and national federation schools sport week structures.

Conduct an in-depth situational analysis of school sport and craft a school sport strategy and implementation plan involving all stakeholders.

Consider appointment of an independent body to devise a performance measurement system to monitor, audit and report on school sport status strategy and DBE/SRSA MoU implementation progress.

Establish and maintain a centralised school sport related database and management system to update and monitor the reliability of databases.
SRSA/SASCOC

Establish a mechanism for assigning specific responsibility to ensure effective responses to EPG findings and recommendations.

Ensure that all components of the sport system: National and provincial sport federations, provincial and local government sport structures, national, provincial sport federations, clubs, school sport structures, SASCOC and Lotto, have sport related transformation strategies and plans in place.

Each component of the sport system to set up programmes that is aligned with the findings and recommendations of annual EPG reports.

Ensure that all funding structures (government, SASCOC, LOTTO, Sports Trust etc.) make funding available for Transformation Charter specific objectives and EPG audit outcomes on a coordinated basis based on agreed criteria.

Establish a mechanism for coordinated funding from SRSA, Lotto, Sports Trust to specifically increase participating number of schools, organisers, coaches, categorised underage teams and competitions in key districts.

Review the existing Transformation Charter based on experience gained.

Ensure that Transformation Charter is aligned to the National Development Plan, the White Paper on Sport and Recreation, and The National Sport and Recreation Plan.

Revise the national and school priority sport structure.

Reconsider priority codes in the light of current insights and circumstances and re-evaluate list of federations being audited.

Ensure the availability of funds to assist federation in data collection processes.

Review SRSA financial grant frameworks to ensure funding for the achievement of transformation specific objectives, data collection and verification processes.

SRSA and SASCOC to engage with basketball and chess to identify and resolve administration and governance issues.

Design and implement processes for dealing with on-going lack of transformation within selected federations.

Consider the introduction of a penalty system for continued non-compliance with Charter targets.

Consider extending the number of federations being audited annually.

Devise measures to gauge and track national and provincial administration federation administration and governance quality.

Review cost-beneficial impact of government funding (national, provincial and local) relative to the number of sport participating schools, number of teachers involved, and number of participating underage teams, leagues and facilities.

Enter into ‘barometer’ related MoU’s with 14 additional federations similar to that of the five pilot codes with 5 federations audited in the previous cycle.

Estimate existing sport facility position, at school level estimate current shortfall per district/municipality, the project needs over the next 15 years and compile a preliminary draft facility provision plan.

Obtain specified current sport facility shortfall and immediate requirements from each sport federation, government provincial sport departments, and DBE.

Each federation to submit a motivated facility current shortfall and future need analysis including a schedule involving shared facilities.

Review facility and club status in previous advantaged areas.

Devise and introduce a measurement system for auditing SRSA, Provincial and local government sport structures, SASCOC, and LOTTO, transformation performances relative to the Transformation Charter.

Monitor federation Charter performance against Charter targets and performance against ‘self-set’ Barometer targets.

Sport Federations

Ensure that Transformation Charter demographics related issues and team selection strategies based on the principle of universality is clearly understood and practised by all coaches and team support structures.
Federations to apply strict demographic related criteria for participating school teams in national weeks.

Arrange workshop sessions with CEOs and transformation responsible officers (national and provincial) of each participating code explaining data sheets reinforcing the importance of the Charter and the value of audit outcomes as input to planning processes.

Improve generic Black and black African demographic profiles in particularly jukskei, swimming, gymnastics, hockey, rugby and cricket’s coaching and referee/umpire resource base.

Ensure that gymnastics, netball, cricket, rugby, swimming, hockey, table tennis and jukskei to implement processes, including monitoring systems, increase relatively low levels of black African representation in all provincial and national representative entities.

Ensure an optimum range and greater number (at least 3) of structured underage (at least 3) representative opportunities at both national and provincial representative level for men and women in all codes.

Improve women representation in all sport structures on and off the field of play.

Improve the representation of people with disabilities in sport governance structures to minimum requirements.

Establish participation opportunities for disabled persons in suitably modified versions of a sport.

