

CRICKET SOUTH AFRICA PRESENTATION TO

PARLIAMENTARY PORTFOLIO COMMITTEE
ON SPORT ARTS AND CULTURE



CRICKET
SOUTH AFRICA

**MAYENZEKE
MANJE!**



SOCIAL JUSTICE AND NATION-BUILDING

6 OCTOBER 2020

CSA DELEGATION



Beresford Williams - Acting President

Mr Dheven Dharmalingam - Independent director

Dr Eugenia Kula - Ameyaw - Independent director

Ms Vuyokazi Memani-Sedile - Independent director

Mr Marius Schoeman - Independent director

Ms Zola Thamae - Non-Independent director

Ms Kugandrie Govender - Acting Chief Executive



CRICKET
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AGENDA

Board Composition

Executive Team

Governance

Forensic Report

Transformation

Human Resources

Financial Stability

Communication Strategy

SASCOC Intervention



CRICKET
SOUTH AFRICA



BOARD OF DIRECTORS

	Director	Type	Affiliate	Sub-Committees	Date of appointment	Termination / Resignation Date
1	Beresford Duncan Williams	Non-Independent (Vice President) Acting President	-	Cricket; Finance & Commercial; HR & Remuneration;	02 Feb 2019 - As <i>vice-president</i>	-
2	Angelo Carolissen	Non-Independent	Boland Cricket Board	Transformation; Cricket Pipeline	08 Sept 2018	-
3	Donovan May	Non-Independent	Eastern Cape CU	Cricket; Audit & Risk; HR & Remuneration; Social & Ethics	02 Feb 2019	-
4	John Mogodi	Non-Independent*	Limpopo Impala Cricket	Audit & Risk; Finance & Commercial; HR & Remuneration	23 May 2020	Up to 2020 AGM
5	Tebogo Siko	Non-Independent	Northerns Cricket Union (CU)	Transformation; Finance & Commercial; Cricket; Cricket Pipeline	07 Sept 2019	-
6	Nokuzola Patience Thamae	Non-Independent	Free State CU	Cricket; Cricket Pipeline; Social & Ethics	12 Sept 2015	-
7	Dhevendren Dharmalingam	Independent Director*	NA	Cricket; Audit & Risk; Finance & Commercial; Social & Ethics; Transformation	18 May 2020	Up to 2020 AGM
8	Xoliswa Eugenia Kula	Independent Director*	NA	Transformation; Social & Ethics; Finance & Commercial; HR & Remuneration	18 May 2020	Up to 2020 AGM
9	Vuyokazi Funeka Memani-Sedile	Independent Director*	NA	Cricket; Audit & Risk; HR & Remuneration; Social & Ethics	18 May 2020	Up to 2020 AGM
10	Marius Schoeman	Independent Director	NA	Audit & Risk; Finance & Commercial; Social & Ethics; Transformation	07 Sept 2019	-

EXECUTIVE TEAM

NAME	POSITION	RACE	GENDER	TYPE OF EMPLOYMENT	APPOINTMENT WITH CSA	DATE OF APPOINTMENT IN CURRENT ROLE
Kugandrie Govender	Acting CEO	Indian	Female	Permanent	Apr 2019	Aug 2020
Welsh Gwaza	Company Secretary	Black African	Male	Permanent	Apr 2019	-
Max Jordaan	Transformation Exec	Coloured	Male	Fixed-Term Contract	Jan 2001	-
Pholetszi Moseki	CFO	Black African	Male	Permanent	Jul 2019	-
Chantel Moon	HR & Operations	Coloured	Female	Fixed-Term Contract	Jan 2018	Nov 2019
Thamie Mthembu	Acting CCO	Black African	Male	Permanent	Oct 2019	Aug 2020
Graeme Smith	Director of Cricket	White	Male	Fixed-Term Contract	Dec 2019	-



BACKGROUND

- CSA expresses its **appreciation** to the Portfolio Committee for allowing CSA a postponement on the Portfolio Committee meeting of the 21st of August 2020 which enabled CSA the opportunity to address critical issues related to its operations and the forensic report.
- Our presentation seeks to address all the issues and other pertinent matters the Chairman of the Committee requested us to address.



