

INTEGRATED REPORT

2012/13



CRICKET
SOUTH AFRICA



Contents



Introduction	2
Vision and Mission	4
Ten thrusts to direct transformation of cricket	5
CSA President's Report	6
Chief Executive's Report	10
Brief Fact Sheet	14
Business Model	18
Industry Overview	26
Governance	30
Audit and Risk Sub-committee's Report	34
Social and Ethics Sub-committee's Report	38
Transformation Sub-committee's Report	39
HR and Remunerations Sub-committee's Report	40
Cricket Pipeline Sub-committee's Report	42
Cricket Sub-committee's Report	44
Financial & Commercial Sub-committee's Report	46
Senior Management	48
Summary Financial Statements	50
Notice of Annual General Meeting	56

Introduction

Welcome to Cricket South Africa's 2012/13 Integrated Report. Integrated reporting has become a worldwide trend in annual reporting and we believe we are the first sporting body in the country to attempt such a report, something about which we are justifiably proud. The report gives a deep snapshot into our inner workings, our finances and our plans for the future. As such, we believe that this Integrated Report, as our first ever attempt at improving disclosure and transparency, is in line with international protocol and the recommendations of King III on corporate governance.

Why an Integrated Report you might reasonably be asking? We believe that as the result of the bonus crisis, the intervention of judge Chris Nicholson and the subsequent re-structuring of CSA's board, the time had come for a more complete and introspective analysis of the running of the sport in South Africa. Finally, we also wanted to provide all stakeholders with a more concise and transparent view of our business and operations.

We would like to draw your attention to the theme of "transitions" in the report. We have chosen this theme for a number of reasons. Firstly – and most obviously – CSA is in the midst of making the transition from an organisation with a poor image to one which has a hopefully more robust and far better

image. We believe we will be better able to serve our stakeholders and many constituencies as a result.

Secondly, the administration of cricket in our country is becoming increasingly sensitive to the transitional zones between one type of cricket to another, or, for that matter, one phase of cricket to another. For example, we have noticed that while the KFC Mini-Cricket program is a conspicuous countrywide success, only approximately 50% of the youngsters who play mini-cricket make the transition to hardball cricket. Elsewhere in the pipeline we are sensitive to the fact that there is a falloff of talented high-school cricketers in their first years out of school; similarly, players are struggling to bridge the gap from semi-professional cricket into franchise cricket and, even further up the pipeline, to leap the gap from a franchise cricketer to becoming a Protea.

Finally, we would like to draw your attention to the fact that CSA's Abridged Financials are contained within this report. For a complete picture of our annual finances, please consult the CSA website, www.cricket.co.za.

Thank you and we hope you enjoy reading CSA's first ever Board approved Integrated Report, with its recurring motif of 'integrated' cogs.





Vision and Mission

VISION

Cricket South Africa's vision is to make cricket a truly national sport of winners.

This has two elements to it:

- To ensure that cricket is supported by the majority of South Africans, and available to all who want to play it.
- To pursue excellence at all levels of the game.

MISSION

As the governing body of cricket in South Africa, Cricket South Africa will be lead by:

- Promoting and protecting the game and its unique spirit in the context of a democratic South Africa.
- Basing our activities on fairness, which includes inclusivity and non-discrimination.
- Accepting South Africa's diversity as a strength.
- Delivering outstanding, memorable events.
- Providing excellent service to Affiliates, Associates and Stakeholders.
- Optimising commercial rights and properties on behalf of its Affiliates and Associates.
- Implementing good governance based on King 3, and matching diligence, honesty and transparency to all our activities.
- Actively marketing cricket from mini-cricket to the Proteas.

CODE OF ETHICS

Cricket South Africa's Code of Ethics is based on:

- Fundamental ethical values that are enshrined in the South African Constitution.
- The core values of the game of cricket as defined in the Preamble to the Laws of Cricket.
- The principles and ideals contained in CSA's Pledge to the Nation in 2002.
- CSA's role as the custodian of cricket in South Africa.

CSA VALUES

Values are norms or standards for right, good and fair conduct. They are the underlying beliefs we hold about the way life should be lived and business conducted.

CSA is committed to living by the following values:

- (a) *Honesty and integrity.*
We tell the truth and act consistently on a set of ethical principles.
- (b) *Professionalism and diligence.*
We strive to perform at the highest level of excellence.
- (c) *Mutual respect and fairness.*
We acknowledge the rights and dignity of others and treat those we engage with equitably.

TRANSFORMATION

Cricket South Africa subscribes to targeted transformation as outlined in the Preamble of the South African Constitution, as well as Chapter Two thereof which deals with the Bill of Rights and Equality (to promote the achievement of equality, legislative and other measures designed to protect and advance persons, or categories of people, disadvantaged by unfair discrimination may be taken).

The implementation of CSA's Transformation Policy and its 10 Thrusts are monitored continuously. The Policy is reviewed from time to time in terms of the dynamic nature of cricket and of South African society as a whole.

Ten thrusts to direct transformation of cricket



THRUSTS	INTENDED OUTCOMES
The Role of CSA	CSA is the custodian of the sport and is responsible for the control and enhancement of human assets and strategic opportunities within South Africa.
Democratisation	This is the process through which human assets of the organisation are unlocked by allowing all legitimate stakeholders to be heard, encouraging local ownership and ensuring accountability and participation in all of its structures.
Redress and Representivity	CSA has a moral duty to ensure that cricket grows and flourishes amongst the disadvantaged who come from black African communities. This involves a commitment to the development of potential amongst African people at all levels of the game. This programme reaffirms its mission to bring cricket to all the people of South Africa and to facilitate a culture of nonracialism.
Constitution	The Constitution of CSA should be a unifying force, reflecting the sentiments of a modern organisation, promoting sound governance, facilitating strategic guidance, encapsulating their executive powers and accountabilities and protecting codes of conduct.
Competitiveness and Revenue	To ensure the sustainability of cricket in South Africa through its ability to compete effectively in the entertainment and sport industry and to maintain and grow its market share.
Development	This programme must assist in establishing cricket as a people's game which integrates all communities into cricket activities, thereby contributing to the shaping of a future cricket culture.
Closing the Gap	To bridge the existing gaps between schools cricket, club cricket, provincial cricket and international cricket in order to minimise loss of human potential and optimise the return on cricket, human and financial investments.
Funding and distribution	To assist in supporting a financially and operationally viable and stable affiliate/provincial base. This will be achieved by establishing a fair, equitable policy for the distribution of funds that is accepted and supported by affiliates and rewards affiliates for their contribution to cricket.
Recording the full history of South African cricket	To acknowledge, record and respect black cricket during the past century in order to establish the rich and comprehensive history of South African cricket, recognising diversity as a source of strength.
Accountability and monitoring	To establish a mechanism for the monitoring and implementation of the Transformation Charter and establish joint accountability among CSA and its affiliates during this process.

“If you want change,
be the change you
want to see in the
world.”

– Mahatma Gandhi



Chris Nenzani
President

INTRODUCTION

I preface my report with this quote from one of the world's pre-eminent leaders who was the epitome of humility and service.

Our organisation has gone through a period of change over the last couple of years. This has been a journey of discovery and anguish for Cricket South Africa, largely because we went through this change out of necessity and coercion. Did we believe in the change that we had to embrace? Were we forced by an unprecedented national desire for CSA to right the wrongs of the past whilst we did not actually believe in the inevitable? Any organisation that goes through what CSA went through ought to take stock and commit itself to embrace a new culture and take a stand against the tendencies that brought it into disrepute in the past.

Our commitment to change should be grounded in our desire to see the organic transformation and re-birth of our organisation. Our conduct at all times must be directed to advancing the interests of Cricket South Africa and the game of cricket in general.

THE GOVERNANCE COMPONENT AT CSA

The CSA AGM in February 2013 ushered in a new dispensation in the history of cricket in this country and sport in general. We saw the emergence of a new governance model for cricket after a year-long restructuring process. During the restructuring phase we were motivated by the commitment we had made to the South African public in the wake of the Nicholson Enquiry. The impact of the Nicholson Enquiry on cricket has been both far-reaching and profound. As a result of our own restructuring and the interaction we had with SASCOC we currently have a board that has a significant component of independent directors with a wide variety of business disciplines. Our people are hopeful that this governance structure will deliver on their aspirations and build and lead an organisation they will be proud of. Such an organisation should be founded on honesty, humility, service, selflessness and



integrity – to name some of the values that should permeate the board.

Even at this early stage of the board there are indications that we have the potential to lead CSA in a new strategic direction.

We are happy to report that finally, after a robust process, the appointment of a CSA Chief Executive has reached its end. It is a process that we agreed needed to be beyond reproach and independent. The Chief Executive is a key functionary in an organisation because he drives the culture and strategic orientation of the organisation. This AGM will take place under the administrative guidance of our new Chief Executive, Haroon Lorgat.

In order to further entrench governance, the Board of Directors has appointed seven Board sub-committees to deal with matters of detail within their terms of reference and present prudent reports to the Board at appropriate times. Some of the board committee reports will be tabled at this AGM.

PLAYING AFFAIRS

Even when CSA was going through a crisis period in its governance, the actual game of cricket on the field of play was not affected. Our national team continued to exhibit a high level of professionalism, our domestic competitions were run seamlessly, and our national players were frequently more than competitive. They dominated the ICC rankings in various categories. The Proteas are currently ranked number one in the Test rankings. However, our performance in ODIs and T20 competitions needs a huge improvement. During this period we had to appoint a new coach, Russell Domingo, to replace Gary Kirsten, who left due to family commitments. On behalf of cricket-loving South Africans I take this opportunity to thank Kirsten for his service to cricket and South African cricket in particular.

An aspect of our cricket which needs focus is how we improve domestic competitions to the extent that we counteract declining attendances. Our professional set-up does not seem to be attractive to supporters.





CRICKET
SOUTH AFRICA



This is evidenced by the fact that we are battling to fill stadia. This is our Achilles' heel and it impacts on our ability to market our offerings to potential local and off-shore sponsors.

During the coming summer we will be hosting two great cricketing nations, India and Australia, before departing for the ICC World Twenty20 in Bangladesh. An area of concern for the world of cricket is the apparent proliferation of corrupt tendencies linked to betting, match-fixing and other related unsavoury activities. We need to be vigilant and be prepared to root out this evil. In this regard CSA is in the process of appointing an Anti-Corruption Officer to lead the fight against the scourge (this is discussed in further detail in the report by the HR & Remuneration Sub-committee report later on in the Integrated Report). This will also put us in line with the ICC's mission in this regard.

A review of the professional (ie. franchise) system will be conducted and a report will be put before the structures of CSA at an appropriate time. This review is being conducted because, while franchise cricket is a necessity for the production of international players, the model is not a financially self-sustaining one.

CHALLENGES THAT FACE CSA AND KEY AREAS OF FOCUS

An organisation exists for a specific purpose and CSA is no exception. In most instances such a reason for existence would be expressed as the vision and mission of the organisation. It can also be expressed through a systematic analysis of the challenges that face each organisation at different epochs in history. Inasmuch as we are coming from a troubled past, there has been a lot of good work done in focussing on the purpose of CSA's existence, which I see as offering opportunities for cricketers to reach their full potential. Our mandates and clear objectives will help us to overcome our challenges in this regard.



1. CSA is in the main an organisation operating in the developmental space where development of the game should take the centre stage. The Nicholson Enquiry is very critical of this role by our organisation. A plan to ensure that the game at its lowest levels is not neglected needs to be put in place.
2. Key in the delivery of the development mandate are the affiliate and associate regions of CSA. Without these levels of delivery CSA's mandate would be impossible. It is, therefore, imperative that these levels of delivery are empowered through sustainable funding, improved governance, accountability and event management capabilities. More funding arguably needs to go to these structures.
3. CSA sustains the affiliates and associates financially, albeit not fully, but CSA does not have control over how such funds are deployed. There is a strong case for a cohesive approach that says governance and management synergies need to be developed in order to enable CSA to exercise a measure of influence at affiliate level. There needs to be a debate on the issue of affiliate autonomy.
4. Funds from ICC distributions to member countries must benefit the game directly. This, I submit, can be achieved if a significant percentage of such funding, say 60%, is directly transferred to affiliates in addition to the normal grants paid to them. This will highlight the fact that the more lucrative the ICC events are, the more benefit it will have for the lowest levels of cricket in South Africa.
5. Transformation and the Africanisation of cricket remain key challenges. Creative and bold action steps are needed. On the playing front the progress has been slow and disappointing. I believe that if CSA is committed to these as matters of strategic importance then we must identify areas among our affiliates that have the greatest potential to deliver, fund such areas adequately and locate one of the professional teams in such an area. This will represent a

practical step in promoting universal access for all to cricket.

6. The matter of women's cricket is a source of great concern for me and without debating the issue I suggest that women's cricket be elevated to a programme falling directly under the office of the president. It is my belief that in this approach women's cricket could become a key area of focus.
7. Board evaluation needs to be made a culture and in this regard I will work with the Company Secretary to put in place the necessary processes to ensure that by the end of the year a programme of board evaluation is in place.
8. The movement towards alignment of our board taking into account the geo-political provinces representation in the board needs urgent attention in preparation for the 2014 AGM. I believe the president must lead this process and submit appropriate reports before the Board and the Members' Forum for final approval.

The above is not intended to be an exhaustive list but key areas for us to focus on. I have attempted to keep it as simple as possible.

CONCLUSION

Despite the challenges we may encounter, I remain convinced that we are structurally on the right track. It now depends on whether we become the change that we want to see. One key lesson that we can learn from leaders like Mahatma Gandhi, Nelson Mandela and Mother Theresa is being of service to those who are less fortunate than ourselves. I would also like to congratulate the new Chief Executive on his appointment, thank the Member's Forum for their continuing contribution and thank the Department of Sport and Recreation for their continued support.

May God bless us all.

Thank you

CHRIS NENZANI
Chairman

We must step up the number of Black Africans playing at elite levels, particularly those from townships and rural areas.



Haroon Lorgat
Chief Executive

Another year has gone by, and what a monumental year it has been!

We have seen some structural and leadership reforms following hefty winds of change sweeping through the corridors of Cricket South Africa. There will always be

room for improvement, but let's take time to reflect and celebrate the progress that was made, especially in the sphere of governance. With a new Board that includes a meaningful group of independent directors, I am confident that CSA will strive to be the best in class – that means being world-class in every aspect of our business, on and off the field of play.

That we are already world-class on the field of play is undeniable. The Proteas Castle Lager Test squad has developed an aura of near invincibility after delivering convincing triumphs in the pinnacle form of the game, both at home and abroad. Doing the 'away double' over England and Australia in the space of six months is a huge achievement and is akin to the best of sporting victories... like winning Olympic Gold and Grand Slam titles.

Improvement, though, is needed with the Castle Lager ODI and Blue Label T20 squads who are still performing below par. I have little doubt this is already a focal point with global ICC tournaments coming up – the ICC World Twenty20 in Bangladesh in March 2014 and the ICC Cricket World Cup in Australasia in early 2015.

With key changes to the team leadership in the form of Russell Domingo appointed as our head coach and Adrian Birrell as the new assistant coach, the transition from Gary Kirsten was seamless and speaks volumes for the succession planning. With good signs noted in the most recent T20 series in Sri Lanka, we can be optimistic about Russell & Co gaining in confidence as they prepare for the future. Winning in Sri Lanka is never easy and this was the first time ever that we had won any kind of limited overs tournament on the island.

No one can dispute that the last few years of disquiet had caused the biggest governance challenge ever



faced by cricket, which culminated in a restructured Board with a strong independent component. This far-reaching change followed the Nicholson Enquiry and has been widely proclaimed as a new dawn for governance and administration of sports in South Africa.

There remain, however, several important strategic challenges to be tackled over the short term – such as complying with SASCOC's requirement for geopolitical representation and achieving enduring success with our stuttering transformation goals. With a new and solid foundation in place, I am confident that we will confront these issues with zest.

A major and immediate challenge is for us to review the economics of our entire cricket system. Following years of high growth, the time has arrived to examine our structures and concomitant costs so that

we can be assured of sustainability and growth in future. We are aware of several units facing financial challenge and we cannot continue to rely on revenue generated from limited sources that has resulted in a dependency model. We need to move towards a more sustainable model by exploring new revenue streams and cut excessive costs. In this regard I am pleased to report that two important work streams have already started to review the Affiliate and Franchise setups.

What does the future hold for us?

Although we will need to reinstate our credentials at domestic and international level, I feel confident with our place as a premier nation on the playing fields. With the exception of Jacques Kallis – and I was thrilled to hear him express his passion to serve the Proteas for another two years – our senior players are in their prime and we can be enthusiastic about enjoying more success. Importantly, there has been an impressive showing of the depth of skills in key areas, especially in fast bowling where necessity and risk of injury is high.





CRICKET
SOUTH AFRICA

Complacency is perhaps our biggest danger. History has proven many times how quickly things can change and fall apart if one does not remain focused on excellence. The all-conquering eras of the West Indian and Australian teams of modern times have shown how easily circumstances and fortunes can change. I believe the best way to avoid falling from grace is to never forget that cricket is our core business and must drive all our strategies, while knowing that we cannot achieve cricket excellence without a solid commercial support base. The challenge will always be to find the right balance between these two key areas.