Establish an integrated national and provincial platforms of specialist support (sport medical practitioners, biokineticists, physiotherapists, psychologists, nutritionists, and computer analysts) to set standards, standardise training and accreditation material and coordinated accreditation processes, improve accessibility, stay abreast of international developments and commission research and development in specialist areas to enhance competitive advantage.

Ensure that preferential procurement policies are in place in all federations and that transactions are appropriately recorded, monitored and reported on.

1. School Sport Impact on Sport Transformation

There are many factors impacting the rate and extent of transformation in sport, but two – population demographics change and the state of school sport, feature prominently.

Sport delivery Structure

A changing national demographic, as highlighted above, is beginning to impact the sustainability profile of several codes. To deal with the impact of these factors, improved alignment of the role, activities and functions of all role players is a strategic necessity. Currently, the major role players are:

- The National Department of Education (DBE). It has a legal responsibility in terms of all activities involving learners and educators and in ensuring access to a quality sport programme. DBE is in control of a school structure comprising about 25 000 primary and senior public and independent schools, involving about 13 million learners and 400 000 educators spread over nine provinces, 102 districts and a multitude of municipalities. Most of these are inadequately resourced.
- The Department of Sport and Recreation (SRSA). It has legislative powers to oversee the development and management of sport, but no jurisdiction over schools, in nine provinces and 52 local government departmental structures, each with different roles with respect to school sport.
- An autonomous national, provincial and local sport federation structure, comprising about 65 national, 450 provincial and about 20 000 club sport structures.

These structures endeavour to deliver sport as part of a seamless multi-level participation pipeline that provides equitable participation opportunities, and skills and capability development, in what appears to be a somewhat uncoordinated, non-aligned and siloed structure. For any sport system to function optimally, the coordination and alignment of role player activities are key considerations. However, structuring, coordinating and aligning the actions of a diverse group of stakeholders are complex tasks that are full of pitfalls. The simplified schematic below illustrates this.
At level 1 of the system, national, provincial and local government, DBE and national and provincial sport federation structures interact with local, community-based school and club structures, in order to organise and deliver intra-school, inter-school and inter-club participation, as well as initial skills/capability development opportunity. The 25,000 schools at this level are the strategic foundation of the sport system, which ultimately impacts the quality and sustainability of all other components in the overall structure.

At level 2, national and provincial sport federations, DBE school sport, and SRSA national and provincial government sport structures organise and deliver senior and underage provincial-level representative, competitive participation and enhanced skills/capability development opportunities.

At level 3, the national sport federation structures organise and deliver senior and underage international representative competitive opportunities and optimised skills and capability development opportunities. National federations are responsible for international competitive activities at level 3.

Two transition platforms, one in the overlap between levels 1 and 2 and another in the overlap between levels 2 and 3 comprising key role players are essential coordinating and integration linkages to facilitate seamless and structured participant transition between activity levels 1 and 2 and 2 and 3 are needed for organised underneath and senior participation opportunity to take place within both levels 1 and 2.

In support of the overall structure at all levels, SRSA and SASCOC are driving the establishment of a network of sport academies, sport schools, and sport medicine and sport science structures.

Pre-and Post-1994 School Structure

Under the previous political dispensation, the education systems of Whites and non-Whites were separate and any racial mixing in school was forbidden by law. The system distinguished between White, Coloured, Indian and Black children and required them to attend separate schools that were in exclusive portions of the urban space, which was characterised by stark disparities in the treatment of population groups in terms of per capita spending, class size and teacher quality. This resulted in most Black African schools having little beyond the shell of the building. The pre-1994 education system served the interests of the dominant White class and emphasised stratification along the lines of the racial classification it promoted. The deprivation of school resources extreme human capital discrepancies across population groups that can be seen to this day.

In 1990, most of the public schools were granted the right to appoint educators, to decide on the admission policy and to impose school fees - becoming so-called Model C schools. The main effect of this reform was to introduce semi-privatisation of the White public education system and to shift the financing and control of White schools to parents. This permitted the preservation of a privileged White public schooling system, despite the rising pressure for racial integration that would eventually lead to the collapse of the political system that was then in place.