MINISTERIAL ENGAGEMENTS

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MINISTERIAL ENGAGEMENTS

DATES OF ENGAGEMENTS

- 6 August 2020
- 17 August 2020
- 31 August 2020

ISSUES ADDRESSED

- Governance
- Leadership demographics
- Transformation issues - including systemic racism allegations
- Salary disparities
- Communication / Media Strategy
- SJN Launch and Ombudsman Office

GOVERNANCE

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GOVERNANCE

AGM POSTPONEMENT

- Complete the review of the governance model of CSA, including the outstanding matters recommended by the Nicholson Commission
- Review and implement the findings and recommendations made in the forensic report through a comprehensive roadmap.

GOVERNANCE

Amendment to the Memorandum of Incorporation - MOI

The Members Council has in principle agreed that the following key matters are required to be addressed by the amendments to the MOI:

- **Clarification of Geo-Political Alignment within CSA's governance structures**
 - Representation at Members Council (demographics and gender)
 - Determine voting rights
 - Role, powers, responsibilities of Members Council
 - Modalities of **proportionate representation**

- **Board Composition**
 - Achievement of **demographic and gender representation**
 - Role clarity regarding the Chairman of the Board and the President of Members Council
 - Role clarity of the positions of President, Vice-President and Lead Independent Director

GOVERNANCE

Amendment to the Memorandum of Incorporation - MOI

- Clarification of **Member in good standing** within CSA's governance structures
- **Board mandate in relation to the affairs of members who are autonomous entities**
 - Define categories of membership, rights and obligations
- **Review** of the **two-tier Governance Structure** within the context of the Companies Act and King IV as it relates to NPC
- Consideration to be given to having a **more effective** Board
 - Consideration to be given to the need to **separate the roles** of President of CSA and Chairperson of the board [recommendation of the King Report on Governance of South Africa 2016 (King IV)].

CRICKET SOUTH AFRICA MEMBERS - BOARDS - 2019

Organisation	Unit	2019					
		Black African	Coloured	Indian	White	Total No Women *	Total No Disabled Persons *
Boland Cricket Board	Actual	2	10	0	0	1	0
	Percentage	17%	83%	0%	0%	8%	0%
Border Cricket	Actual	5	1	0	1	2	0
	Percentage	71%	14%	0%	14%	29%	0%
Central Gauteng Lions	Actual	8	2	3	3	4	0
	Percentage	50%	13%	19%	19%	25%	0%
Eastern Province Cricket	Actual	3	5	1	2	0	0
	Percentage	27%	45%	9%	18%	0%	0%
Easterns	Actual	6	1	1	2	2	1
	Percentage	60%	10%	10%	20%	20%	10%
Free State Cricket Union	Actual	4	0	0	3	2	0
	Percentage	57%	0%	0%	43%	29%	0%
KwaZulu - Natal Coastal	Actual	5	0	11	1	2	0
	Percentage	29%	0%	65%	6%	12%	0%
Limpopo Impala Cricket	Actual	3	0	0	5	0	0
	Percentage	38%	0%	0%	63%	0%	0%
Mpumalanga Cricket Union	Actual	5	0	0	6	0	0
	Percentage	45%	0%	0%	55%	0%	0%
North West Cricket Association	Actual	0	0	0	1	0	0
	Percentage	0%	0%	0%	100%	0%	0%
Northern Cape Cricket	Actual	6	4	0	2	1	0
	Percentage	50%	33%	0%	17%	8%	0%
Northerns Cricket Union	Actual	5	1	0	3	2	0
	Percentage	56%	11%	0%	33%	22%	0%
South Western Districts Cricket Board	Actual	3	9	0	0	2	0
	Percentage	25%	75%	0%	0%	17%	0%
Western Province Cricket Association	Actual	3	5	3	1	2	0
	Percentage	25%	42%	25%	8%	17%	0%
Grand Total	Actual	58	38	19	30	20	1
	Percentage	40%	26%	13%	21%	14%	1%

*NOTE: Include number of women and disabled persons in the demographic categories as well as separately in the boxes provided.