Sadly, the danger to cricket is the omnipresent menace of corruption that will raise its ugly head from time to time. Again vigilance must be our watchword. At the turn of the century we must have thought 'it can't happen to us' until the Hansie Cronje scandal broke and now we must not believe that it can't happen again. To counter threats of all forms of corruption we have put some important forces to work at Board and operational level. We have in place a Risk and Audit Committee as well as a new Ethics Committee. Soon we will appoint our own domestic Anti-Corruption Officer.

I believe we have made an excellent start to restoring the good reputation and image of the CSA and Proteas brands. The media battering of a year ago was not pleasant with negative press running at about 75 percent. I am happy to report that, with a more transparent approach and a willingness on our part to do the right thing, media sentiment has changed to a 90 percent positive trend. It is evident that confidence in CSA is growing. Our media engagement is now constructive and I look forward to building on the trust we have established with this key group of stakeholders. Importantly, we have embraced a new world of online internet and social media alongside the traditional TV, radio and print that still play important roles and who themselves are adapting to compete with the newer platforms.

In conclusion I would like to thank the Members' Forum and Affiliates who represent the ultimate

owners of South African Cricket, and the important governmental personalities, the previous Board's Steering and Independent Nominations Committees, as well as my new Board of Directors and my staff at CSA for all their hard work over the past 12 months. The sustained commitment and support of all cricket's stakeholders will be important in the years ahead.

My congratulations go to our players for all their achievements both as a team and as individuals. Their success has been a source of joy and inspiration to the people of our country.

A final word of thanks must go to our commercial partners and our fans who are the lifeblood of our sport as well as our staff. I have promised them and others to restore the good reputation and image of Cricket South Africa and I ask all our stakeholders to join me in the pursuit of this goal. The key is to ensure that we always do things properly and professionally in accordance with our values and that we build a world-class administration to back up our world-class players. What has been reassuring is their willingness and attitude to support CSA.

HAROON LORGAT
Chief Executive



CSA is the custodian of the game in this country. Cricket in South Africa ranges from KFC Mini-Cricket on the one end of the continuum, to the professional national team, the Proteas, on the other.

WHAT WE CAN TELL YOU ABOUT OURSELVES – A BRIEF FACT SHEET ABOUT CSA

CSA'S MISSION

Cricket South Africa is a non-profit company designed to develop, administer and control all aspects of the sport in South Africa. CSA is the custodian of the game in this country in other words. Cricket in South Africa ranges from KFC Mini-Cricket on the one end of the continuum, to the professional national team, the Proteas, on the other. CSA also runs all forms of amateur and professional cricket. The financial relationship between CSA and the affiliates has over recent years, come under review. The creation of a funding model acceptable to both parties is currently under discussion.

Cricket in South Africa also includes primary and high school cricket for boys and girls, club cricket, women's cricket and cricket for the disabled and intellectually impaired. CSA have prioritised five strategic pillars: excellence, development, transformation, sustainability and brand promotion.

CSA'S HISTORY

CSA was established in 2002 and ran in parallel with the United Cricket Board (UCB), the body formed through the amalgamation of the four racially-defined administrative bodies that existed prior to unification. The cricket unity process happened in 1992 and resulted in South Africa being invited back into the international fold after an absence of 21 years. South Africa played her first post-unity cricket in India in 1991 and her first officially-sanctioned tournament cricket at the 1992 World Cup in Australasia.

The reason for CSA and the UCB's co-existence was a tax one. The UCB administered amateur cricket, which in terms of the Income Tax Act had Tax Exempt Status as a Public Benefit Organisation. By contrast, CSA was taxed at normal rates. On May 1, 2008 the UCB was amalgamated into CSA as a



Section 21 company. This was because changes in the Income Tax Act, effective from January 1, 2008, required that two-tier sporting bodies (with professional and amateur “wings”) be incorporated into a single body.

In a further change – and to conform to the new Companies Act – CSA was changed from a Section 21 company to a non-profit company. This took place in 2011 and is the status under which CSA currently operates.

NUMBER OF MEMBERS AND CLUBS

According to CSA statistics, there are approximately 34 000 registered club cricketers in South Africa. This figure includes adult club cricketers, women who play club cricket and schoolboys who play for clubs. Figures from Performax, a performance management system currently in operation at CSA, suggest that there are 900 registered clubs countrywide. The province with the highest number of clubs is Eastern Province, with 128; the lowest is Limpopo, with 16. According to John Bailey, who is the content supervisor for Performax, this number is going up slightly as more and more clubs register on the system. The Performax audit will also be able to tell us how many primary school and high school cricketers there are in the system.

HOW THE FRANCHISES, AFFILIATES AND ASSOCIATES FIT IN

Branching out from the CSA head office are the 12 affiliates and associates. The six main affiliates are the six professional franchises (Nashua Cape Cobras, Sunfoil Dolphins, Chevrolet Warriors, Chevrolet Knights, bizhub Highveld Lions and The Unlimited Titans, who signed their new sponsorship deal with The Unlimited shortly before the start of the season). These six franchises ideally have an office containing administrators who not only administer the franchise but also run a semi-professional team and their home stadium. These six franchises all have partners who have their own stadium and usually have a small satellite office. So, for example, the Cobras are

MAJOR MILESTONES OVER TIME

1894	South Africa plays her first official Test match at St George's Park in Port Elizabeth.
1894	“Krom” Hendricks, a Malay fast-bowler, is left out of the SA touring party to England at the insistence of, amongst others, Cecil John Rhodes.
1909	South Africa becomes a founding member of the Imperial Cricket Conference, the body that subsequently became the ICC, the International Cricket Council.
1935	South Africa, captained by Herby Taylor and in a side containing Bruce Mitchell, Bob Crisp and Dudley Nourse, win a Test series in England for the first time.
1952/3	Under the captaincy of Jack Cheetham, a young group of cricketers who are come to be known as “Cheetham's Babes” square five-match series 2-2 in Australia. The fielding is frequently brilliant and the tour sees the emergence of Hugh Tayfield and Russell Endean.
1956	A group of South African Indian, Malay and black cricketers travel to Kenya. They have a young player in their midst who will go on to make an indelible impression on the history of the sport in the following decade. His name? Basil D'Oliveira.
1970	South Africa thump Ian Chappell's Australians 4-0 in a Test series at home. It is the last officially-sanctioned cricket South Africa is to play for 21 years as the ICC expels them due to the policy of apartheid.
1984	A short-lived and ultimately hopeful unity process between the respective racially-defined groupings lies in tatters.
1991/2	After a brief unity process, the United Cricket Board is formed.
1997	Mayhaya Ntini, the “Mdingi Express” makes his Test debut. He will go on to take over 300 Test wickets.
1999	South Africa sends a strong side to the 1999 WC in England, with Hansie Cronje at the helm and Bob Woolmer as coach. A tied semi-final against Australia unfolds in excruciating circumstances. South Africa come home.
2003	South Africa, with Zimbabwe and Kenya as co-hosts, put on a fine World Cup, in which Australia beat India in the final.
2006	In the most amazing ODI ever played, South Africa chase successfully Australia's 434 scored in the fifth ODI at the Wanderers. They make 438 to win the match, with Herschelle Gibbs scoring 175. The match subsequently comes to be known as the “438 match”.
2008/09	With Graeme Smith as captain, Jacques Kallis as the key all-rounder and Mickey Arthur as coach, the Proteas' win consecutive away series to England and Australia. This is the first time Australia have lost a Test-series at home for 17 years.
2012/13	As a result of beating England 2-0 in a Test Series in England, South Africa become the number one Test-ranked side in the world, thereby winning the ICC Test mace.



CRICKET
SOUTH AFRICA

twinning with Boland; the Lions with North West; the Knights are joined with Griquas; Northerners are twinned with Easterns, while the Warriors are an amalgamation of Eastern Province and Border. The Dolphins are a single entity but do play some home games in Pietermaritzburg, the home of Kwa-Zulu-Natal Inland. The twelfth associate is South Western Districts. In conjunction with these 12 affiliates are four associates: Kei, Limpopo, Mpumalanga and Kwa-Zulu-Natal inland. Each of the 16 entities play club cricket, ranging in standard from Premier (or first) league, to lower standards, depending on the depth of the local leagues in that particular affiliate.

The franchises play three competitions domestically. Last season's Sunfoil Series winners were the Cobras; the Cobras and the Lions shared the inaugural Momentum One-day Cup, the premier fifty-over competition, due to a rained-out reserve day, while the Lions beat the Titans in the final of the RAM SLAM Challenge, therefore qualifying for the CLT20 in India in the second half of September. Ironically both these sides represented South Africa's hopes in the previous edition of the tournament, hosted at four venues around the country in September 2012. The Lions started off the competition well with an excellent victory over the Mumbai Indians

and eventually reached the final of the competition, losing heavily to the Sydney Sixers. For their part, the Titans participated in arguably the best match of the competition – the game between them and the Sixers in one of the two semi-finals. The Titans lost that particular match but not before a whirlwind innings in a losing cause from David Wiese.

As far as semi-professional cricket is concerned, the CSA three-day domestic competition was won by the Strikers, while Free State's semi-professional side under Rudi Steyn won the T20 semi-professional competition. The 50-over domestic competition was won by Border.

KEY ACHIEVEMENTS AND AWARDS

The 2012/13 season was a successful one in that South Africa's Test team entrenched its position at the world's number one Test team. A 1-0 series win in Australia, with a remarkable final Test in Perth, was followed by home series Test wins against New Zealand (2-0) and Pakistan (3-0). This was after South Africa beat England 2-0 in England in 2012, winning the first Test by an innings, drawing the second and winning the third by three wickets to take the series. The limited-





over front was less successful for the Proteas. They struggled in the World T20 in Sri Lanka in September and coach Gary Kirsten's record was mixed in ODI's at home in 2012/13, playing eight, winning four and losing four. With hopes high, South Africa embarked on their Champions Trophy campaign in England in June, losing in the semi-finals to England. With Kirsten failing to renew his contract, due to family commitments, the national coaching reigns were taken over by his assistant, Russell Domingo at the end of the 2012/13 season. The new coach's first assignment was an incredibly tough one – an ODI and T20 series away to Sri Lanka in July. And so it proved, with the ODI series being lost 4-1; the three-match T20 series was, however, won 2-1, to give Domingo and his T20 captain, Faf du Plessis, their first taste of international success together.

KEY CHALLENGES

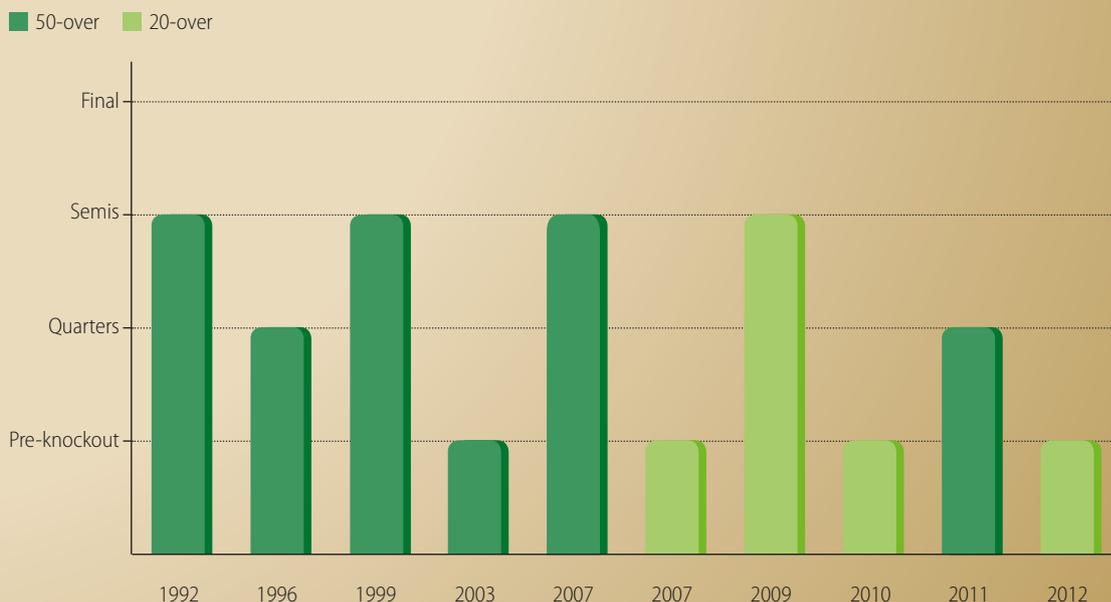
Cricket South Africa has three major challenges. Earning greater revenue is a must for the organisation which is far too heavily reliant on international broadcast rights revenue. This will enable it to better remunerate the players as well as to develop the game and spread grassroots development. The second challenge is to ensure

that good governance procedures are followed and the organisation doesn't plunge into the kind of crisis that came about as a result of the scandal involving the former CEO and others. The third challenge is to see to it that the profile of franchise cricket is improved. There are plans afoot in the coming season to play the domestic T20 competition, the RAM SLAM Challenge, at a time most likely to attract a significant audience and to see to it that the national players play for their franchises in this competition wherever possible.

MAJOR UPCOMING EVENTS

The World T20 in Bangladesh takes place at the end of the 2013/14 season and scheduling has to some extent been geared to giving the Proteas' ample T20 opportunities. Their last T20 domestic opportunities before the World T20 are three T20 internationals at home to Australia in March. It is also worth noting that the next 50-over World Cup is not that far off. The tournament takes place in Australia and New Zealand in 2015 and much planning needs to be done to turn the Proteas from the currently under-performing ODI side into legitimate contenders for the world crown in two year's time.

Protea Performance in 50-over and 20-over World Cups



The effect that a winning team has on nation-building is incalculable.

REVENUE

Cricket South Africa's total revenue for the 2013 financial year amounted to a little over R520m. This was largely driven by the sale of international and domestic broadcast rights and sponsorships, which contributed 30% and 21% respectively to the total revenue for the period.

The most notable commercial growth stems from the increase in sponsorship revenue as compared to the 2012 Financial Year. Sponsorship revenues for the 2013 FY rose from R64m in 2012 to R109m in 2013, an increase of 70% year on year and a strong indication of the strides CSA made in regaining the trust of corporate brands who were willing to invest in the game.

BROADCAST RIGHTS

The sale of broadcast rights, both internationally and domestically, remain the primary source of revenue for CSA and will continue to do so for the foreseeable future with the International Broadcast rights agreements tied down until 2020.

The demand from Pay TV channels for exclusive content that a broadcaster can own within a territory has optimised broadcast rights revenue across all sporting codes and cricket is no exception, with the largest demand stemming from the Middle East and Asia for exclusive cricketing content.

CSA continue to carve out their free-to-air broadcast rights within South Africa to ensure that as much international cricket as possible is freely available to all South Africans. Cricket is the only sport that offers live international coverage on both Digital and Free-to-Air channels in SA, an attraction for all commercial partners involved in the game.

SPONSORSHIPS

The hard work done by CSA in following the recommendations of the Nicholson Enquiry created a platform for corporate investment back into the



game. Much time and effort was spent with existing and potential sponsors to create tailored sponsorship packages that met their needs and attracted significant demand, particularly those sponsorships within professional cricket. Cricket is setting a trend of attracting “new” brands to the world of sponsorship. The past year was no different, as CSA secured new deals with the likes of Momentum (domestic and international limited overs), Sunfoil (domestic and international first-class cricket), KFC (T20 Internationals), Blue Label Telecoms (T20 international team), RAM (Domestic T20 Challenge) all signing new and expanded deals to own properties within professional cricketing structures.

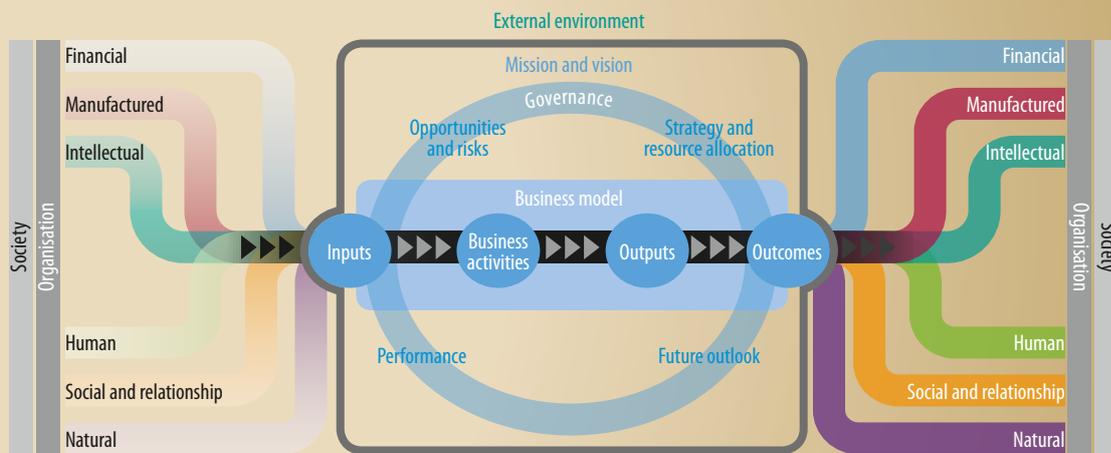
Partners continued to put their faith into the fantastic work happening within the CSA Development

Pipeline, spearheaded by KFC (mini-cricket) and Coca Cola (schools, under-19 cricket and a national annual high schools T20 tournament). Much of the focus within the commercial department for the 2013/2014 season will include packaging of various content within the Development Pipeline to attract sponsorship or CSI funding into the various cricketing platforms.