The dismantling of apartheid education was applauded when South African schools opened their doors to learners from different racial backgrounds and the South African School’s Act allowed parents to have a say in the education of their children. When all restrictions on racial mixing in schools were officially abolished, the SA School’s ACT (1996) extended most of the financing and government provisions of Model C schools to all public schools. Even though this reform was aimed at levelling all public schools, an extension of financing and government provisions, only reinforced a system that permits disparate fees and maintains a high degree of inequality. Indeed, under the new dispensation, all public schools are now allowed – and expected - to raise funds by themselves, even if it is through the imposition of school fees. At the time, this was most probably the most direct way of addressing the scarcity of government sources available for public education, while trying to limit the increasing exodus of White learners to independent (private) schools.

In this environment, independent schools mushroomed in response to the flight of many white learners from the...
public education system and the rising demand among middle-class black families for private education offered by independent schools. Fees in both public and independent schools continued to rise with the more affluent school increasing fees to maintain high standards and low learner/educator ratios and poorer schools with little capacity if any to raise fees. This division in school structures led to further increasing social stratification in the diverse SA school system negating to a large extent the dream of an equitable and accessible school sport system in the absence of creative intervention.

While giving parents more power to have a say in the education of their children, this has increased social stratification, with rich schools becoming richer and better resourced, and poor schools becoming poorer. The state of sport at affluent and well-resourced schools in terms of motivated teachers, coaches, facilities, parent support and participation opportunities (typically previous Model C schools, about 2 000) compared to that at less affluent and extensively under-resourced schools, (about 25 000), having a significant impact on sport at school level - and ultimately on the South African sport system.

In the absence of an appropriate integrating platform, the school sport environment is characterised by a smorgasbord of fragmented, mostly uncoordinated and non-aligned, role-player initiatives. In order to improve the quality of competition of national teams, some sport federations have enabled the establishment of exclusive national high-performance structures, in which provincially representative entities compete annually. Provincially representative teams are the outcome of extensive intra-school and inter-school (mostly previous Model C and private schools) competitions at local level. The national events are characterised by robust talent scouting and player recruitment exercises by federations. Entry into this system is controlled by the federations and only a small percentage of potential participants can overcome the built-in barriers to entry.

On the other hand, the National Department of Sport and Recreation and DBE organises annual multi-sport schools’ weeks, in association with government provincial sports departments and a small number of sport federations, where school teams from different provinces participate in selected sport codes. Very much in its infancy, this is a challenging initiative, with little cooperation from the broader sporting community. Limited participation opportunity is provided to a relatively small number of school children, mostly from the public-school segment. However, the impact of these events, other than just the number of participating of schools (last year it was fewer than 6 000) needs deeper probing with respect to extent, purpose, quality, measurable and monitorable outcomes and cost-effectiveness. Much improved coordination and cooperation between sport federations and government sport and education departments are unconditional prerequisites for this initiative to have meaningful impact. Similar structures operated by a number of federations have and still are playing a major role in identifying and developing talent.

Primary and senior school sport participation opportunity are impacted by several inter-linked factors dominated by resource constraints e.g. number of teachers to organise underage intra and inter school participation opportunities, facilities, trained coaches and officials. Other than in previous model C schools, with a history and tradition of sport involvement supported by motivated school teachers and parents, the number of schools participating in sport is low in most codes. However, changes in population demographics are beginning to impact these structures.

The education sandbox is controlled by the department of education. The Department of Sport and Recreation and sport federations, although responsible for sport in the country, do not have control over what is happening in this sandbox from a sport perspective.

The Department of Basic Education has a teaching brief which is seen by some school teachers not to necessarily include involvement in the organisation of sport at school level. Difference between teachers and sport federations as to the role of physical education and trade union interventions further complicates the overall situation.

School Sport vs Physical Education (PE)

It is generally accepted that optimal conditions for a child’s participation in sport and recreation are one of the best investments any government can make. There is enough evidence worldwide of the benefits of healthy physical activities for children, communities and country. Investment in children increases a nation’s capacity to compete and grow in a global economy.