GOVERNANCE

Amendment to the Memorandum of Incorporation - MOI

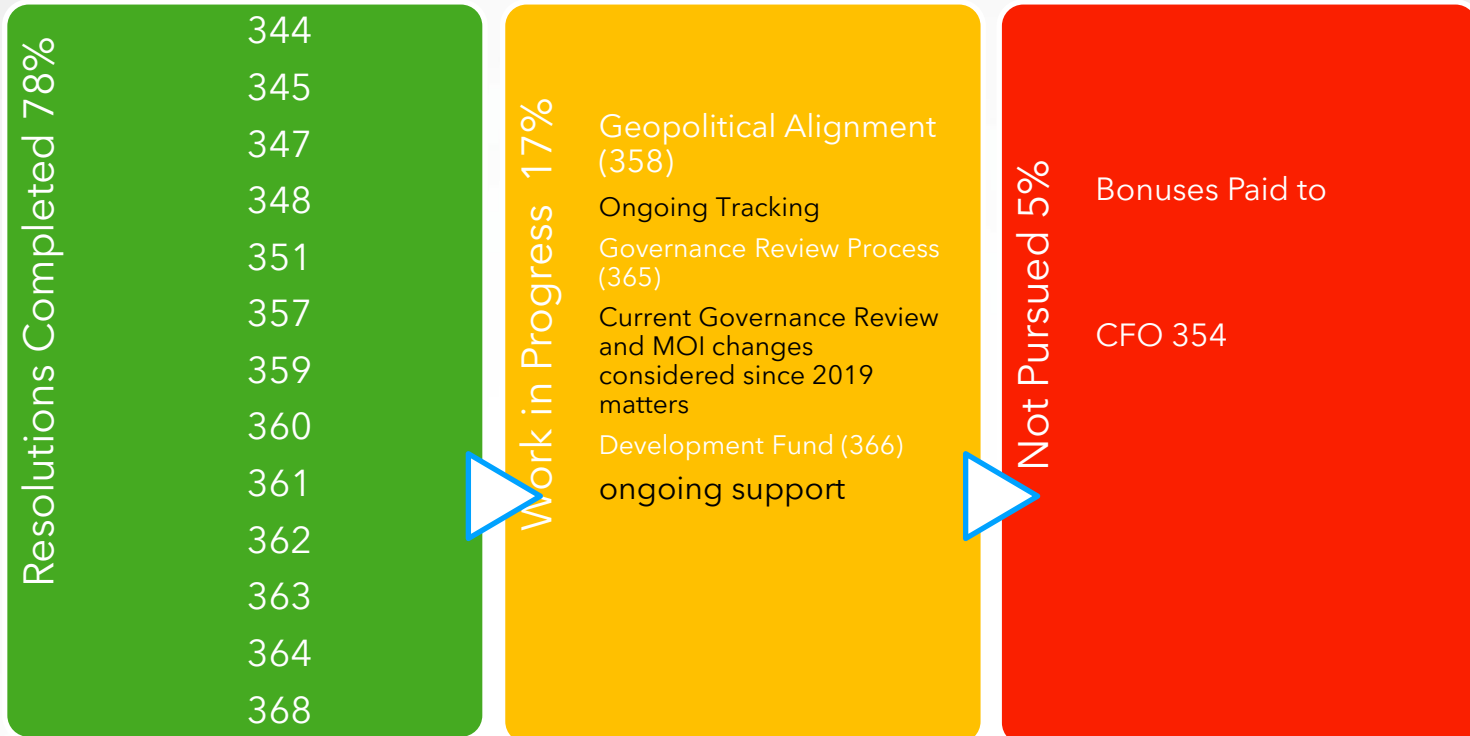
Conflict of Interest

- The effective management and mitigation of conflict of interest inherent in the two-tiered governance structure
- **Nomination Process**
 - Nomination Committee to be appointed by the Board
 - Nominations of persons to the Board and Members Council to be managed through the Nominations Committee processes
- Nicholson Report Recommendations

GOVERNANCE

THE IMPLEMENTATION OF NICHOLSON RECOMMENDATIONS

Where is CSA on that process and what are the stumbling blocks into implementing recommendations made by the Nicholson Commission?



GOVERNANCE

THE IMPLEMENTATION OF NICHOLSON RECOMMENDATIONS

Where is CSA on that process and what are the stumbling blocks into implementing recommendations made by the Nicholson Commission?