PARTICIPATION FEES AND OTHER REVENUE

Together, these accounted for 17% of CSA's total revenue. Participation fees stemming from the Champions League T20 remain a valuable source of revenue and this is coupled with the revenue generated through gate takings, licensing and merchandising and coach hire.

CSA'S COMMERCIAL ORGANOGRAM



Inputs/capitals	Business model	Output/Outcomes
<ul style="list-style-type: none"> ➤ Financial (broadcast rights fees, sponsorships, ICC distributions) ➤ Human capital (amateur, professional, umpires, coaches) ➤ Intellectual capital (IT and innovation) ➤ Manufactured capital (stadiums, equipment) ➤ Social capital (relationships) 	<ul style="list-style-type: none"> ➤ Corporate governance ➤ Franchises and affiliates ➤ Development programmes ➤ Cricket pipeline ➤ High performance programme ➤ Research and technology 	<ul style="list-style-type: none"> ➤ Reputation Management ➤ Financial (revenue, profits) ➤ Socio-economic (school, amateur, professional cricket teams, cricket matches and results, training and development of current and potential cricket players, team spirit, nation building and community development, transformation of cricket in SA, world records and recognition/ milestones)

HOSTING OF MAJOR INTERNATIONAL EVENTS

Despite sitting in the Income Statement as a significant contributor to CSA's total revenue for the Financial Year, this was a straight "in and out" in hosting the Champions League T20 tournament, where CSA acted as a conduit in facilitating the payment of all event costs.

HUMAN CAPITAL

CSA employs 46 permanent staff and 25 consultants, although the role and high number of consultants is being reassessed. Consultants include, for example, pitch consultants, statisticians and event consultants. There are also several consultants within the Proteas team, including video analysts and a mental conditioning coach. CSA also employs staff at the High Performance Centre, based at Tukkies in Pretoria.

The last year at CSA has seen at least one formerly outsourced post – that of human resource manager – becoming an internal, full-time, one. The organisation has also appointed an internal auditor for the first time. With this appointment has come a greater organisational sensitivity to risk and compliance. This has been reinforced by the introduction of Fraxion, an on-line procurement system (which makes the procurement process more transparent), and Pastel, an accounting control system. Both systems make the auditing process far easier to manage. The new appointments and the associated introduction of Fraxion and Pastel mean that procurement and accounting processes are now more "legible" and easier to manage.

The period has also witnessed several commercial and marketing innovations which include: the formation of the Love Cricket Supporter programme, the publication of the CSA magazine, the scheduling of the RAM SLAM competition to ensure nationally contracted players are available to participate and most notably the agreement to upgrade the access control and other stadium facilities to cater for the long term vision of a cashless stadium environment.

SOCIAL AND RELATIONSHIP CAPITAL

A critical element to ensure the long term sustainability of the game is CSA's relationship and understanding of all our stakeholders (see table on our stakeholder engagement programme on page 21 opposite). These include sponsors, media, the affiliates and members of the public amongst others, but we should not forget the role of government and SASCO as well as the broader international cricket community, both as individual nations and under the ambit of the ICC.

CSA is in the process of spending time understanding the needs of each respective stakeholder group to ensure a standard of delivery that exceeds expectations.

In looking to understand the needs of the cricket fan, it became very apparent that cricket (and no sporting codes for that matter) offer any form of recognition to fans for their loyal support. This led to the launch of the Love Cricket programme – a membership programme that offers benefits to members who are passionate followers of the game. The programme has been well received with over 16,000 members in the first 3 months and Phase 2 starting in the 2013/2014 season which will look to significantly increase these numbers.

The demand for cricketing content is certainly healthy and driven by a very successful Proteas that claimed the title of Number 1 Test side in world cricket. The performances of the Proteas have contributed to CSA selling more than 1 million tickets throughout the home summer of 2012/2013 season – a feat that has not yet been seen in South African cricket.

Outside of the fans, time is also being spent to better understand and grow the relationship between CSA and all affiliates to ensure a collective mindset and vision that drives the growth of the game, both commercially and operationally, throughout the season.



CSA'S STAKEHOLDER ENGAGEMENT FRAMEWORK				
Stakeholders	Why we engage with them	Frequency of Engagement	Method	Stakeholder Issues
Players	Core business activities	Regular, as needed	Forums, via SACA (SA Cricketers' Association)	Cricket activities
Government, SASCOC	Member of SASCOC, broader national and political issues	As required	Parliamentary presentation, SASCOC engagement	Emblems, transformation, representivity
Fans	Lifeblood of the game	Seasonal workshops	Workshops, through fixtures, media	Stadium experience, identification
Affiliates	Develop players, keep structure of game alive	Regular	CEO Conference, direct one-on-one engagement as needed	Comprehensive, e.g. competitions, economics, etc.
Sponsors	Play vital role in the financial health of the game	Regular	Workshops, forums, direct engagement	Marketing, finance, governance, TV ratings, cricket's footprint
Media – print and social	They transmit CSA's message, raise players profile	Hourly, daily	Through print and social media	Team performance, scheduling, domestic team performance, governance, profiling
Broadcasters	Their fees are vital to games economy	Regular	Meetings, workshops, direct engagement	Governance, sports profile, economics
Match officials, scorers, groundsmen	Participants in the game	Regular	Conferences, workshops, direct engagement	Playing affairs, governance, facilities, fairness and transparency
Coaches	Vital in developing player skills (Pipeline)	Formal off-season engagement, informal in-season engagement	Workshops, coaching seminars, clinics	Strategic vision, pipeline development
SACA	Represent players	Regular	Forums, workshops, meetings, direct CEO to CEO	Player matters, economics, games health
ICC	Cricket's global governing body	Quarterly, or as required	Meetings, workshops	ICC events, FTP scheduling, Economics, regulations
ICC Members	International cricket matters and global co-existence	As required	Meetings, video conferences, direct bi-lateral conversations	Scheduling FTP and domestic leagues, strategic matters
Suppliers	Necessity	Regular	Meetings, telephonic	Governance, procurement, BEE issues
Community	Social responsibility, projects	As needed	Mandela Day initiatives	CSR programs

SOCIAL MEDIA

Cricket South Africa's (CSA) flagship social media platforms (Facebook and Twitter) have grown exponentially in the past year. Facebook fan numbers leaped from just over 258 000 to a whopping 861 000, making CSA the most popular sporting body in South Africa and second only to Cricket Australia (CA) against other cricketing bodies. Twitter followers grew from 71 500 to just over 170 000 making CSA the most followed South African sporting body, and the third most followed cricketing body after the BCCI and CA.

Social media has opened two-way communication between CSA and its most important stakeholders – the fans. The most praise received is always on the real time updates provided during events, matches and random moments with their favourite team – the Proteas. This allows fans to feel closer to the team, while live updates during matches (from international men's, women's provincial, national schools weeks and SA under-19 matches) allows those fans who are not able to attend or view these on TV to stay up to date with their teams. The most important service CSA provides is the open communication with fans; when they ask legitimate questions, CSA provides answers almost immediately and always get back to them if unable to answer timeously.

CSA has expanded our social media reach by including two YouTube channels; one for the Proteas and the other for CSA that will cover domestic, cricket development and corporate (head office) news. We also introduced a Mxit account with the aim of reaching those fans who do not have access to the web and whose mobile devices are not new-generation smart phones. This account gained more than 200 000 fans/followers after two months of launching. A Google+ account dedicated to the Proteas was also introduced to bring the fans even closer to the team. Google+ Hangouts is all the rage now, giving fans, live one-on-one time with the team or individual players.

We have some exciting times approaching and, with India and Australia touring this summer, numbers are expected to grow further. CSA will continue to give fans a first class ticket into the many areas of cricket that they would otherwise not know about.

INTELLECTUAL CAPITAL

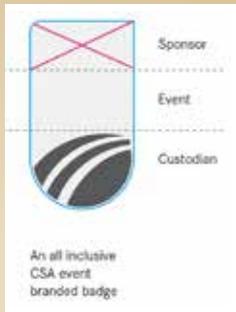
CSA created interim Corporate Identity Guidelines to guide departments in the application of the brand until a comprehensive CI manual becomes available. The Brand Identity in essence alters the way people become used to viewing and communicating the company to audiences across South Africa. The brand symbol should be viewed as the "house" containing the physical name Cricket South Africa. It therefore plays a pivotal role in all applications of the entire visual identity system. The symbol is to be used across items conveying Cricket South Africa the company. This includes: services, communication tools, stationery, business forms and advertising. This is the only design to be used for the Brand Symbol. It must not be adjusted or modified in any way.

Adaptation of Symbols

CSA Device – The amendment of the usage of the colours green and gold were informed by the colours of the national team Protea for all sporting codes. The amendment was crucial to align and ensure consistency of the colours.

Protea device – The amendment of the usage of the colours green and gold were informed by the colours of the national team Protea for all sporting codes. The Protea symbol has been adapted as per the graphic below.





Establishment of Event Logos

The device has been developed into 4 phases as illustrated below. The device consists of the CSA logo and the format of the game as a holding

device with the event/sponsor logo at the top. The event and sponsor block on the holding device can adopt to any shape of the sponsor logo, that allows the holding device to be unique in shape. The sponsor logo can also adopt the holding device shape as indicated above right.

Registration and Trademarking of CSA Symbols

From a trademarking and registration perspective, old CSA symbols/devices have been registered and trademarked in various categories. A portfolio report is available to review; these will be renewed as and when advised to ensure security of the IP. An extensive exercise will be carried out in the 2013-2014 financial year to ensure that additional symbols/devices are included in the trademarking and registration of the CSA CI library. All protocol will be adhered to pertaining the use of National symbols such as the SA flag.

MANUFACTURED CAPITAL

CSA doesn't own any property and leases its premises from the Wanderers Club to the tune of R843 000 per annum (increasing annually at a rate of 5.5%). It has also just entered into a thirty-year lease agreement with the University of Pretoria, on whose premises the two organisations are building a Centre of Excellence. This will be available for use by all members of the cricket fraternity, but particularly national teams, as well as members of the university sports teams. The centre is expected to be operational by December 2013.

NATURAL CAPITAL

An initiative is underway to replace all light bulbs currently in use within the CSA office with more

.....

“Thirty percent of the 16 000 primary schools across the land play KFC Mini-Cricket. It’s our goal to increase this school participation, thereby increasing the pool of player talent. By 2030 we want to introduce the KFC Mini-Cricket programme to all primary schools around the country.”

– David Mokopanele, KFC Mini-Cricket co-ordinator.

.....

environment-friendly ones. This is expected to yield savings of approximately R60 000 per annum. There are also paper-saving initiatives underway. It should also be mentioned that cricket pitches and fields need a great deal of water, both during the off-season and in summer, although summer rainfall regions sometimes take care of this. Water bills for affiliates, associates and clubs are amongst some of their highest overheads.

ACTIVITIES

CSA gives opportunities to cricketers of all ages to play the game. It also provides the infrastructure (the umpires, the scorers, the groundsmen who prepare the pitches) for the sport to be played in fair, equal and reasonable conditions. While it frequently doesn't own the facilities at which cricket is played – sometimes these are privately-owned, sometimes they are council or municipality owned – it remains the custodian of the game nationally. Besides coaching coaches in four ascending tiers of coaching courses, it holds seminars through its affiliates and provinces for umpires, scorers and groundsmen. The thinking here is that the more qualified coaches there are in the system, the better the system will be able to function. CSA also runs activities and promotions for its fans through the Love Cricket programme, an initiative which provides meet 'n greet and signing sessions for young and old fans alike.



CRICKET
SOUTH AFRICA

OUTPUTS

The cricket season traditionally starts in September and lasts until the end of March. CSA administers and runs three professional domestic competitions in the three – 20-over, 50-over and first-class – formats of the game. The names of these competitions are as follows: the RAM SLAM Challenge (20 over); the Momentum One-Day Cup (50-over) and the Sunfoil Series (first-class cricket). Directly beneath this CSA administers semi-professional first-class and limited over competitions. We also administer (sometimes in conjunction with other role players) a Rural Week, a Universities Week and Colts Week. The representative teams who are selected at the end of these three weeks play in a recently-introduced annual competition called the Future Cup, a 20/20 tournament started for the first time in the 2011/12 season.

December is traditionally the month of age-group weeks at venues around the country. In this regard CSA runs age-group provincial weeks at under-13, under-15, under-17 and under-19 levels; the

under-19 week is the pinnacle of achievement for any schoolboy cricketer and is called the Coca-Cola Khaya Majola week. It is named after the late Khaya Majola, a highly-regarded cricket administrator.

At the base of the cricket pyramid is the much-loved KFC Mini-Cricket programme. Currently 100 702 children from 4760 primary schools around the country play KFC Mini-Cricket. The boys who play mini-cricket are aged between 6-10; the girls are aged between 6-13. The reason for this discrepancy is because girls have nowhere to go to in terms of their cricket development if the programme ended for them when they were ten; as a result their KFC programme has been extended. Of the 100 702 children, approximately 4000 are pre-schoolers; the overall number includes disabled boys and girls as well as able-bodied girls and boys. Although David Mokopanele, the KFC Mini-Cricket co-ordinator, hasn't got up-to-date research, he estimates that approximately 70% of the 100 000 KFC Mini-Cricketers are boys. Mini-cricket is played by teams of eight-a-side, with a soft ball and no pads for batsmen.





OUTCOMES

The cricket-loving sector of our population (and even those who don't consider themselves fans) love a winning Proteas' side. The effect that a winning team has on nation-building is incalculable but the national team remains a source of legitimate pride whether they are winning matches or not. Our national players – some of whom, like Jacques Kallis and Dale Steyn – are some of the most successful sportsmen in the country and world superstars in their own right. CSA

is also doing everything in its power to improve the profile of the six professional franchises. This has been strategically identified as a weakness in our business model.

KEY STRATEGIES, KEY PERFORMANCE INDICATORS

With help from our commercial department we have identified cricket SA's eight strategic objectives (with goals).

OBJECTIVE	GOAL
1. Improving our T20 and ODI squad and their win consistency, particularly in major tournaments.	To be finalist in the World T20 in Bangladesh in March, 2014; to win or draw 70% of all our matches across three formats; to maintain our No.1. Test ranking
2. There is a need to broaden our revenue base.	To broaden our domestic broadcast rights revenue; to explore non-traditional revenue streams and amateur cricket sponsors; to increase ticket revenue; to make better commercial use of our merchandising and licensing opportunities.
3. To grow all CSA commercial revenues.	To understand the needs of our commercial stakeholders, and provide them with a better value offering, coupled with bringing non-traditional revenue streams into the game.
4. To grow interest in the game at both mass participation and elite levels.	For participant numbers to go up at both mass participation and elite levels.
5. Elevate the profile of the domestic game and its associated brands.	To scrutinise fixture scheduling; to make our national squad available for more domestic fixtures, particularly in domestic T20 cricket; to improve the spectator experience.
6. To seek improved governmental support at national and local level to help sustain facilities and programmes at local level.	To encourage CEOs to liaise with local government about stadiums; to form working groups at provinces to inter-act with government.
7. To continue to host world-class events.	To bid for future World Cups in T20 and 50-over formats; and make ourselves available for any future international opportunities at short notice.
8. To understand and engage with the needs of our fans	To deliver an experience that exceeds expectations and keeps on bringing the fans back to consume more cricket

CSA plans in four-year cycles due to the ICC's Future Tours programme.

THE INTERNATIONAL CRICKET LANDSCAPE

Founded in 1909 as the Imperial Board of Cricket Control, the international game is governed by the re-named International Cricket Council (ICC), who are based in Dubai. The ICC have ten Full Members (Australia, Bangladesh, England, India, New Zealand, Pakistan, South Africa, Sri Lanka, West Indies, and Zimbabwe), 37 associate members and 60 affiliate members.

The ten Full Members play all three formats of cricket – Tests, ODIs and T20s – against one another in a four-year cycle, with CSA plotting its revenue in a four-year cycle because “fallow” years tend to be balanced by years of plenty in any given four years. In cricket terms, the four year cycle is known as the FTP (Future Tours Program) with all countries playing against each other, home and/or away, in any four year cycle. The FTP is also envisaged as something binding for planning purposes, so ICC Members are obligated to fulfill their FTP commitments and can only effect changes through bilateral agreement.