By their very nature, sport and PE are about participation, inclusion and a sense of belonging. Sport is the pursuit of a physical activity, where set rules are involved and constructed to be fair, non-deviant, competitive and guided by laws and institutions. PE, on the other hand, is a broad concept that presupposes that all human movement phenomena (sport, dance, play, games, gymnastics and aquatics) are utilised to educate learners. It has been embedded in human behaviour and society since ancient times and has reflected
and informed all spheres of human existence. To this end, PE involves the use of physical activity as a medium for the realisation of educational goals and it strives to develop general physical ability. Both sport and PE contribute to the holistic development of learners towards adulthood, because it is assumed that socialising plays an important role in the development of values, beliefs and norms.

Structuring, integrating, coordinating and aligning physical education and sport participation in the school day increases accessibility to all school children regardless of physical disability, gender socio-economic or ethnocultural backgrounds. Integration, in particular, has been shown to build on children’s early experiences by the development of physical and motor capabilities to lead active, healthy lives; providing opportunity to have fun and be actively reinforcing the desire to make physical activity a lifelong habit; helping to understand and overcome barriers to physical activity; informing, equipping and motivating healthy lifestyle choices; improving relaxation, concentration and mindset in school; motivating enrolment and staying in school because of sport and recreation opportunity that may not be otherwise available and combating low esteem and delinquent behaviour.

However, there is reason to believe sport administrators and educators are talking past each other when it comes to sport in school and Physical Education as seen by the educator. It is important for the viewpoints and expectations of the two parties to be married and differences resolved to ensure the establishment of a common base of understanding and to move forward in order for the decaying school sport system to be addressed.

Previous Model C School Sport – A major Federation Source of Human Capital

Parent choice and changing national and regional population demographics have and still are affecting schools and school sport in most categories of schools. The choice of Black parents as to which schools their children should attend is influenced by several factors, including socio-economic status, which is a key driver in the decision-making process. There also appears to be consensus among many black parents, that the quality of education offered in most Black African schools is deteriorating and that these schools are not able to attract high-profile educators and sport coaches. This perception has led to many Black parents avoiding historically Black schools and enrolling their children in White schools, particularly previous Model C schools. The trend is ongoing and will strengthen as economic empowerment increases further and perceived standards are maintained in these preferred schools.

The demographic profile of previous Model C schools has undergone major changes over the past 24 years. Based on DBE data, today these schools (about 2 000) are, on average 66% Black (48% Black African; 14% Coloured; 3% Indian) and 34% White - in 1990 they were 100% White. Within this group of schools, there are segments of schools with significantly different demographics. For example, according to DBE information: about 500 of these schools are predominantly White, with an average learner demographic of 79% White; 10% Black African; 7% Coloured and 3% Indian; and 150 schools have a demographic profile of 90% - 100% White.

At the same time, the demographics of educators, parents and governing bodies are changing, which will bring about inevitable changes in the culture, values and preferences of a new school community in the making.

Model C and private schools appear to be the primary focus area for sport federations, at the expense of public schools. This is because of the quality of sport structures at these schools in terms of sport culture, the availability of facilities, qualified coaches, competitive opportunities, committed and motivated teachers/organisers and supportive governing bodies and parents, which are better than that at most public schools. The previous Model C school sport structure borders on being exclusive because of the inaccessibility thereof to millions of learners, which leads to exceptionally high levels of inequality of opportunity. This is not without consequence for several federations.

Television school sport programmes (many sponsored) involving major sporting codes, reflect a predominance of teams and learners from previous Model C schools. At face value, these events are characterised by what appears to be an unbalanced team demographic profile in terms of national demographic changes in progress. As will be shown later, the prolonged focus of federations on previous Model C and private schools, at the expense of improving the position in the large public-school environment, could influence the longer-term sustainability and performance levels of some codes.

Based on observations and comments on the status of school sport in previous reports the 2017/18 transformation status report reinforces the view that the fragmented school sport structure is now the Achilles heel of South African sport from both performance as well as a sustainability point of view. To deal with this looming strategic threat school sport may need better-informed interventions based on more in-depth situational analysis of the school sport environment.
and the crafting and implementation of a school sport strategy involving all stakeholders.