- CSA is will be consulting with critical stakeholders regarding the adoption of some of the Nicholson recommendations, in particular, the composition of the Board. The complete governance review proposal resulting from this process (which includes requiring a minimum number of black female members of the Board and Members Council, composition of these structures, geopolitical alignment, clarity of mandate of each structure and powers of the organization to deal with non-compliance with its membership requirements) is expected to be tabled before the Members Council **prior to the postponed AGM**;
- The **current vacancy** on the Board resulting from the resignation of Prof. Steve Cornelius will be filled by a **Black Female**, preferably with skills in media and marketing (recruitment process to be completed by end of November 2020).
- The Nominations Committee will create a **roadmap related to the succession planning in the entire cricket structures**. A proposition to be made to Members Council that any vacancies which occur at the Board or Members Council with effect from after the AGM shall be filled by black female candidates only.
- A programme to enhance the skills in governance **for Affiliate members will commence from November 2020 with a specific focus to identify and upskill female administrators and board members**. No specific end date is envisaged but development milestones will be reported periodically. The intention is to identify at least 10 (ten) candidates to start this programme;
- It will become part of the **membership requirements that the executive management teams of unions and the boards become predominantly black with a heavy focus on Black female members in these critical positions**. The intention is to identify at least 10 black female candidates. The onus will be placed on Affiliates to address the current status of non-transformed positions especially in CEO and Executive positions. Failure by the Unions to do this ill result in financial penalties. To commence this process in December 2020;

A review of CSA Business Model, in particular insofar as CSA's Compliance requirements with national imperatives are concerned, is required. The key focus is on Affiliates and their contributions to CSA.

GOVERNANCE

Annual General Meeting Roadmap

- Consult extensively with critical stakeholders regarding the amended MOI by **13 October 2020**
- Submit amended MOI to Members Council for approval by calling SGM by **15 October 2020**
- Lodge amended MOI to CIPC for approval by **23 October 2020**
- **Nominations process** to be completed by **31 October 2020**
 - Required skills for directors identified
 - **Advertisements issued - closing date is on 30 September 2020**
- Substantial implementation of the **Forensic Report Roadmap**
- The AGM is envisaged to be held by **05 December 2020**
- **Suggested Return Date to provide feedback to Portfolio Committee**



FORENSIC REPORT

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FORENSIC REPORT – TOR

Terms of Reference

- The Forensic Investigation was commissioned by the Board following a request submitted by the Independent directors to the then chairman of the board. The terms of reference were signed off by the Members Council.
- **The objective of the forensic investigation is to review management and governance practices within Cricket South Africa (CSA) to determine whether:**
 - CSA Management and Board adhered to the **CSA Governance Framework**
 - effective **internal controls** are in place to prevent or detect material misstatements and other irregularities

FORENSIC REPORT - TOR

Terms of Reference

- key sub-committees which are critical players in ensuring that there was an effective link between risk management framework (and activities) and combined assurance activities reasonably relied on management information and **applied reasonable levels of professional skepticism** to such information before recommending such proposals for approval by the Board (and where necessary by the Members Council);
- Completeness and adherence to key Policies;
- Completeness and correctness of management reports over last 12 (twelve) months;
- Whether **CSA's funds are used for the purposes for which they are intended**; and
- Whether **Decisions are made in the interest of CSA**

FORENSIC REPORT - TOR

Amendment to Terms of Reference: 2 July 2020

- The terms of reference of the Forensic Investigation were **amended** to permit the Forensic Investigator to provide the Board with certain information/report chapters related to the conduct of certain members of the CSA management team, but excluding any information related to the investigation of the conduct of the Board and the Members Council.
- This was done to expedite the matter of the suspended CEO who had been under precautionary suspension for 8 (eight) months.
- The Terms of Reference were not amended to absolve the Board from being investigated.

FORENSIC REPORT - RISKS

Risks Inherent in Uncontrolled Release of the Forensic Report

- The terms of reference required that the forensic report be submitted to the Audit and Risk Committee.
- The report was submitted to the 3 (three) Independent Directors serving in the Audit and Risk Committee whose tenure did not overlap with the period under investigation **to ensure that no incidences of conflict of interest** would arise in the management and implementation of the findings and recommendations.
- Following extensive legal advice and in accordance with the primary duty of directors to act in the best interest of the Company, the **risks associated with the uncontrolled public release** of the forensic report have serious and far reaching legal implications for CSA, which **could lead to CSA being embroiled in costly litigation**. This was to be weighed against the need for transparency
- As a result, **protocols** in terms of which stakeholders, including the CSA Members Council and SASCOC, could access the forensic report, were effected and are in place to protect CSA (and parties referred to in the forensic report) from harm.