Along with the FTP, there is a planned program of global ICC tournaments in the 50-over (ODI) and T20 format – the next World T20 will be in Bangladesh in March/April 2014, with the next Cricket World Cup taking place in Australasia in February/March 2015. The opening match of the 50-over competition takes place in Christchurch, with the final being played at the MCG. For the 2015 World Cup, South Africa have been drawn in Pool B, alongside India, Pakistan, West Indies, Zimbabwe, Ireland and a yet-to-be-named qualifier. The format of the competition is that the top four teams in each of two pools of seven qualify for the quarter-finals. At time of writing there are three qualification spots available across the two pools; these qualifiers will come out of the ranks of the top associates like Afghanistan, Kenya and Scotland. Another top associate, Ireland, have already qualified for the 2015 tournament.

The ICC have also recently confirmed a World Test Championship to be played in England in 2017. This



will involve the four top-ranked Test teams in the world at that stage playing each other to determine the best Test side in the world.

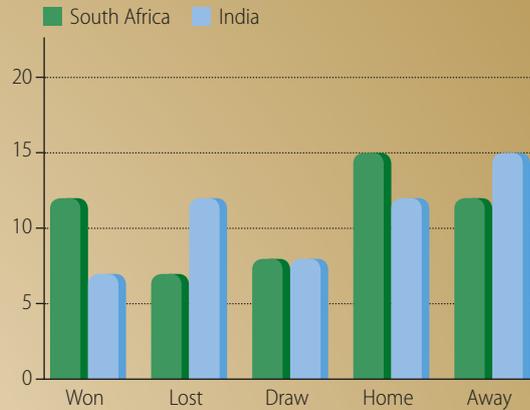
CSA is also a member of the governing council of the Champions League T20 (CLT20) alongside India and Australia. These three governing council members participate in the share of profits in the ratio of 50% (India), 30% (Australia), and 20% (SA) respectively. The CLT20, a satellite tournament to the Indian Premier League (IPL), is played on an annual basis in either India or South Africa. This year's tournament is hosted by India.

As with CSA's revenue, the big earners for other boards (and the ICC itself) are the sale of broadcast rights, with secondary revenue streams coming from sponsorship, merchandising and ticket sales.

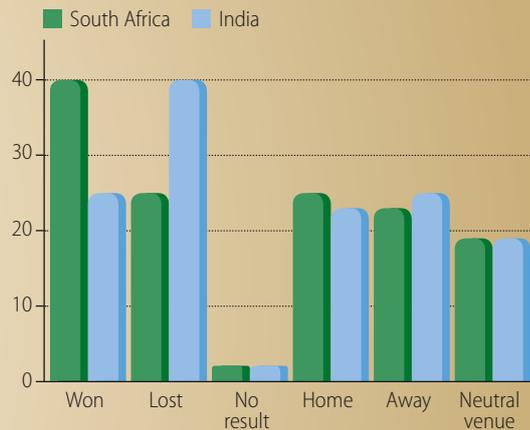
BENCHMARK THE SA SET-UP AGAINST DEVELOPING AND DEVELOPED NATIONS

Partly because of its traumatic past, in which resources and facilities were skewed in favour of the white population, cricket didn't suffer unduly when re-admitted to the international game in 1991 as it remained primarily a white game. For a country which has a small cricket-playing population – and one which is part of the developing world – South Africa's continued excellence is nothing short of miraculous. It is always difficult to benchmark against other South African sports and against other developing cricket-playing countries, but one point of comparison might be India. Although the world's largest democracy, India is also a developing nation, with her cricketers amongst the best in the world, having won the 2011 World Cup. South Africa (who didn't play against India before re-admission) have played 27 Tests against India since 1992, 15 at home and 12 away; South Africa have won 12 of them, with India winning seven and eight draws. In the 50-over format, 67 ODIs have played between the nations, South Africa winning 40 matches and losing 25; there have been two no results. The spread of ODI venues is reasonably consistent, with South Africa having hosted 25 matches, India 23 and 19 taking place at neutral venues. Starting in 2006, only seven

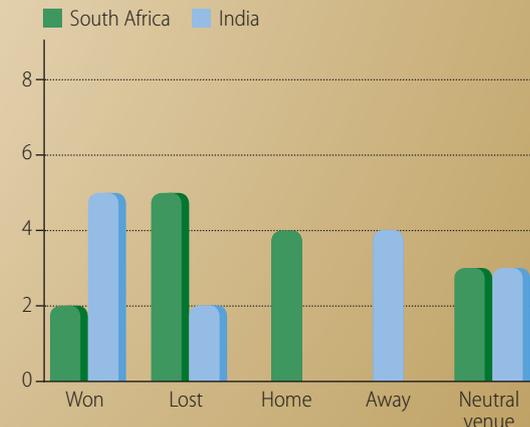
South Africa vs India out of 27 Test Matches



South Africa vs India out of 67 50-Over Matches



South Africa vs India out of 7 T20 Internationals





“Coupled with the population’s current financial pressures, the rising cost of health care, the lack of resources to make better choices and the lack of traditional education, unless some drastic changes are made, our sick and unproductive nation will get worse – diabetes, heart disease and obesity will rise.”

– nutritional consultant, Vanessa Ascencao

T20 internationals have been played between the two countries, with SA winning two and losing five; four of these T20s have been played at home, while three have been played in neutral venues as part of World Cups.

HOW SOCIO-ECONOMIC INDICATORS HAVE IMPACTED ON CRICKET OR, SOME SNAPSHOT FACTS ABOUT THE COUNTRY IN WHICH WE LIVE

- › South Africa is a young, migratory population. According to Stats SA's latest census SA has a population of just under 53-million (52.98-m). Of these approximately 53-million souls, nearly 30% of the population (29.2%) is aged under 15. From a development point-of-view, this represents both a major opportunity and a major challenge for cricket.
- › Migration affects profoundly the age structure and distribution of the provincial population – which also has implications for cricket and (particularly) cricket development. For the period 2006–2011 Stats SA estimate that approximately 264 449 people will migrate from the Eastern Cape; Limpopo is estimated to experience a net out-migration of nearly 227 919 people. During the same period, Gauteng and Western Cape are estimated to experience a net inflow of migrants of approximately 1 046 641 and 307 411 respectively.
- › Life expectancy at birth for 2013 is estimated at 57.7 years for men and 61.4 years for women.

Comparative statistics (source: World Bank) for other countries in the cricket-playing world are as follows: Australia (82); Bangladesh (69) and India (65), although these countries do not distinguish between genders.

- › The infant mortality rate for 2013 is estimated at 41.7 per 1 000 live births. These statistics become more meaningful when compared to rates in other nations around the world. For example, Angola’s infant mortality rate is estimated as 180 infant deaths per 1000, while Australia’s is 4.7 infant deaths per 1000. As far as relevant comparisons with the developing, cricket-playing world are concerned, India’s infant mortality rate is 30.1 per 1000. (Source: CIA’s World Handbook.)
- › South Africa, according to a recent article on absent fathers in *Fair Lady* magazine, is fast approaching an era of “fatherlessness”. Citing figures released by the SA Institute of Race Relations, the number of children who lived under the same roof as their fathers decreased by 26% in the 14 years between 1996 and 2010. The article continued: “Black children are the most affected by this trend, at 51%, but 17% of white children also have absent fathers – a figure that represents the largest increase (32%) of all racial groups since 1996.” This has particular relevance for cricket-playing boys and girls – who need positive role-models and preferably cricket-playing moms and dads. The article also says that a sense of community is vital if boys are to grow up to be healthy and well-adjusted. Cricket-playing schools (and clubs, because they have cricket-playing men) are vital if young cricketers are to grow around surrogate fathers and father figures they can trust.
- › Some recently-published facts about nutrition in SA, particularly amongst children, are even more sobering. For example: 25% of children between the ages of 0 and 3 experience some form of stunted growth due to “undernutrition” according to the Human Sciences Research Council (HSRC).
- › The second sobering statistic relating to obesity and overweight is as follows: 22.9% of SA children



between the ages of two and five are overweight. This percentage is at 12% for similarly aged children in the USA. Nearly 30% of children – according to the HSRC – go hungry at school. This has obvious implications for schoolchildren who play cricket. How can a hungry child be a successful cricketer if they arrive at a match or at practice hungry?

OUTLOOK – WHAT IS EXPECTED SOCIO-ECONOMICALLY GOING FORWARD

Despite recessionary times, the economic outlook is bright. Broadcast revenues internationally have quadrupled in the last ten years as the demand for content on pay-t.v. has increased. Prudent budgeting at R7.50 to the dollar will all likelihood be affected by an exchange rate more like R9 to the dollar, which will affect CSA positively. The macro economic climate has to be offset against the fact that cricket is becoming an increasingly expensive sport to play and ticket prices will show a staggered increase over the coming years. Cricket bats are almost prohibitively expensive; cricket balls are expensive (and two new ones are needed each match) and so are shoes, spikes and flannels.

THE WEIGHT EPIDEMIC: THE CHALLENGES FOR CRICKET DEVELOPMENT

- 29.8% of SA children go hungry at school according to the HSRC. How can hungry children become good, well-fed and happy cricketers?
- Two out of five people eat a diet low in dietary diversity – which is indicative of poor nutritional quality.
- Nearly one in five (18.2%) of children are overweight. In the last ten years the percentage of overweight children has increased from 10.6% to 18.2% which almost signifies an epidemic.



CSA applies most of the King Code of Governance Principles (King III Code).

1. GOVERNANCE FRAMEWORK

As a non-profit company, Cricket South Africa is subject to the corporate governance, disclosure and other legal requirements of the Companies Act, No 71 of 2008. Although not obliged to do so, CSA applies most of the King Code of Governance Principles (King III Code). An obvious departure from the King III Code is the fact that the majority of directors are not independent, nor does the board have executive directors. These departures were imposed on CSA by SASCO to whom it is affiliated.

The Board considers sound corporate governance structures and processes as pivotal to delivering responsible and sustainable growth in the sport of cricket and the business of CSA in the interest of all stakeholders.

These governance structures and processes are regularly reviewed by the Board and, where necessary, are adapted to reflect national and international best practice.

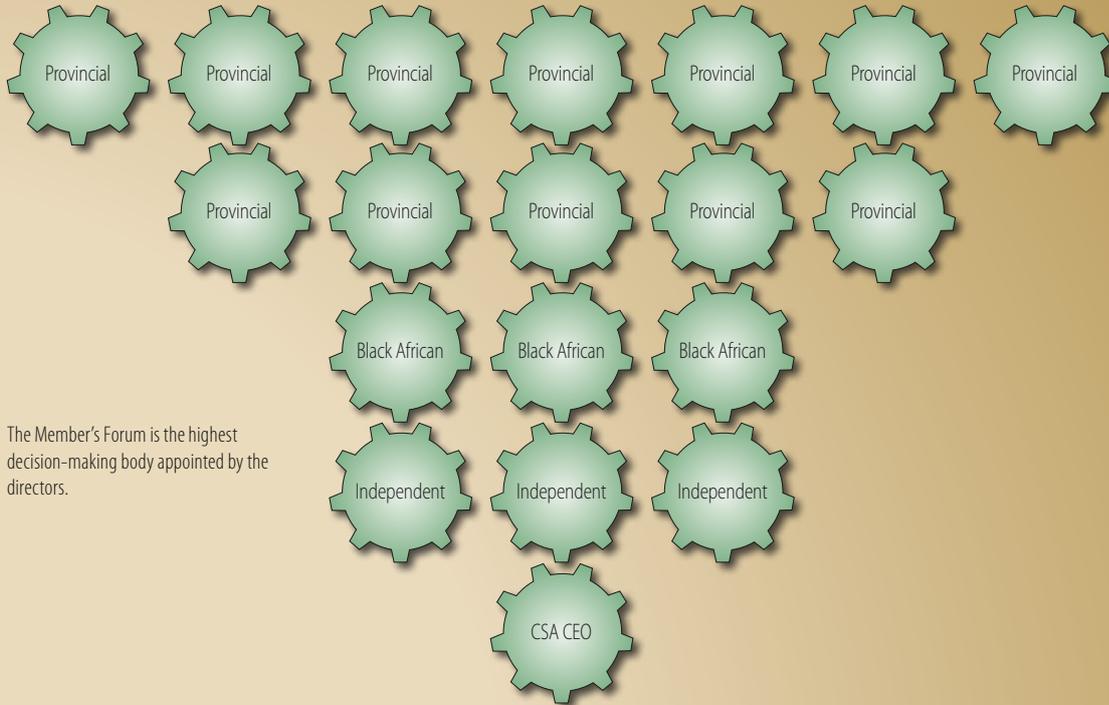
2. CORPORATE STRUCTURE

2.1 The highest decision making body at CSA is the Members Forum, which currently is made up of the 12 Affiliate Presidents plus the President and Vice-President of the Members Forum both of whom were the Presidents of Border Cricket and Boland Cricket respectively, immediately prior to their election to President and Vice-President of the Forum. The Members Forum, as is the case in 'for-profit' companies, sets the general policy for CSA.

2.2 The Board of Directors of CSA ("the Board") is responsible for the strategic direction of the organisation and exercises control over the affairs of CSA through the governance framework, which includes reporting to the Board, its committees and a system of assurance on internal controls.

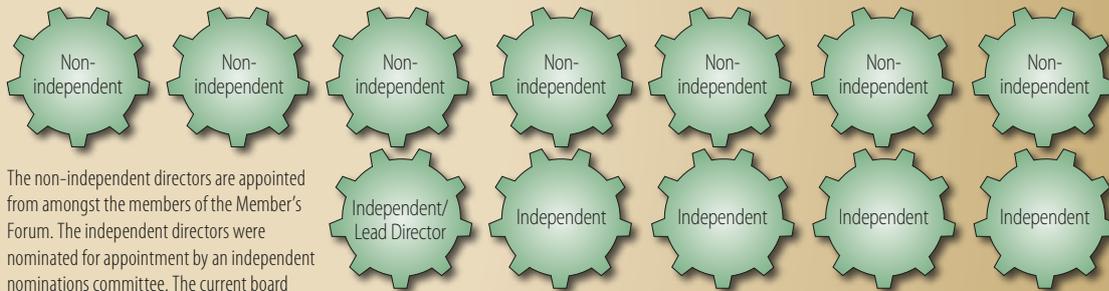


OLD BOARD STRUCTURE (19)



The Member's Forum is the highest decision-making body appointed by the directors.

NEW BOARD STRUCTURE (12)



The non-independent directors are appointed from amongst the members of the Member's Forum. The independent directors were nominated for appointment by an independent nominations committee. The current board does not have executive directors.



Chris Nenzani
President



Peter Cyster
Vice-President



Fa-eez Jaffer
Non-Independent Director



Andrew O'Connor
Non-Independent Director



Rihan Richards
Non-Independent Director



Graeme Sauls
Non-Independent Director



Beresford Williams
Non-Independent Director



Norman Arendse
Lead Independent Director



Iqbal Khan
Independent Director



Dawn Mkhobo
Independent Director



Vusi Pikoli
Independent Director



Louis von Zeuner
Independent Director



2.3 The Board, in terms of CSA's Memorandum of Incorporation ("MOI") currently is composed of 7 (seven) non-independent directors (who are Presidents of Affiliates and therefore involved with cricket) and 5 (five) independent directors, i.e. persons, who, apart from their CSA directorships, are not involved with cricket. These independent directors were selected and nominated for appointment as such by a nomination process that was comprised of persons who were independent of CSA. The independent directors bring a wealth of experience on the legal, accounting and business front to CSA governance processes.

The term of directors is 3 (three) years and a director is eligible for election for an additional 3 (three) year term.

2.4 The Chairman is Mr. Chris Nenzani and the Lead Independent Director, Adv Norman Arendse SC.

2.5 There are several committees that have been established to assist the Board in the discharge of its responsibilities. The Terms of Reference of all committees can be viewed on the CSA website.

The Members Forum appointed the members of the Audit Committee (called Audit & Risk at CSA) as a statutory committee, while all the other committees were appointed by the Board. The following are currently the committees of the Board:

1. *The Audit & Risk Committee*

This committee is chaired by Louis von Zeuner and has Messrs. Mohammed Iqbal Khan, Vusi Pikoli and Graeme Sauls as members.

2. *Social & Ethics Committee*

This committee is chaired by Adv. Vusi Pikoli. Messrs. Beresford Williams, Andrew O'Connor, the Chief Executive, Haroon

Lorgat, the Company Secretary, Pumelele Canca and the Human Resources Manager, Kgaogelo Matjie make up the rest of the committee. A Social & Ethics Committee is a statutory requirement as defined by the Companies Act.

3. *Transformation Committee*

This committee is chaired by Norman Arendse SC and Ms. Dawn Mokhobo and has co-opted members Mrs. Zola Thamae, Messrs. Fa-eez Jaffar, Louis von Zeuner, Willie Basson, Ahmed Jinnah, the Chief Executive, Haroon Lorgat and the Transformation Manager, Max Jordaan as members.

4. *The Human Resource & Remuneration Committee*

This committee is chaired by Ms. Dawn Mokhobo (Chair) and has Messrs. Rihan Richards and Fa-eez Jaffar as members.