Considering the diverse non-aligned range of stakeholders and objectives involved, implementation of this strategy as well as the newly revised MoU between SRSA and DBE may require an ‘independent’ entity (along similar lines as the EPG) to monitor and report on school sport status and MoU implementation progress annually. This observation is based on the perceived useful impact of the EPG in monitoring and reporting on the implementation of sport’s Transformation Charter.

**Memoranda of Agreement between DBE and SRSA**

To deal with the coordination and alignment challenges between the DBE and SRSA (the complexities of which seem to have been under-estimated), two MoUs have been entered into between the parties involved. The objective of the first MoU entered into was to ‘Design and Implement an Integrated Plan for School Sport’. However, implementation thereof has only been partially successful. Some of the factors constraining the process include:

- DBE and DSRSA has joint ownership of the process.
- DSRSA has no jurisdiction over schools and its resources.
- The vacuum left by the demise of USSASA.
- A South African School Sports Organisation – SASSO - is mentioned in the MoU, but is not part of the process, and no suitable replacement is included.
- No participation or assigned roles and responsibilities for teacher unions. (DBE has no authority to assign responsibilities to unions.)
- The absence of an effective implementation, monitoring and performance evaluation mechanism.
- The absence of reliable data-bases.
- General educator reluctance/unwillingness to be involved in the delivery of school sport.
- Failure to maintain a 70% ratio of active educator vs 30% non-active educator involvement in the organisation of school sport.
- Ineffective re-training of educators to organise school sport and remuneration mechanisms for ‘overtime’ duty.
- Conflicting views on the role of PE.
- The majority of the 25 000 schools do not have sport facilities and do not provide organised sport participation.
- Lack of capacity and financial resources in financially disadvantaged and ‘no fee’ schools.
- Previous Model C schools (about 2 000) exclusively involved in organised intra-school and inter-school sport programmes, are not part of the Integration Plan.

This MoU has now been revised and replaced by a second version, as part of an Integrated School Sport Framework, which was published in September 2018. The objective of the revised MoU is the implementation of programmes of cooperation that are based on reciprocity and mutual benefit, with the purpose of establishing a well-coordinated and seamless school sport system.

The complexities of managing the alignment and coordination of the activities of the diverse range of role-players and scattered resources involved may have been under-estimated when implementing the first MoU. Improved implementation of the revised MoU needs to be linked to rigorous programmed and improved performance monitoring, management and audit processes, so as to ensure more effective execution of the assigned responsibilities of the extensive list of role players. As indicated, it may be useful to involve an independent entity in devising and implementing a performance measurement system that will be used to monitor, audit and report on the quality and impact of MoU execution, on the basis of an integrated school sport strategy.

Federation sport structures currently rely essentially on the Model C school environment (which is also undergoing rapid change, as shown) as the primary and preferred resource to plan the shape of future demographic and international competitive profiles. Sport can ill afford another sub-optimally implemented programme that should align, coordinate and integrate the initiatives of all school sport role-players within the larger 25 000 school environment - the ultimate source of South African sport’s potential competitive advantage.

Such is the importance of role player alignment, integration and coordination at school level on the basis of clear measurable objectives to the quality of SA sport’s future, that a total rethink as to how to engage with this challenge may be necessary.

**School Sport Participation Related Data**

Effective underage sport participation and skills development for most learners remains inadequate, because of the relatively low percentage of schools (an average of only about 12%) that provide structured sport participation opportunities. Facility constraints and teacher reluctance to be involved in organising, administering and coaching sport activities that are not regarded as part of their principal mandate (teaching), complicates the situation further.
The declining historical human capital resource base for sport (because of the changing national population demographic) is beginning to impact codes that do not have a meaningful footprint in the school environment. This will affect the longer-term sustainability and competitiveness of certain codes. However, in the absence of reliable data and information, formulating and implementing interventions in what is a largely uncoordinated and non-aligned stakeholder environment is a demanding task.