FORENSIC REPORT - DISCLOSURE

- The Board has considered the **disclosure of the report to various stakeholders** and taken decisions on the disclosure of the Forensic Report in the interests of CSA, having taken advice from subcommittee of the Audit and Risk Committee.
- The Board under advise of external Legal Firm considered the difficult balance to be struck between preventing the harm that may arise to CSA from the publication and possible dissemination of the Forensic Report, and ensuring that key stakeholders have **sufficient access to the information in the Forensic Report** to ensure that they have sufficient information to make decisions that are relevant to CSA, and to hold the Board accountable for taking the necessary action to investigate and implement the findings in the Forensic Report.

FORENSIC REPORT - ROADMAP

- Full disclosure of Forensic Report made to Members' Council by external Legal Firm on current Members of the Board implicated by findings (disclosure was done with consent from those directors) [Complete]
- Members' Council provided access to full report at the offices of external Legal Firm [Complete]
- Summary of the conclusions and recommendations in the Forensic Report presented to Members' Council by external Legal Firm [Complete]
- Presentation made by external Legal Firm to Members' Council regarding advice on Roadmap to be prepared to deal with the Forensic Report Focus - prepared to describe:
 - (i) the role of the CSA Board in the CSA Governance Structure;
 - (ii) Actions which will be taken by CSA;
 - (iii) who will be responsible for these actions; and
 - (iv) when they are expected to be completed. [Complete]

FORENSIC REPORT - ROADMAP

- Members' Council was advised that Board is responsible for what happened under their watch as detailed in the Forensic Report **[Complete]**
- Current Board **accountable & responsible** for taking the appropriate steps to address Forensic Report, and, to take remedial action to ensure that such events cannot happen again
- Relevant Governance Structure to be tasked with matters falling within its mandate i.e., HR & RemCo re disciplinary matters, FinCom to address Procurement related matter **[Complete]**
- Upon consensus by the Board on priorities and the relevant parties identified to take responsibility, the detailed roadmap will be prepared on an urgent basis
 - Areas of focus prior to AGM has been identified **[Complete]**
 - Board resolved that a Member of the Members' Council who is not a director on the Board is to join the Sub-Committee to oversee action **[Complete - Appointment made]**
 - Employee related matters delegated to the HR and RemCom for further investigation and taking appropriate steps **[Ongoing- Due March 2021]**
 - Executives will be tasked with delivering on operational specific items **[Ongoing- Due 7th October]**
 - Agreed that third party assurance will be obtained to ensure that findings of Forensic Report adequately addressed **[Ongoing process]**
 - Certain recommendations and findings require more investigation **[Ongoing process]**

FORENSIC REPORT - ROADMAP

- Internal disciplinary proceedings against those mentioned in the Forensic Report are either ongoing or complete: conclusion of pending matters to be prioritised
- Procurement Process related matters: legal opinion pending regarding matters relating to Procurement Process not followed [**15 October 2020**]
- Dedicated workstream towards the amendment of the MOI [**Ongoing - 23 October 2020**]
- **Ensure Effective Stakeholder Engagement**
 - a. Engagement with Key Stakeholders and disclose information under guidance of external Legal Firm [**05 Oct - 08 Oct 2020**]
 - b. Provide feedback to Stakeholders on progress to address Forensic Report findings [**5 - 8 October 2020**]
 - c. Notification to Affiliates with appropriate summary of the report, as requested by the MC prepared by external Legal Firm - as per Members Council resolution
 - d. Effective Internal Controls [Ongoing]**
 - e. Appointment of **Internal Audit Service Provider** [**Complete**]
 - f. Financial controls in relation to Member Loans - review and implement new Financial Assistance Policy [**31 Dec 2020**]
 - g. Review and implementation of new Delegation of Authority [**15 October 2020**]; and
 - h. Finalisation of review of CSA Portfolio of Policies [**31 December 2020**]