5. *Cricket Pipeline Committee*

This committee is chaired by Rihan Richards and has Mr. Graeme Sauls, Dr. Peter Cyster, the Chief Executive, Haroon Lorgat, the General Manager Cricket, Corrie van Zyl and the Transformation Manager, Max Jordaan as members.

6. *Cricket Committee*

This committee is chaired by Andrew O'Connor and has Messrs. Beresford Williams, Rushdie Magiet, Gary Kirsten, Gerald Dros and Mfuneko Ngam as members.

7. *The Finance & Commercial Committee*

Mohammed Iqbal Khan chairs this committee and Messrs. Louis von Zeuner and Dr. Peter Cyster are the other members.

2.6 The following members of management attend Board meetings as invitees:



- 2.6.1 The Chief Executive, Mr. Haroon Lorgat, who was appointed on 1st August 2013 on a three-year contract.
- 2.6.2 The Chief Financial Officer, Mr. Naasei Appiah, who has been in the employ of CSA since 1st October 2010, and
- 2.6.3 The Company Secretary, Mr Pumelele Canca, who joined CSA as a permanent employee on 1st November 2011.

FRAUD HOT-LINE

CSA has a whistle-blowing policy in which it encourages personnel to come forward anonymously and report issues of maladministration, conflict of interest and corruption. This applies to players, staff and other stakeholders. The process is managed by Deloitte and Touche.

STAKEHOLDER ENGAGEMENT FRAMEWORK

CSA's stakeholders' are many and varied, ranging from the cricket-loving public through to the electronic and print media, Sascoc, the Department of Sport and Recreation as well as our sponsors and all those who play cricket – irrespective of age, gender or standard. There are some forgotten stakeholders', however, particularly when it comes to the tireless and anonymous work done by the primary school, high school and club coaches around the country, the higher percentage of whom do not get paid for their efforts but do so for the greater good and their overall love of the game. The greater majority of KFC Mini-Cricket coaches, for example, are women. They keep one of the basic building blocks of the game alive through their passion, energy and commitment.

Historically the sponsors' concerns have taken place around the issue of corporate governance and whether CSA adhered to the Nicholson Enquiry recommendations for the re-structuring of the board to contain independent directors' for the first time. Sascoc, however, were uncomfortable with too many "non-cricket" people having positions of influence

.....

According to CSA's records, 916 000 tickets were issued for the 2012/13 season, an increase of 98 000 on the previous season. Issuing a ticket is not, however, synonymous with attendance, although attendance was also up last season – from 401 000 in 2011/12 to 482 000. The most cricket-loving venue in the country in terms of the take up of ticket inventory is undoubtedly Newlands, while Test cricket – because it theoretically lasts for five days – generates CSA the most money of all the three formats.

.....

on the board. Eventually a compromise was reached where the board contained several independents but not as many as originally recommended by the Nicholson Enquiry. As far as other stakeholders are concerned, sections of the media raised the issue of why the board took so long to appoint a permanent Chief Executive, after the position was filled in an acting capacity by both Jacques Faul and Naasei Appiah, and what role – if any – other boards had in attempting to influence CSA's workings unduly.

As far as the public is concerned the brilliance of the Test side and their incredible success over the last two to three years needs to be counter-balanced against a history of under-achievement in ICC 20 and 50-over events. On many occasions the question has been asked why this culture of under-achievement is apparently so ingrained.

As far as a stakeholder engagement framework is concerned, a moment of organisational "introspection" is probably in order. Although relationships with sponsors and the media are frequently close (the relationship with the media is best described as mutually watchful) CSA has no formal stakeholder engagement framework, despite the attempt to lend more clarity to this through the table on page 21. This will be attended to.

Audit and Risk Sub-committee's Report

The Audit and Risk Committee is an independent statutory committee appointed by the Members' Forum. Further duties are delegated to the Committee by the company's board of directors. This brief report includes items on the Audit and Risk Committee's functions as well as items on internal and external audits, risk management and the general discharge of responsibilities. A CSA risk dashboard follows this report. The report has been prepared in accordance with the South African Companies Act no 71 of 2008 (the Act) and incorporating the recommendations of King III.

MEMBERS OF THE AUDIT AND RISK COMMITTEE AND ATTENDANCE OF MEETINGS

The Committee consists of the non-executive directors listed below and meets at least four times per annum in accordance with its charter. All members are suitably skilled and experienced and act independently as described in the Act. The members of the committee in respect of the year ended 30 April 2013 comprised Mr Louis von Zeuner (Chair: Audit and Risk), Mr. Vusi Pikoli, Mr. Mohammed Iqbal Khan (Chair: Fincom) and Mr. Graeme Sauls, all of whom are independent non-executive directors of the company, save for Mr. Graeme Sauls who is a non-independent non-executive director. The appointments were approved by the Members' Forum at the AGM held on 2nd February 2013 save for Mr. Graeme Sauls whose nomination was subsequently ratified by the Members' Forum on 26 April 2013.

The same members are being recommended by the Board for appointment for the financial year ending, 30 April 2014. Their appointments are being put to the Members' Forum for approval at the next AGM on in the first half of October, 2013.

Prior to the newly constituted committee referred to above, the committee consisted of Archie Pretorius (Chair), John Bester and Asruf Seedat, all non-executive directors with the appropriate skills and experience. During the period of May 2012 until 1 February 2013, the committee met three times and was satisfied that during this period the Committee had performed its responsibilities as mandated.

FUNCTIONS OF THE AUDIT AND RISK COMMITTEE

The Audit and Risk Committee has adopted a formal charter, approved by the Board, setting out its duties and responsibilities as prescribed in the Act and incorporating additional duties delegated to it by the Board. The company applies a combined assurance model.

The Committee is satisfied that, for the 2013 financial year, it has performed all the functions required to be performed by an Audit and Risk Committee as set out in the Act and the committee's terms of reference.

The Audit and Risk Committee has discharged the functions in terms of its charter and ascribed to it in terms of the Act as follows:

- Reviewed the interim, preliminary and year-end company financial statements and abridged financial statements, and integrated report, culminating in a recommendation to the Board to adopt them. In the course of its review, the committee:
 - Took appropriate steps to ensure the financial statements were prepared in accordance with International Financial Reporting Standards (IFRS), the AC 500 standards and the requirements of the Act;
 - Considered and, when appropriate, made recommendations on internal financial controls;
 - Dealt with any concerns or complaints on accounting policies, internal audit, the auditing or content of annual financial statements, and internal financial controls; and
 - Reviewed matters that could have a significant impact on the organisation's financial statements.
- Reviewed external audit reports on the annual financial statements.
- Reviewed the Board-approved internal audit charter. No amendments were recommended to the Board by the committee.



- Reviewed and approved the internal audit plan.
- Reviewed internal audit and risk management reports and, where relevant, made recommendations to the Board.
- Evaluated the effectiveness of risk management, controls and governance processes.
- Considered reports relating to legal compliance and litigation, reported cases of fraud, and whistle-blowing reports.
- Reviewed sustainability requirements for external assurance of material sustainability issues.
- The committee has satisfied itself that the external auditors, Deloitte and Touche, are independent of the company and that the appointment of Mr. Ismail Vawda, as the designated auditor and IFRS adviser is in compliance with the Auditing Profession Act, 2005 and recommending their re-appointment by the Members' Forum.
- Approved audit fees and engagement terms of the external auditor.
- Determined the nature and extent of allowable non-audit services and approved contract terms for non-audit services by the external auditor.

INTERNAL AUDIT

The Audit and Risk Committee has oversight of the company's annual financial statements and reporting process, including the system of internal financial control. It is responsible for ensuring the company's internal audit function is independent and has the necessary resources, standing and authority in the organisation to discharge its duties. The committee oversees co-operation between internal and external auditors, and serves as a link between the Board of Directors and these functions. The internal auditor reports to the chair of the committee and administratively to the chief executive.

RISK MANAGEMENT

The Board did not split the committee's responsibilities of audit and risk. Besides activities already mentioned, the committee has oversight of the Risk Management

Function of CSA and has approved 15 key risk areas (see page 36) that will be monitored through the activities of management and internal audit.

ATTENDANCE

The internal and external auditors, in their capacity as auditors to the company, attended and reported at all meetings of the Audit and Risk Committee. Relevant senior managers attend meetings by invitation.

CONFIDENTIAL MEETINGS

Audit and Risk Committee agendas provide for confidential meetings between committee members and the internal and external auditors.

INDEPENDENCE OF THE EXTERNAL AUDITOR

During the year the Audit and Risk Committee reviewed a representation by the external auditor and, after conducting its own review, confirmed the independence of the auditor, Deloitte and Touche.

EXPERTISE AND EXPERIENCE OF THE CHIEF FINANCIAL OFFICER AND THE FINANCE FUNCTION

The Audit and Risk Committee has satisfied itself that the Chief Financial Officer, Mr. N. Appiah CA (SA) has the appropriate expertise and experience. In addition, the committee satisfied itself that the composition, experience and skills set of the finance function met the company's requirements.

DISCHARGING OF RESPONSIBILITIES

The committee determined that during the financial year under review it had discharged its legal and other responsibilities as outlined in its terms of reference. The Board concurred with this assessment.

The table on the following page reflects CSA's top risks.

LOUIS VON ZEUNER

Chairman: Audit & Risk Sub-committee



CSA'S RISK EXPOSURE DASHBOARD		R	Residual Risk i.e. after controls	
#	High Level Risk	Residual Exposure Assessment		
1	<p>Strategic Risk</p> <p>The risk of failure to implement the Presidential Plan within cricket in South Africa, especially delivery around its five pillars of Excellence, Development, Transformation, Sustainability and Marketing.</p> <p>This risk also includes failure to implement regulatory requirements such as geo-political representation of all nine provinces on the CSA Board of Directors.</p>	R		
2	<p>Unions / Provinces / Affiliates</p> <p>The risk of cricket unions having a deteriorating financial position which can lead to them not being going concerns (i.e. financially viable) in the foreseeable future.</p> <p>This risk is further exacerbated by the capital intensive burden of cricket unions having to maintain their stadiums.</p> <p>Another factor influencing this risk is the funding model which is only sufficient mostly for the running of cricket programmes, leaving little to no funds for anything else e.g. maintaining cricket stadiums.</p>	R		
3	<p>Transformation Risk</p> <p>The risk of not developing and deploying sufficient black cricket players, cricket playing women, cricket for the disabled and cricket administrators to reflect the demographics of the country. This includes procuring goods and services from sufficiently BEE accredited suppliers.</p> <p>This risk also includes effective use of Cricket South Africa's Transformation Fund to further its transformation objectives.</p>	R		
4	<p>Suppliers Risk</p> <p>The risk of procurement policies and practices within CSA not aligning with the transformation objective of procuring from appropriately BEE accredited suppliers.</p> <p>This risk also includes inappropriate selection and contracting of suppliers.</p>	R		
5	<p>Players Risk</p> <p>The financial and operational risks associated with the contract between CSA and the South African Cricketer's Association (SACA).</p> <p>This risk includes the risk of player free agency, where players choose to not belong to the collective association SACA, and determine for themselves the formats and fixtures that they will play. This affects the availability of the players as and when they are needed.</p>	R		



6	Events Risk		R	
	The risk of failure, or injury loss during the planning and hosting of a cricket event. This risk includes the risk of not adhering to operational and legal guidelines for events e.g. Occupational Health and Safety legislation.			
7	Financial Risk		R	
	The risk of not achieving the budget objectives especially through inadequate expense management, including the loss of CSA's exempt tax status.			
8	Sponsor Risk		R	
	The risk of financial loss due to not being appropriately contracted with a sponsor, or broadcaster. This risk includes any difficulties in managing the sponsor or broadcaster due to legal and regulatory requirements in South Africa and internationally. Also the risk of losing a sponsor due to insufficient relationship management.			
9	Human Capital Risk		R	
	The risk of employing the inappropriate resources, placing resources in ineffective roles and/or unsuitable remuneration of resources. This risk includes not setting out appropriate terms of employment and ineffective performance contracting of resources.			
10	Stakeholder Risk		R	
	The risk of poor relationship management with key stakeholders in cricket e.g. SASCO, the ICC and BCCI			
11	Legal Risk			R
	The risk of loss due to unfavourable judgements against Cricket South Africa. This risk includes potential loss due to pending unresolved legal cases.			
12	Tournament Risk		R	
	The risk of loss due to counterparts not honouring fixtures. Also where fixtures on the Future Touring Plan (FTP) clash with national / regional tournaments e.g. IPL and CLT20			
13	Reputational Risk		R	
	The risk of cricket in South Africa losing brand value due the bad performance of teams, negative media reports and / or poor communication and dissemination of information.			
14	Operational Risk			R
	The risk of loss due to inefficient management of the CSA office, unreliable technology, and ineffective data management. This risk includes inappropriate delegation of authority and insufficient cost management.			
15	Environmental Risk / Sustainability			R
	The risk of damaging the environment due to high use of electricity, water and paper. This includes the risk of not embarking on initiatives to improve CSA's environmental sustainability.			

Social and Ethics Sub-committee's Report

The Social and Ethics Sub-committee has, since its inception, only met twice, when it agreed upon its terms of reference. The sub-committee intends, during the course of the year, to compile a work plan to ensure that the following activities are considered:

- › The company's compliance with the United Nations' Global Compact – to which it intends being a signatory;
- › The company's standing in terms of the OECD recommendations regarding corruption;
- › A report on the company's progress under the Employment Equity Act, No 55 of 1998;
- › The company's standing in terms of the Broad-Based Black Economic Empowerment Act, No 53 of 2003;
- › Stakeholder relationship reports, including assessments of stakeholder relationships health and progress on a stakeholder management strategy; and
- › A report on the company's employment and labour activities

Advocate VUSI PIKOLI
Chairman: Social and Ethics
Sub-committee



Transformation Sub-committee's Report



STRATEGIC TRANSFORMATION INITIATIVES

STRATEGIC IMPERATIVES

- › Significantly increase the number of people involved in the game
- › Increase accessibility to all participant groupings
- › Consistently improve performances

CSA commits to establish: Demographically representative bodies that would promote accountable and democratic structures. CSA would seek to promote equitable allocation of resources and work towards equity of access. Create an ethos and culture that promotes non-racialism, gender equity. Through processes like affirmative action, CSA will attempt to enhance human capital development and equity. The rebuilding of club structures and advancing school sports programmes will be at the foundation of these activities.

The rate in attaining these objectives would be by setting of measurable targets, monitoring and measuring the transformation process. It is viewed that any transformation process reflects how an organisation responds to the changing demands in the market to ensure its own sustainability, relevance and the competitive edge. CSA would want to become the industry leader in sports excellence.

NORMAN ARENDSE SC

Chairman: Transformation Sub-committee



HR and Remunerations Sub-committee's Report

The purpose of this report is to provide an overview of the recent HR activities.

HR PROJECTS AND PROCESSES

CSA outsourced their HR function until late 2012 when the need was identified by the business to increase the value proposing offered to its human capital. As such, a permanent HR head was

appointed. For the past 8 months the focus has been on building a department that will respond well to this need and refocus the business of cricket off the field to the boardroom. HR has now been repositioned to be a strategic partner for CSA.

Top 5 HR priorities were identified and prioritised for the year, as part of normal business re-engineering. The following projects have taken place:

Effective Structures	An evaluation process aimed at measuring organisational effectiveness and to ensure that there is alignment to the CSA's strategic pillars 3 departments have been completed thus far (Legal; Cricket Pipeline; Commercial)
Job Evaluation	To measure the effectiveness of the current organisational structures for Organisational Development purposes Development of company-specific competencies as opposed to using a universal framework that might be disconnected to CSA strategy. This will flow into the affiliate structures once completed
Remuneration Policy Review	To determine a fair remuneration philosophy and salary benchmarks with special emphasis on rewards (financial and non-financial & Short Term Incentive plan)
Performance Evaluation & Contracting	Focusing the business back onto the performance measurement and evaluation to determine skills utilisation, job match/fit and identification of development gaps Measurement of alignment of purpose against the strategic pillar
Statutory and Compliance Reporting	ATR & WSP; Employment Equity reports to the CATHSETA and DOL for compliance purposes

CAPACITY BUILDING

As the cricket business changes, an appropriate structure is required to support the growth. The

following positions were filled during the 2012/13 financial year.

Employee Name	Job Title	Date Engaged
Altaaf Kazi	Communications Manager	18/06/2012
Yolandi Jukes	Legal and Compliance Secretary	15/08/2012
Kgaogelo Matjie	Human Resources Manager	10/09/2012
Marc Jury	Head: Commercial & Marketing	08/10/2012
Xolile Ndumndum	Internal Audit Manager	19/12/2012



The following vacancy exists:

Anti-Corruption Officer

The recruitment process is underway. An appointment is expected to be made by the end of September.

CHIEF EXECUTIVE APPOINTMENT

The Board of Directors appointed Mr Haroon Lorgat as the new Chief Executive effective from 01 August 2013. The rigorous process took 7 months to complete, ensuring that an indepth analysis of the leadership talent in the market was done. This marked an end to a 2 year era of different acting Chief Executives.