To support effective long-term sport planning initiatives, reliable school sport-related data is essential. Over the past five years, the quality of data related to the number of sport participating schools sourced from different role players was, with few exceptions, sub-standard and unreliable. As was shown in the 2017/18 audit report, there is little correlation between the number of sport participating schools reported by sport federations, DBE, SRSA and their sub-structures. This suggests that any attempt to extract more detailed school sport related information could be a challenging exercise. This information would include: the number and demographics of underage participating teams and leagues; inter-school competitions, teachers/organisers; accredited coaches; referees/umpires; and facilities at municipal, district and provincial level.

There is a strategic need for a reliable and regularly updated centralised school sport database that could be used by all role players, as part of a forward planning and resource sharing exercises, as well as with the implementation of the revised MoU between DBE and SRSA. Appropriate sport related data in each province, district, local municipality and the main town is a prerequisite for modelling and implementing an appropriate school sport system.

The figures provided here were compiled from the school sport footprint data received from federations. These summarise the national primary school and senior school code participation profiles. Most codes had significant difficulty in obtaining the data required from their provincial, school and government sport structures, which reinforces the need for a central database. Although this impacts the quality and reliability of the data submitted, the resulting helicopter view provides some insight into the school sport profiles of each of the 19 codes code at national level.

Both primary and senior school sport participation profiles are dominated by what appears to be unrealistically and unconfirmed high school participating numbers of 14 773 for primary and 5 918 for senior schools as reported.

The figures reflect federation, primary school and senior school participation profiles.
experience is clearly not in the longer-term best interest of sport in the country.

Federation Reported School Sport Participation Profiles

In addition to the school and club ‘footprint’ data submitted federations also further profiles primary and senior school in terms of number of participating township and non-township schools, number of accredited coaches, number of senior schools are involved in high-performance programmes. Cricket reported the highest number of schools participating in high-performance structures - 489. This was followed by: rugby with 469; hockey with 300; and tennis with 130. All other federations reported relatively small senior school high-performance structures.

- Six 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 (31 township-based senior schools) and jukskei - 112 schools (58 township based).
- Basketball, football 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 - 2 250; hockey - 1

SUMMARY PRIMARY SCHOOL PROFILE - 2017

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<th>Baseball</th>
<th>Basketball</th>
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<td>38</td>
<td>145</td>
<td>100</td>
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<td>participating Township Primary</td>
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<td>to all primary schools in area of</td>
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<td>jurisdiction</td>
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</tbody>
</table>

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100; gymnastics - 875; bowls - 649; swimming - 363; athletics - 321; netball - 321; jukskei - 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; and gymnastics with R149 017.
- No financial support to senior schools was reported by athletics, baseball, basketball, bowls, netball, softball, swimming, table tennis and volleyball.

**SUMMARY SENIOR SCHOOL PROFILE - 2017**

<table>
<thead>
<tr>
<th>Element</th>
<th>Athletics</th>
<th>Baseball</th>
<th>Basketball</th>
<th>Bowls</th>
<th>Boxing</th>
<th>Chess</th>
<th>Cricket</th>
<th>Football</th>
<th>Gymnastics (All Disciplines)</th>
<th>Hockey</th>
<th>Junior Netball</th>
<th>Netball</th>
<th>Rugby</th>
<th>Softball</th>
<th>Swimming</th>
<th>Table Tennis</th>
<th>Tennis</th>
<th>Volleyball</th>
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<td>710 7 0</td>
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<td>763 555</td>
<td>107 0</td>
<td>2 384 0</td>
<td>0 0 0 0 0 0 0 0 0</td>
</tr>
</tbody>
</table>
2. Effect of Changing Population Demographic Profiles on Federation Sustainability