FORENSIC REPORT - ROADMAP

1. Effective Organisational Structure

- a. Review organisational design to ensure sufficient capacity within key areas of governance [Finance, Stakeholder Engagement, Human Resources, etc.] **[Yet to commence- Due 31 March 2021]**
- b. Consider the split of role of Company Secretary and in-house legal function **[Yet to commence- Due on 31 March 2021]**

2. Key Policies for review and implementation:

- a. Credit Card Policy **[Complete]**
- b. Delegation of Authority **[15 October 2020]**
- c. CSA Media Guidelines and Protocols **[31 October 2020]**

3. Ensuring that the Board receives sufficient information to fulfil its obligations and intervene when necessary

- a. Assurance that appropriate information reaches the Board regardless of the relationship with executive management

4. Matters requiring further investigation:

- a. Certain recommendations and findings require more investigation
- b. Resolution will be tabled as to who should be tasked to investigate such matters

TRANSFORMATION

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TRANSFORMATION

CRICKET FOR SOCIAL JUSTICE AND NATION BUILDING (SJN)

On **22 July 2020** the CSA Board approved the SJN Concept proposed by the Transformation Committee. The concept includes the following 4 pillars:

- The **Office of the Independent Transformation Ombudsman** - core function - independent complaints system, provide assurance regarding the extent to which transformation programmes are impactful on society, amongst others;
- **The healing, restore and unite cricket players**, fans and the nation. This process started by engaging the former players;
- Formation of **The Restoration Fund** - to deal with opportunity cost/ loss; and
- Promote **Diversity, Belonging and Inclusivity (DIBS)** - intensify the already existing DIBS program's impact in Cricket. This is to ensure racism is curbed in all levels of sport from youth to top leadership

TRANSFORMATION

- July -Aug 2020 - Engaged various stakeholders re: BLM response Strategy by CSA (SJN) including former players, veterans, sponsors.
- Brief sponsors - Commitment to meet with sponsors twice a year regarding developments and feedback
- **SJN Launch and Ombudsman Office unveiling by the Minister on the 28 Aug 2020**
 - Initial financial injection by CSA of R10 million
 - Appointment of Resource - **Adv Dumisa Ntsebeza (SC) -first pillar achieved** ✓
 - **10 (Ten) SJN Ambassadors**, who include Makhaya Ntini, Lance Klusner, Ms Dinesha Devnarsin, Geoffrey Toyana, Gary Kirsten, Monde Zondeki and Nolubabalo Nduzo
- Major Concern and focus in the set up - is **the Independence of that Office** and resourcing the Ombudsman Office - in terms of location and operations not to compromise the integrity Ombudsman's function
- Set up underway for a full roll out in January 2021 - Part of the Plan is to go to various Provinces (accessibility) for hearings
- The Ombudsman's Plans to independently present to the Portfolio Committee and Minister the full operational plan

TRANSFORMATION

- CSA Transformation Strategy, Philosophy EEA and BBBEE - Implemented
- **Salary differentials analyzed** - commitment to redress especially for the **Womens Protea Team**. Root caused of salary differentials is in the formulae - to be reviewed (HRC)
- The Employment Equity Act (EEA) implementation (EE Targets) - monitored to include consultants and fixed term contractors as well as BBBEE rating
- Some areas will require the review of the current processes & policies
- Ensure **alignment** between the Minister's expectations of national demographics of the National team and EPG - review for alignment, **not allow target reduction**
- The **transformation KPAs** will be in the DOC, Coaches and Selectors contracts
- BMF Deputy Chair said: "**Governance and Transformation are not mutually exclusive**" Therefore the funding of transformation initiatives will be the reflection of CSA commitment. **Funding** is key to the success of transformation

STRATEGY TO IMPROVE EPG OUTCOMES

Ensure that more black players, particularly black African players are included in national teams on a sustainable basis (granular detail required)

TEAM SELECTION IS KEY to support the CSA Strategic and EPG outcomes is included in the KPIs / Performance Evaluation of:

1. Proteas Coaches (Men and Women) - teams
2. High Performance Coaches - teams
3. National Convener of Selection
4. Cricket Services Departmental Managers - pathway system.
5. CSA Member pathway - driven through the scorecard