ORGANISATIONAL DEVELOPMENT AND OPERATIONAL EXCELLENCE

The CSA team, together with their newly appointed Chief Executive, went on a 2-day facilitated team building session. The aim was to regroup; re-energise and rehash the company mission, vision and value statements. This forms part of a series of activities aimed at re-engaging employees and recommitting each one to the CSA broader business strategy. This opportunity was also used to officially introduce the team to its new leader.

DAWN MOKHOBO
Chairman: HR and Remunerations Sub-committee

Cricket Pipeline Sub-committee's Report

The cricket pipeline is a process to identify, develop and produce players for South Africa. Our job is to make sure that the money, time and effort that our departments are putting into the pipeline will yield results.

For those involved in the pipeline process, it is helpful to make sense of it in terms of risks or perceived risks. One of the major risks confronted by coach's and coaching managers is the inability to effectively implement the Presidential Plan (PP) and what the PP intends to do. There is the risk that with the partial autonomy of the affiliates that they don't produce the players needed to make the pipeline successful. The system needs to be able to manage them more effectively.

One of the other issues faced by the system is the access side of the pipeline. A bigger market needs to be accessed and this needs to be done based on the understanding and recognition that cricket has always been a middle-class game. One of goals of the pipeline, therefore, is to spread cricket to the greater, non middle-class, sector of the population. It is a real political challenge to engage with the transformation issues within the pipeline. This means taking facilities and equipment into those communities who don't

have the means to build facilities or spend money on equipment themselves.

Four of the cricket pipeline's most challenging and meaningful risks have been listed below. In some cases these risks are supplemented by a more thorough-going discussion. The discussion of risk also includes a list of the four "transitions" that generally snag young cricketers but particularly young black Africans.

First risk – the value-for-money predicament.

The biggest perceived risk is that money and effort are spent in activities and programmes but results aren't always forthcoming through the measurement of progress.

Second risk – the competing claims of mass participation versus elite development.

Elite production can generally be made sense of in terms of economies of scale; in other words, the greater the number of mass participants, the more likely it is that the system produces some real international stars. Conversely, the smaller the mass base, the less likely the system is to produce stars in any meaningful quantity. It is, therefore, a balancing act – between the claims of mass participation and

MANAGING THE FOUR TRANSITIONS





the production of elite cricketers. One cannot be neglected at the expense of the other.

Our studies have shown that fifty-three percent of our 100 000 KFC Mini-Cricketers are black African kids. Unfortunately, many of these kids are not making that first transition to hardball cricket due to lack of facilities for hardball cricket in formerly disadvantaged communities.

Third risk – managing transitional periods.

If transitional periods can't be managed effectively – between mini-cricket and hardball cricket, and between high-school cricket and semi-professional cricket – the “status quo will remain”. This effectively means keeping more black kids and more decent black cricketers in the game and the system. The four most dangerous transitions have been identified in the graphic on page 42. They are potentially hazardous in that they have the ability to trip cricketers' up if not managed effectively.

Fourth risk – the risk of neglecting black and black African experience.

In general, the system needs to be more mindful about black African cricketers – young and old – and their experiences, good and bad. In this regard we have commissioned research through our High-Performance Research Consultant, Dr Janine Gray, who asked UCT's Mary-Ann Dove to find out more about how black African cricketers' perceive their careers and the environment in which they play (see the note alongside).

In conclusion – and moving away from the discussion of the pipeline to some more general cricket issues – it is absolutely vital the Proteas remain the world's number 1-ranked Test side. If they lose their ranking and fail to be internationally competitive outside of the Test side then CSA loses the ability to command significant prices for the sale of international sale of broadcast rights. In order to remain competitive, cricket in this country needs to be at the forefront of competition and performance. Cricket also needs to utilise best practice as far as technology and competitions are concerned. CSA also needs to change

.....

Studies have shown that in ten years of Coca-Cola Khaya Majola week cricket that of all the participating teams 23% of players are black African; this figure drops to 16% of SA Schools and SA under-19 players being black African and drops further to 14% of franchise players being black African. Only seven% of national team players are young black Africans.

.....

coaching mindsets from a strategic point-of-view, something we spend a great deal of time and energy on. Cricket needs to make coaching environments more inclusive environments – and CSA also needs to change mindsets with coaches and players.

RIHAN RICHARDS

Chairman: Cricket Pipeline Sub-committee

➤ Note: CSA recently commissioned research into the specific difficulties that black African cricketers have in making the transition to semi-professional and professional cricket once they leave school. This was done, because, as identified previously, the conversion rate of talented black African schoolboy cricketers to senior professional cricket is comparatively poor. This is important because it relates to the theme of **transitions** in the Integrated Report itself. In summary, Dove's findings are as follows: respondents to the questions told her that the academic side of their studies (whether they were bursary students or not) was vital to their overall development. Secondly, they added that they didn't only want to be placed in strong sporting schools but wanted to be in schools where the academic side of things was valued. They also felt that the role of a mentor was vital. This didn't necessarily have to be someone with intimate cricket knowledge. It could be an adult individual who simply had a capacity for understanding, support and empathy. A third area identified by Dove related to a “glass ceiling” and the fact that black players feel they aren't always trusted by semi-professional and professional coaches; an analogous point is that they sometimes struggle with the “softer” social side of cricket, and don't always feel included and respected.



The Cricket Sub-Committee is a consultative CSA body who offer advice to the cricket family. They liaise between, on the one hand, franchise and affiliate coaches, and affiliate CEOs on the other, finally escalating to the board for further approval if necessary. They might discuss, for example, changing the length of lunch and tea breaks for first-class matches and propose that each break lasts for 30 minutes. On discussing this with all those affected it might be decided that the status quo remains. In other words, that lunch lasts for 40 minutes and tea lasts for the original 20.

Amongst some of the sub-committee's biggest successes this past season included the hosting of incoming series against New Zealand and Pakistan and the successful hosting of the Sunfoil Series, which was only decided during the last round of matches. In September, the CLT20 descended on four venues across the country. The early phase of the tournament – which incorporated a qualifying tournament featuring six teams from around the world – was particularly challenging logistically. On one day practise facilities in and around Johannesburg needed to be found for 14 teams!

The inaugural Momentum One-Day Cup was a roaring success. Competition between franchises was healthy and the Momentum Family Area was a conspicuous winner. The final, between the Nashua Mobile Cape Cobras and the bidvest Highveld Lions was, unfortunately, marred by rain. Like the family area, Momentum's sponsorship of international limited-overs cricket was equally successful.

The final domestic competition sponsor, RAM Couriers, who sponsored the domestic T20 competition, associated themselves with a well-watched, exciting product.

In the semi-professional space, the three-day, 1-day and T20 tournaments were



all successful, with competition being fierce in most instances. There is a concern here from the committee that alternative venues as proposed by franchises and affiliates aren't always up to scratch.

All of the 13 scheduled national tournaments, ranging from the National Club Championships to the Coca-Cola Khaya Majola week and the various USSA weeks were successfully hosted.

On a less successful note, the decision to hold no traditional Boxing Day Test at Sahara Kingsmead Stadium was met with disapproval in some quarters, although the T20s against New Zealand at the same time were successfully attended. A Boxing Day Test returns to Kingsmead in 2013/14.

As a result of a request from the ICC, CSA also experimented with the use of a pink ball for use in night matches. The "guinea pig" match was a pre-season friendly between the North West Dragons and the Knights in Potchefstroom. The trial was unsuccessful. The ball lost shape and there were certain inconsistencies, such as whether the pitch should be covered or not ahead of a noon start.

The sub-committee also incorporated the revised playing conditions as suggested by the ICC for power plays in limited over matches. These were adapted in such a way that there was uniformity across the board for all CSA competitions.

Despite the successful season and hosting of all major events, the sub-committee does have several concerns. These are:

- Malfunctioning scoreboards at some venues
- Pitch preparation and quality of playing surfaces
- Sub-standard artificial lighting at certain venues
- Lack of basic equipment (like rollers) at some venues
- General lack of equipment upgrade since 2001 (when equipment was upgraded ahead of the 2003 World Cup)

ANDY O'CONNOR

Chairman: Cricket Sub-committee



Financial & Commercial Sub-committee's Report

This report reviews the financial highlights for the year ended 30 April 2013.

The main objectives of the Finance & Commercial Committee (FINCOM) are to provide strategic risk and monitoring support to Cricket South Africa (CSA) in all areas relating to financial and commercial matters. In this regard FINCOM continues to fulfil a very important role so as to ensure that cricket has a stable and predictable financial foundation to allow it to develop. The annual financial statements are prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board, in the manner required by the Companies Act of South Africa and are the responsibility of the Directors. The Directors having conducted appropriate procedures are satisfied that the company is a going concern for the foreseeable future and such going concern basis has been adopted in the preparation of the financial statements.

OPERATIONAL REVIEW

For the year ended 30 April 2013 the company reports a net loss of R133m (2012: R47m). Much of the 2013 loss was anticipated and accordingly budgeted for.

Although the company recorded a financial loss in both the current and prior year, the company remains a going concern as a result of the upcoming bumper summer season of inbound international cricket (India & Australia). The losses in the 2013 season is mainly attributable to additional funding provided to CSA's affiliates, associates and franchises, additional commercial spend in advertising, marketing and promoting cricket and reduced domestic and international broadcast revenue as result of the lower commercial value of the inbound touring teams.

In terms of CSA's 4 year financial cycle (2011 – 2014), 2012 and 2013 constitutes its lean years due to commercially low valued inbound tours and ICC events, with 2011 and 2014 being years of ample income (India x 2, Australia & 2011 ICC CWC). The aggregate financial result over the cycle is estimated

to be positive. These profits shall be deferred into the subsequent lean years to advance, promote and develop cricket as required by the Income Tax Act.

Income for the year of R520m (2012: 430m) increased mainly as a result of the company acting as a principal in hosting the Champions League T20 Event (CLT20) in October 2012. As a result income generated locally and amounts funded by the CLT20 Governing Council were recognised as revenue to the extent of expenses incurred. The revenue and expenditure recognised in relation to the CLT20 amounted to R103m. The adjusted revenue, that is, excluding the once-off hosting of the CLT20 event amounts to R417m (2012: R420m). Adjusted expenditure, that is, after excluding the once-off cost of hosting the CLT20 event amounts to R598m (2012: R517m).

Whilst a loss for the year was incurred it must be noted that CSA derives benefits from a continued operation of the improved structures, expertise and management at all levels within the organisation.

The main drivers of income are the International Broadcasting Rights fee earned from inbound cricket tours, distributions from the International Cricket Council (ICC), share of profits from being a member of the CLT20 and Sponsorships. Broadcast Rights fees were significantly lower this year due to the lower rights fees earned on the combined New Zealand and Pakistan tours in the current year as compared to the incoming Australian and Sri Lankan tours during the prior cricket season.

The expenses of the organisation were controlled. CSA either conducts programmes itself or it provides funds to its affiliates and associates for the development of amateur cricket.

On a review of the balance sheet, it will be seen that Cricket South Africa holds very large cash resources. This is a result of the fact that revenue is primarily received in the last few months of the financial year and expenditure incurred on a consistent basis during the year. The current cash position, together with future income and controlled expenditure, needs



to ensure that the operational costs for CSA are adequately covered for ensuing years.

CSA reinvests its funds into the promotion of the game of cricket through a series of development programmes which include mini-cricket, CSA Under 13 Week, CSA Under 15 Week, CSA Under 19 Three-Day Competition, CSA Under 17 National Week, CSA Franchise CUBS Week, CSA Talent Acceleration Programme, SA Under 19 Cricket, CSA National Cricket Academy, CSA High Performance Programme and CSA Under 19 Girls Week.

As mentioned, CSA derives the income to fund these programmes partly through events such as the ICC Cricket World Cup or an inbound tour from a visiting cricketing team which do not recur annually. To the extent that these events generate more income than is required for the development of amateur cricket in any one operational year, CSA will set aside the surplus funds for expenditure to be incurred in future years.

FORWARD REVIEW

The previously adopted four year budget cycle and the basis of the funding model to CSA and its affiliates, associates and franchises is currently under review. Whilst the funding model is under review, CSA shall

continue to oversee the financial position of the affiliates which assists in ensuring a healthy amateur funding process.

CONCLUSION

In conclusion, the Committee would like to emphasise the major financial contribution made to cricket by our sponsors, broadcast partners, commercial partners, suppliers and our spectators and wish to give assurance to these supporters that the finance's of this organisation are well-managed and will continue to be so into the future.

We would also like to thank South African Breweries, Momentum, KFC, Coca Cola South Africa, SUNFOIL, Blue Label Telecoms, adidas, Ram Couriers and our "official suppliers" for their support this year with their involvement in South African Cricket.

The Committee would like to express its appreciation to the Audit and Risk Committee, management and head office staff for their time and input during the year which assisted in contributing to a controlled financial result for Cricket South Africa.

Mohamed Iqbal Khan

Chairman: Financial & Commercial Sub-committee



Senior Management

Cricket SA's senior management (the "EXCO") is currently made up of:

Mr Haroon Lorgat
Chief Executive

Mr Naasei Appiah
Chief Financial Officer

Mr Corrie van Zyl
General Manager – Cricket

Mr Marc Jury
Commercial & Marketing Manager

Mr Max Jordaan
Senior Cricket and Transformation Manager

Mr Altaaf Kazi
Communications Manager

Mr Pumelele Canca
Company Secretary

Dr Mohammed Moosajee
Proteas Team Manager





**PREPARED FROM THE AUDITED FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
FOR THE YEAR ENDED 30 APRIL 2013**

REPORT OF THE INDEPENDENT AUDITORS ON THE SUMMARY FINANCIAL STATEMENTS TO THE DIRECTORS OF CRICKET SOUTH AFRICA NPC

The accompanying summary financial statements, set out on pages 50 to 54 which comprise the summary statement of financial position as at 30 April 2013, summary statement of comprehensive income, summary statement of changes in equity and summary statement of cash flows for the year then ended, and related notes are derived from the audited annual financial statements of Cricket South Africa NPC for the year ended 30 April 2013. We expressed an unmodified opinion on those annual financial statements in our report dated 20 July 2013. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by International Financial Reporting Standards. Reading the summary financial statements, therefore, is not a substitute for reading the audited annual financial statements of Cricket South Africa NPC.

DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The company's directors are responsible for the preparation of a summary of the audited annual financial statements on the basis described in notes to the summary financial statements and the requirements of the Companies Act of South Africa as applicable to summary financial statements, and for such internal control as the directors determine is necessary to enable the preparation of the summary financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standards on Auditing (ISA) 810, "Engagements to Report on Summary Financial Statements".

OPINION

In our opinion, the summary financial statements derived from the audited annual financial statements of the Cricket South Africa NPC for the year ended 30 April 2013 are consistent, in all material respects, with those financial statements, on the basis described in notes to the summary financial statements and the requirements of the Companies Act of South Africa as applicable to summary financial statements.

OTHER REPORTS REQUIRED BY THE COMPANIES ACT

The "other reports required by the Companies Act" paragraph in our audit report dated 20 July 2013 states that as part of our audit of the financial statements for the year ended 30 April 2013, we have read the Directors' Report, the Audit Committee's Report and the Company Secretary's Certificate for the purpose of identifying whether there are material inconsistencies between these reports and the



**PREPARED FROM THE AUDITED FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
FOR THE YEAR ENDED 30 APRIL 2013**

audited annual financial statements. These reports are the responsibility of the respective preparers. The paragraph also states that, based on reading these reports, we have not identified material inconsistencies between these reports and the audited annual financial statements. The paragraph furthermore states that we have not audited these reports and accordingly do not express an opinion on these reports. The paragraph does not have an effect on the summary financial statements or our opinion thereon.

Deloitte & Touche

Registered Auditors

Per: I. Vawda

Partner

19 September 2013

***Buildings 2, Deloitte Place, The Woodlands,
Woodlands Drive, Woodmead, Sandton***

National Executive: LL Bam Chief Executive AE Swiegers COO GM Pinnock Audit
DL Kennedy Risk Advisory NB Kader Tax TP Pillay Consulting K Black Clients &
Industries JK Mazzocco Talent & Transformation CR Beukman Finance M Jordan
Strategy S Gwala Special Projects TJ Brown Chairman of the Board MJ Comber
Deputy Chairman of the Board

A full list of partners and directors is available on request.