- The impact of population demographic changes, as highlighted in last year’s audit, requires careful consideration, if future sport leadership structures are not to be left with an uncomfortable legacy of challenges. From a sustainability (in some instances perhaps even survival) perspective, codes with a predominantly White demographic profile need to quantify and understand the impact of demographic change on their sport and make it an integral part of planning processes.
- Equally important is the implication of these changes on the shape of a federation’s forward-projected self-set demographic targets that form part of the Barometer MoUs recently entered into with SRSA and SASCOC, as well as the associated penalties for failing to achieve the self-set targets.
- Population demographic change, nationally and regionally, coupled to the suspect state of school sport does not allow for the luxury of forward-projected self-set Barometer targets that are based on extrapolating the past into the future, some guess work and a safety first approach, in order to avoid the risk of a penalty being imposed, when completing a federation’s forward-projected Barometer.
- In most instances, federation forward-projected Barometers reflect small, incremental and slow change in selected Charter categories, which may reflect insufficient insight into the complex socio-economic and political environment in which they operate. If not understood and dealt with, only a small number will escape the consequences of these changes.
- The demographic factors influencing the age structures of different population groups differ over time.
- From a planning perspective, the size and composition of and change in different population categories - nationally and regionally - are becoming increasingly important.
- Three key processes or components of population growth have a considerable effect on the age and gender composition of populations, namely mortality, fertility and the movement of people in and out of specific areas or regions.
- These are the most important causes of the existing differences in the age and gender structures of different population groups in the country.
- When mortality rates in a population decline faster in the lower age categories than in the higher categories, it leads to the juvenation of the age structure of the population concerned.
- Based on scales developed by the United Nations, the Black African population in South Africa is classified as a young population, the Coloured and Indian populations are considered mature and the White population is aging.
- The Black African population is characterised by high and fairly constant fertility, with a large proportion of small children and a small proportion of people in the productive ages.
- Fertility rates in Indian and Coloured populations have only recently started to decline and are in an intermediate position between those of Whites and Black Africans.
- Population demographic profile for mid-year 2018: total population 56.5 million; Black African 41 million (89%); Coloured 4.6 million (8.9%); Whites 4.49 million (8.9 million); and Indian (2.5%).
Overall and Under 18-year-old Population Changes

- The White population group is the only group whose mortality rate exceeded its birthrate (around 2010). Based on data extracted from Stats SA, this means that the White population - currently about 4.5m - will decrease (the only group to do so) by about 1 million over the next 25 years.
- Black Africans are estimated to increase by about 14m, Coloureds by 400,000 and Indians by 300,000 over the same period.
- The changing population demographic and socio-economic and political environments since 1994 has had a major impact on the rate and extent of sport’s efforts to change from the pre-1994 predominantly White sport system.
- The five transformation audits conducted to date have demonstrated the potential impact of these changes, particularly on the longer-term sustainability of some federations.
- These changes will have a major impact on those structures with predominantly White demographic profiles and low rates of demographic change.
- The total under-18-year-old component of the population, about 20 million (male plus female), is a reservoir of future human capital and therefore important from a planning perspective.
- The U18 Black male African group (about 9m) is projected to increase by 20% over the next 20 years. There will be a decrease in the Indian (8%), Coloured (19%) and White (31%) groups.
- The need to focus on the large Black African component that is underdeveloped as shown in audit reports, is obvious. Sport’s historical resource base is disappearing.
- The challenge facing existing predominantly White sport structures, therefore, is to balance the predictable rate of decrease in particularly the White population and subsequently the associated sport participant numbers linked to the projected increase in the number of U18 black Africans and their introduction into the sporting arena.
- This will require well-developed and effective primary school and senior school sport structures, if South African sport is to survive and strengthen its position in the premier leagues of world sport.
The graphics illustrate demographic change forecasts in four age group categories (0 to 4, 5 to 13, 14 to 18 and 66 to 80+) for each population grouping.