Enhanced High Performance Operational Structure includes job profiles, performance measurement and incentive for HP Coaches with the following intent:

1. Enhance coaching approach across the programme (SA U19 to SA "A").
2. Support towards identified players earmarked for Proteas (Men and Women's) short and long-term selection.
3. Support and facilitate interventions around Proteas (Men and Women) players that have lost form in conjunction with all the role players.
4. Structure bilateral tours that will complement and enhance player development towards Proteas selection in season and out of season (closing the gap between international and domestic Cricket)
5. Conduct specialized camps for various cricket disciplines earmarked to enhance individual player skills towards the style of play intended (DNA)

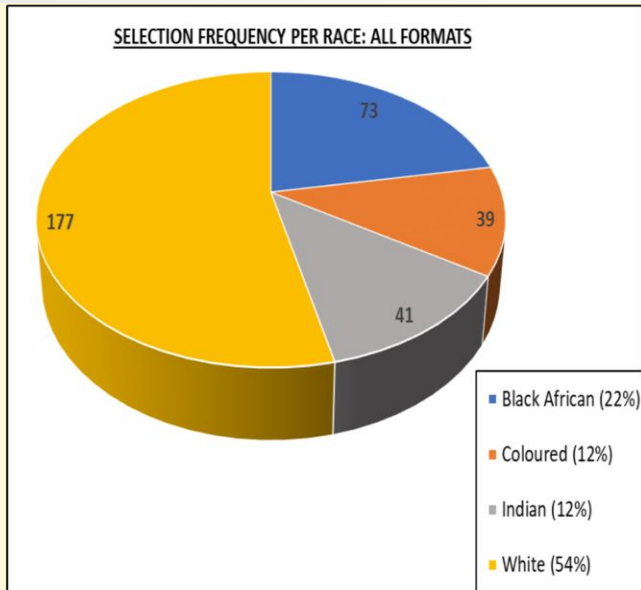
SELECTION OF PLAYERS

National Team Contracting

- The initially agreed number of 17 on contract players, increased to 20. The midyear expiry of three contracts and two retirements and two contract upgrades kept the contracted number of players around this mark. A threshold of 18 points are required before a non-contracted player qualifies for a contract upgrade. See the weightings for such upgrades at the bottom of Table 1.
- Fifteen of all selected players (37), played in less than 5 matches.
- Eight of the 20 (40%) contracted players were selected in one game format only and overall, this number of one format selection becomes 18 players (48%).
- Six of the twenty players contracted, played in all formats of the game, whilst four players outside of the contracted squad played in all formats.
- Twenty-four (65%) of the selected 37 players, played more than in twelve or more (50%) of the matches.
- Ten (21%) of the selected players played in 12 (50%) or more matches.
- The **demographic makeup** of the seventeen players selected out of contract, comprised of **ten white** -, **five Coloured** -, and **one black African** and **one Indian** player.
- The frequency of player selection in the 24 matches played to date, settles around 50% of all contracted players and **65%** in favour of white players. See pie-chart 2 & 3.
- **The number of selections for whites' dwarfs (54%) the numbers for any of the black demographic, with the players of Indian descent and Coloured players, making up an equal 12% selection in any of the 15 matches played.**

SELECTION OF PLAYERS

It is particularly within the ODI format where the selection frequency is predominantly in favour of white players. These numbers are boosted by the consistency in selection of de Kock, van der Dussen, du Plessis and Miller. See [Table 1](#) and [2](#).