B-BBEE rating: Level 2 contributor in terms of the Chartered Accountancy
Profession Sector Code

Member of Deloitte Touche Tohmatsu Limited



Summary Financial Statements (Continued)

PREPARED FROM THE AUDITED FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
FOR THE YEAR ENDED 30 APRIL 2013

SUMMARY STATEMENT OF COMPREHENSIVE INCOME	2013 R'000	2012 R'000
Revenue	520,985	430,012
Broadcast Rights	159,392	276,723
Sponsorship	109,614	64,014
ICC distribution	60,079	1,534
CLT20 Participation fee	41,983	36,066
Hosting of major events [†]	102,981	–
Other	46,936	51,675
Expenses	(700,495)	(517,703)
Direct allocations to amateur bodies & franchises	(161,816)	(112,517)
Development cricket	(63,569)	(62,444)
Professional cricket	(146,245)	(134,053)
Cricket operations	(20,355)	(12,319)
Hosting of major events [†]	(102,981)	–
General and administrative expenses [†]	(205,529)	(196,370)
Operating loss	(179,510)	(87,691)
Finance costs	(187)	(776)
Investment income	20,052	22,943
Net foreign exchange gain	26,370	18,552
Loss before taxation	(133,275)	(46,972)
Taxation		
Loss for the year	(133,275)	(46,972)
Other comprehensive income	–	–
TOTAL COMPREHENSIVE LOSS FOR THE YEAR	(133,275)	(46,972)

[†] Other than the company's cost of running the head office function (e.g. administrative and operational costs), a significant portion of the general and administrative expenses relate to direct and indirect expenditure incurred on behalf of affiliates, associates, stadiums and franchises in promoting, advancing and administering cricket at both a mass participation and high performance levels.

[‡] The company acted as a principal in hosting the CLT20 Event. As a result income generated locally and amounts funded by the CLT20 Governing Council were recognised as revenue to the extent of expenses incurred.



**PREPARED FROM THE AUDITED FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
FOR THE YEAR ENDED 30 APRIL 2013**

SUMMARY STATEMENT OF FINANCIAL POSITION	2013 R'000	2012 R'000
ASSETS		
Non-current assets	27,023	32,870
Current assets excluding cash and cash equivalents	139,599	102,617
Cash and cash equivalents	298,671	474,578
TOTAL ASSETS	465,293	610,065
EQUITY AND LIABILITIES		
Reserves	400,011	533,286
Retained earnings	400,011	533,286
Liabilities	65,282	76,779
Current liabilities	65,282	76,779
TOTAL EQUITY AND LIABILITIES	465,293	610,065

SUMMARY STATEMENT OF CHANGES IN EQUITY	Retained earnings R'000
Balance as at 1 May 2011	580,258
Total comprehensive loss for the year	(46,972)
Balance as at 30 April 2012	533,286
Total comprehensive loss for the year	(133,275)
Balance as at 30 April 2013	400,011

SUMMARY STATEMENT OF CASH FLOWS	2013 R'000	2012 R'000
Loss before taxation	(133,275)	(46,972)
Non-cash adjustments to reconcile net loss to net cash flows	2,271	75,225
Working capital adjustments	(35,219)	(35,561)
Net cash outflow from operating activities	(166,223)	(7,308)
Net cash inflow from investing activities	3,736	7,538
Net cash outflow from financing activities	(13,420)	(22,280)
Net decrease in cash and cash equivalents	(175,907)	(22,050)
Cash and cash equivalents at beginning of the year	474,578	496,628
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	298,671	474,578

PREPARED FROM THE AUDITED FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
FOR THE YEAR ENDED 30 APRIL 2013

NOTES TO SUMMARY FINANCIAL STATEMENTS

These annual financial statements have been audited in terms of the Companies Act No71 of 2008 of South Africa. The annual financial statements have been prepared by N. Appiah CA (SA), the Chief Financial Officer of Cricket South Africa.

NATURE OF BUSINESS AND OPERATIONS

Cricket South Africa NPC's (company) main business is to promote, advance, administer, co-ordinate and generally encourage the game of cricket in South Africa.

BASIS OF PREPARATION

Summary financial statements

The summary financial statements have been derived from the audited annual financial statements of the company which were approved by the board of directors on 20 July 2013. These summary financial statements were authorised for issue on 19 September 2013.

The aforementioned audited financial statements are available at the office of the company, situated at the Wanderers Club, 21 North Street, Illovo, Johannesburg. The summary financial statements are presented in considerably less detail than the audited annual financial statements for the convenience of readers and present a fair summary of the audited annual financial statements.

These summary financial statements are presented in South African Rand since that is the currency in which the majority of the company's transactions are denominated.



CHRIS HUBERT NENZANI
Chairman
19 September 2013

Annual financial statements

The annual financial statements have been prepared in accordance with International Financial Reporting Standards, and in the manner required by the Companies Act of South Africa.

The financial statements have been prepared under the historical cost basis, except for certain financial instruments carried at fair value, and non-current assets which are held at the lower of carrying value and fair value less costs to sell, as applicable.

The preparation of financial statements requires the use of estimates and assumptions that affect the reported values of assets and liabilities, and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Although these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

DISCLOSURES RELATING TO THE ANNUAL FINANCIAL STATEMENTS

The audited annual financial statements of the company are available on the Cricket South Africa website. The website address is www.cricket.co.za. For the significant accounting policies and detailed notes to the annual financial statements please refer to the audited annual financial statements on the website.



HAROON LORGAT
Chief Executive
19 September 2013



SUPPLEMENTARY INFORMATION

CRICKET SOUTH AFRICA RELATED MEMBERS / BODIES / STRUCTURES

	Name	Geo-political Boundary	Franchise Teams	Accredited Playing Venues
Affiliate Members [12]	Western Province Cricket	Western Cape	Nashua Cape Cobras	Sahara Park Newlands – Cape Town
	Boland Cricket			Boland Park – Paarl
	Northerns Cricket	Gauteng	Unlimited Titans	SuperSport Park – Centurion
	Easterns Cricket			Sahara Willowmoore Park – Benoni
	Free State Cricket	Free State	Chevrolet Knights	Chevrolet Park – Bloemfontein
	Griqualand West Cricket	Northern Cape		De Beers Diamond Oval – Kimberley
	Border Cricket	Eastern Cape	Chevrolet Warriors	Buffalo Park – East London
	Eastern Province Cricket			Axxess St George’s – Port Elizabeth
	South Western Districts	Western Cape		
	Gauteng Cricket	Gauteng	Bizhub Highveld Lions	Bidvest Wanderers Stadium – Johannesburg
	North West Cricket	North West		Senwes Park – Potchefstroom
	Kwa-Zulu Natal Cricket	Kwa-Zulu Natal	Sunfoil Dolphins	Sahara Stadium Kingsmead – Durban Pietermaritzburg Oval – Pietermaritzburg

	Name	Geo-political Boundary	Name	Geo-political Boundary
Associate Members [4]	KwaZulu-Natal Inland	KwaZulu-Natal	Kei Cricket	Eastern Cape
	Mpumalanga Cricket	Mpumalanga	Limpopo Impala Cricket	Limpopo

Affiliate Members	Associate Members	Franchise Teams
The bodies that represent and serve as the respective custodians of amateur cricket in each of the regions in South Africa as determined by the Members Forum from time to time and which currently comprises twelve bodies. The President of each of these bodies is represented on the Company’s Members Forum (“Shareholders”).	Any cricket entity, other than an Affiliate Member or Associate Province, which in the opinion of the Board meets the relevant criteria as determined by the Board from time to time which currently comprises four members.	Those entities which have representative teams that participate and compete in professional domestic cricket in South Africa under the auspices of Cricket South Africa. The current structure consists of six entities.

The supplementary information does not form part of the summary financial statements and is presented as additional information.

Notice of Annual General Meeting

NOTICE OF ANNUAL GENERAL MEETING

CRICKET SOUTH AFRICA NPC
REGISTRATION NUMBER: 2002/002641/08

("the Company")

Notice is hereby given of an annual general meeting of the Affiliate Members of the Company ("AGM") which will be held at the **Protea Hotel OR Tambo Airport, Johannesburg on Saturday, 12th October 2013 at 11:00** to (i) deal with such business as may lawfully be dealt with at the meeting; and (ii) consider and, if deemed fit, pass, with or without modification, the ordinary and special resolutions set out hereunder in the manner required by the Companies Act 71 of 2008 (as amended) ("**the Companies Act**").

Kindly note that, in terms of section 63(1) of the Companies Act, meeting participants (including proxies) will be required to provide reasonably satisfactory identification before being entitled to participate in or vote at the AGM. Forms of identification that will be accepted include original and valid identity documents, driver's licences and passports.

RECORD DATES

In terms of sections 59(1)(a) and (b) of the Companies Act, the Board of the Company has set the record date for the purpose of determining which Affiliate Members are entitled to:

- receive notice of the AGM (being the date on which an Affiliate Member must be registered in the Company's members' register in order to receive notice of the AGM) as at **Thursday, 19 September 2013**.
- participate in and vote at the AGM (being the date on which an Affiliate Member must be registered in the Company's members' register in order to participate in and vote at the AGM) as at **Monday, 7th October 2013**.

PRESENTATION OF ANNUAL FINANCIAL STATEMENTS

The audited annual financial statements of the Company, incorporating the directors' and auditors' reports for the year ended 30 April 2013 were distributed to the Members on 16 August 2013. A summary of these statements is attached as **Annexure A**. (*This Annexure has not been included in the Notice of Annual General Meeting as it has been included in the Integrated Report*).



ORDINARY RESOLUTION NUMBER 1

Re-appointment of independent auditors

“RESOLVED THAT Deloitte & Touche, who are independent of the Company, are re-appointed as the Company’s external auditors.

A majority of more than 50% (fifty percent) of votes cast by those Affiliate Members present or represented by proxy and voting at the AGM is required for this resolution to be adopted.

Explanatory notes

In terms of section 90(1) of the Companies Act, each year at its AGM, the Company must appoint an auditor meeting the requirements of section 90(2) of the Companies Act. Following a detailed review, which included an assessment of its independence, the current Audit Committee of the Company has recommended that Deloitte and Touche be re-appointed as the auditors of the Company.

It is noted that Mr Ismail Vawda is the individual who will undertake the audit for the financial year ending 30 April 2014.

ORDINARY RESOLUTION NUMBER 2

Authorising the Audit & Risk Committee to determine the Auditors’ remuneration and terms of engagement

“RESOLVED THAT the Audit & Risk Committee is authorised to determine the remuneration and the terms of engagement of the auditors of the Company.”

A majority of more than 50% (fifty percent) of votes cast by those Affiliate Members present or represented by proxy and voting at the AGM is required for this resolution to be adopted.

Explanatory notes

This resolution authorises the Audit & Risk Committee to fix the remuneration and the terms of engagement of the auditors (proposed to be re-appointed in terms of ordinary resolution number 4). The aggregate auditors’ remuneration for audit and other services paid to the auditors for the financial year ended 30 April 2013 amounted to R856 000.

ORDINARY RESOLUTION NUMBER 3

Appointment of Audit & Risk Committee and its Chairperson

3.1 Elections of members of the Audit & Risk Committee

“RESOLVED THAT Messrs von Zeuner, Pikoli, Khan and Sauls, are re-elected as members of the Audit & Risk Committee, with effect from the end of this meeting in terms of section 94(2) of the Companies Act, subject to their eligibility and availability.

A majority of more than 50% (fifty percent) of votes cast by those Affiliate Members present or represented by proxy and voting at the AGM is required for this resolution to be adopted.

Notice of Annual General Meeting (Continued)

3.2 Election of a chairperson of the Audit & Risk Committee

“RESOLVED THAT Mr. L von Zeuner, who has been appointed as a member of the Audit & Risk Committee, be re-elected as the chairperson of the Audit & Risk Committee.”

A majority of more than 50% (fifty percent) of votes cast by those Affiliate Members present or represented by proxy and voting at the AGM is required for this resolution to be adopted.

Explanatory notes

The members of the Audit Committee must be nominated in terms of section 94(2) of the Companies Act.

The composition of the Audit Committee must comply with the requirements of the Companies Act and the Regulations under the Companies Act. The proposed members must meet the requirements of section 94(4) of the Companies Act, e.g. they must have the necessary knowledge, skills, qualifications and experience as prescribed in Regulation 42 of the Companies Act Regulations, 2011, to perform the duties in terms of the Companies Act.

PRESENTATION OF DIRECTORS' REPORT

The Vice-President of the Members Forum will present this report, a copy of which is attached as Annexure B.

PRESENTATION OF AUDIT & RISK COMMITTEE REPORT

The Chairman of this committee, whose Report appears in the audited annual financial statements, will give a summary thereof at the meeting.

PRESENTATION OF SOCIAL & ETHICS COMMITTEE REPORT

The Chairperson of this Committee will present this report, a copy of which is attached as **Annexure C**, at the meeting.

PRESENTATION ON KWA-ZULU NATAL INLAND'S APPLICATION FOR AFFILIATE STATUS

A Report on the status of this application is attached, for noting, as **Annexure D**.

SPECIAL RESOLUTION NUMBER 1

Amendments to the Memorandum of Incorporation

“RESOLVED THAT the existing Memorandum of Incorporation (**“MOI”**) is amended as follows:

- The word “eleven” in Clause 1.2.3 is replaced with “twelve”;
- The word “not” in the second line of Clause 24.1 is deleted, and;
- The words “. . .and Members Meetings” in the first line of Clause 17.4 are deleted and replaced with “Independent Directors”.

A 75% (seventy-five percent) majority of votes cast by those Affiliate Members present or represented by proxy and voting at the AGM is required for this resolution to be adopted.



Explanatory notes

The amendments seek to rectify typographical errors that occurred in the original drafting of the MOI.

The first amendment reflects the factual position, namely, there are currently twelve and not eleven affiliate regions.

The second amendment also reflects the factual position as some of the Committees do have non-directors as members.

Clause 2.4.1 will now read as follows:

"The Directors may appoint any number of Board Committees and delegate to such committees any authority of the Board. The members of such committees may include persons who are not directors".

The third amendment enables management to invite those directors of the Board who are not Affiliate Presidents to the AGM. Previously, all directors were Affiliate Presidents.

Clause 17.4 will now read as follows:

"The Company shall invite to its Annual General Meeting Independent Directors, the CEO, the Chief Financial Officer, a representative of each of the Associate Provinces, the Women's Representative, a representative of a cricket related organisation including an employee of the Company."

SPECIAL RESOLUTION NUMBER 2

Directors' remuneration

"RESOLVED THAT, in terms of section 66(9) of the Companies Act, the following annual remuneration shall be payable to non-executive directors of the Company with effect from 1 May 2014 until the next financial year end, 30 April 2015."

Designation	Chairperson's fee	Directors' fees	Meeting Fee	Total Amount per annum
President and Chairperson of the Board	187 050	103 200		290 250
Vice-President of the General Meeting / Members' Forum	25 800	103 200		129 000
Lead Independent Director	25 800	103 200		129 000
Chairperson of Finance & Commercial Committee	64 500	103 200		167 700
Chairperson of Audit & Risk Committee	54 825	103 200		158 025
Chairperson of Remuneration & Human Resources Committee	54 825	103 200		158 025
Chairperson of Social & Ethics Committee	54 825	103 200		158 025
Chairpersons of other Board Sub Committees	25 800	103 200		
Non-Executive Directors (Members)		103 200		103 200
Independent Directors		103 200		103 200
Members on Sub-Committees; Non-Independent/Independent Directors			2 000	n/a
Independent Members on Sub-Committees; excluding Directors, CSA Employees and Associate & Affiliate employees			5 000	n/a

Notice of Annual General Meeting (Continued)

A 75% (seventy-five percent) majority of votes cast by those Affiliate Members present or represented by proxy and voting at the AGM is required for this resolution to be adopted.

Explanatory notes

Special resolution 2 is proposed to enable the Company to comply with the provisions of sections 65(11)(h), 66(8) and 66(9) of the Companies Act, which stipulate that remuneration to directors for their service as directors may be paid only in accordance with an approved special resolution.

The rates have been selected to ensure that the remuneration of non-executive directors remains competitive in order to enable the Company to retain and attract persons of the calibre, appropriate capabilities, skills and experience required in order to make meaningful contributions to the Company. The proposed revised remuneration is considered to be fair and reasonable and in the best interests of the Company.

SPECIAL RESOLUTION NUMBER 3

Approval for the Company to grant financial assistance in terms of Section 45 of the Companies Act

“RESOLVED THAT, to the extent required by section 45 of the Companies Act, the Board may, subject to compliance with the requirements of the Companies Act and the Company’s MOI, authorise the Company to provide direct or indirect financial assistance to any present related and/or inter-related company or entity, or any other company or entity that becomes related or inter-related to the Company, at any time during a period commencing on the date of passing of this resolution and ending at the next AGM.”

A 75% (seventy-five percent) majority of votes cast by those Affiliate Members present or represented by proxy and voting at the AGM is required for this resolution to be adopted.

Explanatory notes

Notwithstanding the title of section 45 of the Companies Act, being “Loans or other financial assistance to directors”, on a proper interpretation thereof, the body of the section also applies to financial assistance provided by a company to any related or inter-related company or corporation, a member of a related or inter-related corporation, and to a person related to any such company, corporation or member.

Section 45 of the Companies Act provides, inter alia, that the particular financial assistance must be provided only pursuant to a special resolution, adopted within the previous 2 (two) years, which approved such assistance either for the specific recipient, or generally for a category of potential recipients, and the specific recipient falls within that category and the Board is satisfied that (i) immediately after providing the financial assistance, the Company would satisfy the solvency and liquidity test (as contemplated in the Companies Act); and (ii) the terms under which the financial assistance is proposed to be given are fair and reasonable to the Company.