- The graphics collectively accentuates the need for leadership intervention in codes with vulnerable pipeline demographic profiles from a sustainability perspective.
- The federations affected include those with senior and/or undergraduate representative entities with high White demographics including bowls, rowing, swimming, tennis, rugby, netball, cricket, athletics and underage level, and gymnastics.
- Dominant White participant demographics linked to low Black African representation enhances the sustainability risk. Codes in this category include: netball, rugby, cricket, tennis, hockey, swimming, rowing, jukskei and bowls (9 out of the 18 codes audited).
- Codes with the highest sustainability risk profile include tennis, swimming, rowing, jukskei and bowls.
- Table tennis and baseball’s high Coloured and low black African demographic could translate into sustainability challenges in the longer-term.
- The profile of the 66-year-old and higher age group category for Whites explains bowls’ sustainability dilemma. Its 90%+ White membership structure average age 74 in decline and club structures closing down with no meaningful underage pipeline has seen this sport into what can be considered a ‘survival’ mode.
- The predominant White profiles of tennis, swimming, rowing and jukskei representative entities, will start feeling the effect of the increasingly fast declining numbers in all White population categories listed.
- Rugby, cricket and netball’s leadership structures, although actively involved in reshaping the demographics of their representative entities will be based on the Coloured and Indian numbers involved, may have to step up exploration and involvement of the significant black African population group.
- Re-shaping a sport’s demographic profile can be aggressively pursued, or lukewarm and without a sense of urgency, or doing very little, leaving it to future leadership structures to deal with it belatedly.
3. Impact of Selected Issues on Transformation

a. Population Demographic Change

- There is an insufficient focus on the 84% U18 South African Black African segment, compared to the focus on the 16% White, Indian and Coloured segment.
- There is a 30%+ decline in the U18 White segment of the population will impact sustainability of federations with predominantly White structures in the future.
- There is a lack of awareness within predominantly White federations of the potential sustainability consequences of an ageing White population (the major human capital source for sport pre-1994) on representative structures.
- The White population is the only group with declining in numbers. It is currently about 4.5 million and will decline to about 3 million over the next 30 years.
- The rate of Black African (80% of overall population) representation in sport is behind the rate of Coloured (9% of population) and Indian (2.9% of the population) representation in sport.
- There is a low and slow-changing Black African representation profile in many sport structures.
- There is a slow-changing Black African in the structures of certain codes on and off the field of play, notably in volleyball, table tennis, rugby, cricket, gymnastics, rowing, swimming, hockey and jukies.
- There is inadequate insight into the longer-term impact of the changing national population demographic on the sustainability and competitiveness of sport.
- Slow/non-changing demographic shape of Olympic and Commonwealth Games athlete and official profiles.
- An outdated sport code priority list informs funding and support initiatives on a fair basis.
- There is a lack of coordination and alignment of Lotto, DSRSA and SASCOC grants that are targeted at transformation initiatives.

b. Clubs and schools

- There is a declining club infrastructure in some communities and inadequate structures in others, i.e. townships.
- There is restricted access to sporting codes, with club structures based on fee structures because of affordability challenges. This perpetuates the exclusion of bulk of the population.
- There is insufficient focus on structured sport in township schools.
- There is a 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 exists among coaches and selectors.
- Inadequate and under-developed national and provincial support structures are in place for governance of coaches, referees/umpires, sport medical practitioners, physiotherapists, biokineticists, nutritionists, sport psychologists and computer game analysts in most codes.
- There is a 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.
- There is an absence of an appropriate system to monitor potential child abuse within sport.
- There is insufficient recognition of the consequences of inequality of opportunity on someone born into poverty.
- Non-alignment and uncoordinated school sport programmes exist among government sport departments and sport federation structures.
- Primary school and school sport are affected by uncoordinated and non-aligned national/provincial/local government and national and provincial sport federation school structures, programmes and projects.
- A relatively small school sport participation footprints exist in many districts and municipalities. Fewer than 10% of 25 000 schools in the country participate in formally organised sport.
- An inadequate number of organised and structured underage participation opportunities exist at school, club, provincial and national representative levels.
- Blurred governance relationships exist between national and provincial affiliated/non-affiliated school sport bodies, federation school sport structures and government school sport related programmes.
- Silos exist between different school role players.
- Schools fall within the area of jurisdiction of the DBE and DSRSA, which, although having overall responsibility for sport, have no jurisdiction in the school system.
- There is only partial resolution of outstanding and unresolved school sport related issues between the...
c. Governance

- 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 in selected areas nationally are below par and governance quality at provincial level is suspect.
- Culture and value differences in the boardroom are increasingly affecting the rate of transformation and federation stability.
"The remainder of this political administration must be about, school sport, active nation and transformation. South Africans must see themselves in all our national teams."

The EPG Committee

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

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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
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