As part of the normal conduct of its activities, the Company, where necessary, usually provides financial and/or other support undertakings to its Affiliate Members, in terms of advances, financing or loan agreements or arrangements. In the circumstances, and in order to, inter alia, ensure that the Company, its Affiliate Members and other related and inter-related companies or entities continue to have access to financing for purposes of refinancing existing facilities and/or funding their activities to promote and advance cricket in South Africa, it is necessary to obtain the approval of the members as set out in this special resolution.



In terms of the Company's MOI and the Companies Act 61 of 1973 (as amended), the Company was not precluded from providing the aforementioned financial assistance, prior to the advent of the Companies Act. The Company would like the ability to continue to provide financial assistance, if necessary, also in other circumstances, in accordance with section 45 of the Companies Act.

Furthermore, it may be necessary for the Company to provide financial assistance to any of its present members and/or to any related or inter-related company or entity. Under the Companies Act, the Company will however require the special resolution referred to above to be adopted.

It is therefore imperative that the Company obtains the approval of members in terms of this special resolution so that it is able to organise effectively its internal financial administration.

ORDINARY RESOLUTION 4

CONFERENCE OF LIFE MEMBERSHIP

"RESOLVED THAT Life Membership is conferred on Simon Swigelaar, he being eligible in terms of the Company's MOI.

A majority of more than 50% (fifty percent) of votes cast by those Affiliate Members present or represented by proxy and voting at the AMG is required for this resolution to be adopted.

Explanatory notes

*Life Membership may be conferred on any person by the Company who is considered worthy of the honor and who has given outstanding service to cricket. Only nominees who the Company is satisfied have retired from all forms of active cricket are eligible. The nomination by SWD, setting out his services to cricket, is attached to this Notice as **Annexure E**.*

Notice of Annual General Meeting (Continued)

VOTING AND PROXIES

An Affiliate Member of the Company present in person or by proxy shall have 1 (one) vote, provided that the proxy shall irrespective of the number of Affiliate Members he/she represents as only 1 (one) vote. On a poll an Affiliate Member who is present in person or represented by proxy shall be entitled to 1 (one) vote.

Each Affiliate Member of the Company entitled to attend, speak and vote at the AGM is entitled to appoint a proxy or proxies to attend, speak and on a poll to vote in his/her stead. In terms of clause 9.2 of the Company's MOI, the proxy need not be an Affiliate Member of the Company.

The completed form of proxy is requested to be deposited at the registered office of the Company, to be received not less than 48 (forty-eight) hours before the meeting, by no later than **10 October 2013 at 11h00**. Any Affiliate Member who completes and lodges a form of proxy will nevertheless be entitled to attend and vote in person at the AGM should the Affiliate Member subsequently decide to do so.

A form of proxy is attached to the notice for the convenience of any Affiliate Member who wishes to be represented at the AGM.

MESHACK PUMELELE CANCA

Company Secretary

Registered Office
Cricket South Africa
The Wanderers Club
21 North Street
Illovo
2196



SUMMARY OF APPLICABLE RIGHTS ESTABLISHED IN SECTION 58 OF THE COMPANIES ACT

No 71 of 2008 as amended ("Companies Act").

For purposes of this summary, the term "Affiliate Member" shall have the meaning ascribed thereto in section 57(1) of the Companies Act.

1. At any time, a member of a company is entitled to appoint any individual, including an individual who is not a member of that company, as a proxy to participate in, speak and vote at a members meeting on behalf of the member.
2. A proxy appointment must be in writing, dated and signed by the relevant member.
3. Except to the extent that the Memorandum of Incorporation ("MOI") of a company provides otherwise—
 - 3.1. a member of the relevant company may appoint two or more persons concurrently as proxies, and may appoint more than one proxy to exercise voting rights attached to different securities held by such member; and
 - 3.2. a copy of the instrument appointing a proxy must be delivered to the relevant company, or to any other person on behalf of the relevant company, before the proxy exercises any rights of the member at a members meeting.
4. Irrespective of the form of instrument used to appoint a proxy—
 - 4.1. the appointment of the proxy is suspended at any time and to the extent that the member who appointed that proxy chooses to act directly and in person in the exercise of any rights as a member of the relevant company; and
 - 4.2. should the instrument used to appoint a proxy be revocable, a member may revoke the proxy appointment by cancelling it in writing, or making a later inconsistent appointment of a proxy, and delivering a copy of the revocation instrument to the proxy and the relevant company.
5. The revocation of a proxy appointment constitutes a complete and final cancellation of the proxy's authority to act on behalf of the relevant member as of the later of the date—
 - 5.1. stated in the revocation instrument, if any; or
 - 5.2. upon which the revocation instrument is delivered to the proxy and the relevant company as required in section 58(4)(c)(ii) of the Companies Act.
6. Should the instrument appointing a proxy or proxies have been delivered to the relevant company, as long as that appointment remains in effect, any notice that is required by the Companies Act or the relevant company's MOI to be delivered by such company to the member must be delivered by such company to—
 - 6.1. the member, or
 - 6.2. the proxy or proxies if the member has in writing directed the relevant company to do so and has paid any reasonable fee charged by the company for doing so.
7. A proxy is entitled to exercise, or abstain from exercising, any voting right of the relevant member without direction, except to the extent that the MOI of the relevant company or the instrument appointing the proxy provide otherwise.
8. If a company issues an invitation to members to appoint one or more persons named by such company as a proxy, or supplies a form of instrument for appointing a proxy—
 - 8.1. such invitation must be sent to every member who is entitled to receive notice of the meeting at which the proxy is intended to be exercised;
 - 8.2. the company must not require that the proxy appointment be made irrevocable; and
 - 8.3. the proxy appointment remains valid only until the end of the relevant meeting at which it was intended to be used, unless revoked as contemplated in section 58(5) of the Companies Act.

Notice of Annual General Meeting (Continued)

CRICKET SOUTH AFRICA (NPC)

("the Company")

Registration Number 2002/002641/08

(Incorporated in the Republic of South Africa)

FORM OF PROXY

For the use by Affiliate Members of the Company at the Annual General Meeting to be held at 11h00, on Saturday, 12 October at the Protea OR Tambo International Airport Hotel, Johannesburg.

I/We

Being an Affiliate Member of of the Company, appoint (see note 1):

1. _____ or failing him/her,
2. _____ or failing him/her,
3. the chairman of the Annual General Meeting

as my/our proxy to act for me/us and on my/our behalf at the annual general meeting that will be held for the purpose of considering and, if deemed fit, passing with or without modification ordinary and special resolutions to be proposed thereat and at any adjournment thereof; and to vote for and/or against such resolutions and/or abstain from voting, in accordance with the following instructions (see note 3):

Resolutions	One vote	
	For	Against
Ordinary Resolution Number 1 (Re-appointment of Auditors)		
Ordinary Resolution Number 2 (Auditors' Remuneration)		
Special Resolution Number 1 (Amendments to MOI)		
Ordinary Resolution 3.1 (Re-Election of the members of the Audit Committee)		
Ordinary Resolution Number 3.2 (Re-Election of the chairperson of the Audit Committee)		
Special Resolution Number 2 (Directors' remuneration)		
Special Resolution Number 3 (Financial Assistance ito s45)		
Ordinary Resolution Number 4 (Life Membership)		

Signed at (place) _____ on (date) _____ 2013.

Signature _____

NOTES TO PROXY

1. Each Affiliate Member is entitled to appoint one proxy to attend, speak and vote in place of that Affiliate Member at the annual general meeting.
2. An Affiliate Member may insert the name of a proxy or the names of two alternative proxies of the Affiliate Member's choice in the space provided, with or without deleting 'the chairman of the annual general meeting'. The person whose name stands first on the form of proxy and who is present at the annual general meeting shall be entitled to act as proxy to the exclusion of the persons whose names follow.
3. An Affiliate Member's instructions to the proxy have to be indicated by the insertion of the relevant number of votes exercisable by that Affiliate Member in the appropriate box provided. Failure to comply with the above shall be deemed to authorise the chairman of the annual general meeting, if the chairman is the authorised proxy, to vote in favour of the ordinary and special resolutions at the annual general meeting, or any other proxy to vote or to abstain from voting at the annual general meeting, as he/she deems fit, in respect of all the Affiliate Member's votes exercisable thereat.
4. Documentary evidence establishing the authority of a person signing this form of proxy in a representative capacity has to be attached to this form of proxy, unless previously recorded by the Company or waived by the chairman of the annual general meeting.
5. The chairman of the annual general meeting may reject or accept any form of proxy that is completed and/or received other than in accordance with these instructions and notes.
6. Any alterations or correction to this form of proxy have to be initialled by the signatory (ies).
7. The completion and lodging of this form of proxy shall not preclude the relevant Affiliate Member from attending the annual general meeting and speaking and voting in person thereat, to the exclusion of any proxy appointed in terms hereof, should such Affiliate Member wish to do so.
8. Forms of proxy have to be lodged with or posted to the registered office of the Company, c/o **Pume Canca, Cricket South Africa, The Wanderers Club, 21 North Street, Illovo, 2196** or emailed to **pumec@cricket.co.za** to be received by not later than **10 October 2013 at 11h00**.



ANNEXURE B

DIRECTORS' REPORT

The re-structured Board of Directors was voted into office at the Annual General Meeting in Johannesburg on February 2, 2013, and held their inaugural meeting a week later.

The key factors in the Board's operations over the past nine months have been the restructuring of the various committees and the appointment of new ones following due process of corporate governance and the leading role played by the independent directors in driving the key operational areas. This was a key operational requirement in the void leading up to the appointment of the new Chief Executive ("CE").

Due process and independence probably best sum up the direction the Board has endeavoured to give to Cricket South Africa (CSA).

The independent directors were appointed to chair the following sub-committees: Audit and Risk (Louis von Zeuner), Finance and Commercial (Iqbal Khan), HR and Remuneration (Dawn Mokhobo), Transformation (Norman Arendse SC), Social and Ethics (Vusi Pikoli).

Apart from establishing the various terms of reference, there have been very important developments in all these areas including the presentation of the Risk Exposure Dashboard and the appointment of two new committees in Social and Ethics (an imperative in terms of Corporate Governance requirements) and the Cricket Pipeline Committee under the chairmanship of Rihan Richards.

This latter committee works in tandem with the previously established Cricket Committee under the leadership of Andy O'Connor and ensures that all aspects of cricket are covered from youth right through to the Proteas.

There have been heartening and positive movements in the area of transformation as well with the entirely merited appointment of Russell Domingo as our first black national coach; of Haroon Lorgat as CE; and the revamping of the national selection committee to include an ethnic African representative, Linda Zondi. Linda will also chair the under-19 selection committee which will ensure that there is continuity between youth and senior selection. The national selection committee also has a far more independent structure with only one member (the ex officio national coach) an employee of CSA.

The appointment of the CE may have taken longer than the ideal time frame but again the Board was determined to follow due process to find the best man for the job and to do it in an entirely independent manner.

The past few months have also given the Board the opportunity to draw a final line under the bonus saga. This is an important development in restoring the reputation and image of CSA which will be one of the prime objectives for both the Board and the CE in the year ahead.

This includes having a transparent and constructive engagement with the Media and I believe that the general tone of reporting across the various platforms is evidence that progress is being made in this important area.

This has inevitably been a year of laying sound foundations and putting the building blocks in place and it has been time well spent in planning for a better tomorrow.

DR. PETER CYSTER

CSA DIRECTOR & VICE-PRESIDENT OF THE MEMBERS FORUM

ANNEXURE C

SOCIAL & ETHICS REPORT

The Social & Ethics Committee was formed at the Board of Directors' meeting held on 10th May 2013 and is made up of the three directors and senior management including the Chief Executive.

This Committee, which has already agreed its terms of reference – approved by the Board on 19 July 2013, is in the process of compiling a work plan which will ensure that the following activities are covered:

- › The company's compliance with the United Nations Global Compact – to which it intends being a signatory;
- › The company's standing in terms of the OECD recommendations regarding corruption;
- › A report on the company's progress under the Employment Equity Act, No 55 of 1998;
- › The company's standing in terms of the broad-based Black Economic Empowerment Act, No 53 of 2003;
- › Stakeholder relationship reports, including assessments of stakeholder relationships health and progress on a stakeholder management strategy, and;
- › A report on the company's employment and labour activities.

VUSI PIKOLI

CHAIRMAN: SOCIAL & ETHICS SUB-COMMITTEE



ANNEXURE D

REPORT ON KWA-ZULU NATAL CRICKET UNION ("KZN INLAND")

In July 2011, Cricket South Africa's Management visited KZN Inland to assess its readiness to be awarded a Cricket South Africa ("CSA") affiliate status. Subsequent to Management's visit, it was recommended to the Members Forum at its Annual General Meeting ("AGM") held on 20 August 2011 not to award an affiliate status to KZN Inland since they did not comply with all the requirements for conferral of this status.

In September 2012, a follow up visit by CSA Management was made to review KZN Inland's application and the organisation's readiness to be awarded affiliate status.

The key areas assessed were the following;

- Board and governance structures
- Policies and procedures
- Financial and audited reports
- Cricket pipeline
- Facilities
- Cricket operations
- Shareholder agreement – Dolphins franchise
- Geographical borders and historical information
- Commercial viability
- Stakeholder relationships
- Transformation and
- Administration.

Our field observation and file review of all supporting documents of the above revealed that KZN Inland was again not yet ready to be awarded affiliate status. The above recommendation was reported to the Members Forum at CSA's AGM held on 2 February 2013.

On 8 June 2013, CSA Management, CSA President, CSA Vice President and the President of Kwa- Zulu Natal Cricket Union (all directors of CSA), once again visited KZN Inland for a presentation by the KZN Inland Board and Management regarding their readiness to become a CSA affiliate. KZN Inland at the presentation, presented CSA Management with a revised portfolio of evidence ("PoE") addressing the shortcomings highlighted from the September 2012 visit.

Based on the presentation and a site visit to certain facilities, the CSA Team concluded that;

- Clarity regarding the ownership of the Pietermaritzburg Oval should be provided to CSA (no lease agreement in place)
- Concerns exist, regarding KZN Inland's significant dependency on CSA. KZN Inland to provide verifiable evidence that other than CSA, adequate financial and non-financial support is available to KZN Inland from 3rd parties such as sponsors, commercial partners and government.
- No clear demonstration of an effective cricket pipeline system exists, and lastly
- There appeared to be lack of facilities in general and the existing facilities lacked proper maintenance.

A follow up visit by CSA Management is planned for October 2013 to have in-depth discussion with KZN Inland with the view of offering assistance to overcome their shortcomings where necessary.

For the purposes of awarding KZN Inland an affiliate status at this AGM, CSA Management is of the opinion that KZN Inland is not yet ready for affiliate status. CSA will use its best endeavors to ensure that necessary assistance is given to KZN Inland to be ready.

NAASEI APPIAH
CHIEF FINANCIAL OFFICER
CRICKET SOUTH AFRICA
September 2013

Notice of Annual General Meeting (Continued)

ANNEXURE E

NOMINATION FOR LIFE MEMBERSHIP: SIMON SWIGELAAR

He joined the Union Stars Cricket Club in Oudtshoorn in 1948 at the age of fifteen and currently serves as the Honorary Life President of this club. He represented the SWD senior cricket team in the Dadebye tournament in Port Elizabeth in 1963/64 and officiates as a provincial umpire between 1974 and 1989. He served as the president of SWD Cricket Board between 1981 and 1991 and was instrumental in the unity process of the SWD Cricket in 1991.

He was a General Council member of the United Cricket Board of South Africa between 1991 and 1993 as President of a unified SWD Cricket Board and is currently the Honorary Life-President of the SWD Cricket Board. He also served as a member of the Transformation Committee of the Boland Cricket Board between 1999 and 2001.

His length of service at provincial level stretch over a period of 45 years – as a player, umpire, administrator and selector. He served as the President of the SWD Cricket Board for more than a decade.

In 1983 he received a merit award from the South African Cricket Board after officiating as an umpire in the Benson & Hedges final between Western Province and Eastern Province. In 1993 he was honoured with a Mayoral Award from the Mayor of Oudtshoorn for his contribution, achievements and service to cricket and the community.

In 2003 the Western Cape Department of Cultural Affairs and Sport honoured him with a Life Time Achievers Award for his contribution towards cricket.

In 2007 he was honoured with a Legend Award from the Western Cape MEC for Sport & Recreation for his contribution in the unification process of sporting bodies in South Africa in 1990.

In 2011 he was honoured with the Khaya Majola Lifetime Achievement Award at the annual Cricket South Africa Awards function. This award is presented in honour of the late Khaya Majola, one of the Pioneers of cricket development in South Africa and is awarded to an individual who has made a selfless and enduring contribution over a lifetime to the advancement of South African cricket.

Nomination submitted by Albertus Kennedy (Chief Executive Officer)

On behalf of the South Western Cricket Board