Pie-chart 1: Total Demographic Selections for All Game Formats 2019 / 2020

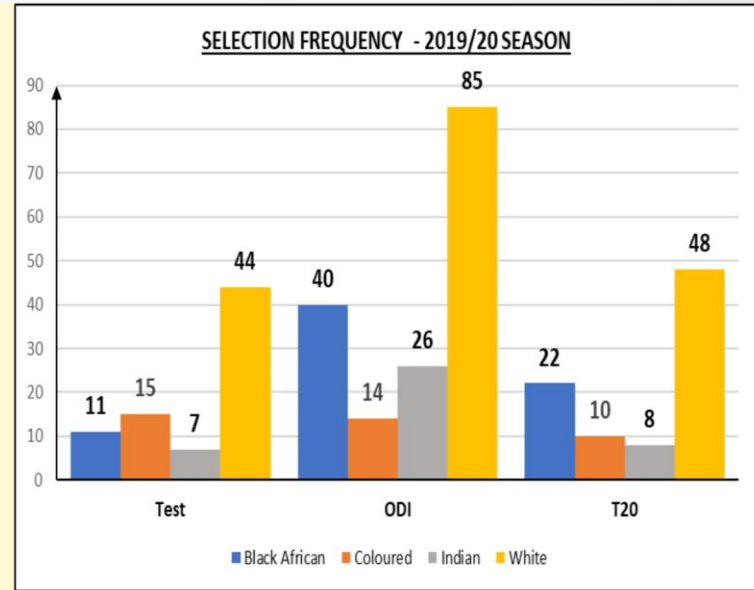


Table 2: National Team Selection Frequency Patterns 2019/2020

RACE	Selection Frequency	Percentage
Black African	73	22%
Coloured	39	12%
Indian	41	12%
White	177	54%

SELECTION OF PLAYERS

2019/20 FINANCIAL YEAR FREQUENCY OF SELECTION (ICC CWC, INDIA, ENGLAND & AUSTRALIA)

#	Full Name	Contract Status	Race	Test	ODI	T20	Total	Comments
1	Andile Phehlukwayo	Contracted	Black African	0	15	6	21	
2	Kagiso Rabada	Contracted	Black African	6	9	5	20	
3	Lungi Ngidi	Contracted	Black African	1	8	6	15	
4	Themba Bavuma	Contracted	Black African	4	4	5	13	
5	Reeza Hendricks	Contracted	Coloured	0	3	3	6	
6	Vernon Philander	Contracted	Coloured	6	0	0	6	**Retirement (31 st Jan 2020)
7	Jean-Paul Duminy	Contracted	Coloured	0	5	0	5	*Contract Expired (31 st Jul 2019)
8	Tabraiz Shamsi	Contracted	Indian	0	7	8	15	
9	Imran Tahir	Contracted	Indian	0	9	0	9	*Contract Expired (31 st Jul 2019)
10	Keshav Maharaj	Contracted	Indian	5	3	0	8	
11	Hashim Amla	Contracted	Indian	0	7	0	7	**Retirement (31 st Aug 2019)
12	Quinton de Kock	Contracted	White	7	15	8	30	
13	Rassie van der Dussen	Contracted	White	4	12	8	24	
14	David Miller	Contracted	White	0	12	8	20	
15	Faf du du Plessis	Contracted	White	7	9	3	19	
16	Aiden Markram	Contracted	White	3	8	0	11	
17	Chris Morris	Contracted	White	0	8	0	8	*Contract Expired (31 st Jul 2019)
18	Dean Elgar	Contracted	White	7	0	0	7	
19	Dale Steyn	Contracted	White	0	0	3	3	
20	Theunis de Bruyn	Contracted	White	2	0	0	2	
21	Lutho Sipamla	Non - Contracted	Black African	0	4	0	4	
22	Beuran Hendricks	Non - Contracted	Coloured	1	5	3	9	
23	Bjorn Fortuin	Non - Contracted	Coloured	0	1	4	5	
24	Zubayr Hamza	Non - Contracted	Coloured	4	0	0	4	
25	Dane Paterson	Non - Contracted	Coloured	2	0	0	2	
26	Dane Piedt	Non - Contracted	Coloured	2	0	0	2	
27	Senuran Muthusamy	Non - Contracted	Indian	2	0	0	2	
28	Dwayne Pretorius	Non - Contracted	White	3	3	7	13	
29	Anrich Nortje	Non - Contracted	White	6	3	3	12	
30	Jon-Jon Smuts	Non - Contracted	White	0	5	3	8	
31	Heinrich Klaasen	Non - Contracted	White	1	3	2	6	
32	Janneman Malan	Non - Contracted	White	0	3	0	3	
33	Kyle Verreynne	Non - Contracted	White	0	3	0	3	
34	Pieter Malan	Non - Contracted	White	3	0	0	3	
35	Pite van Biljon	Non - Contracted	White	0	0	3	3	
36	Daryn Dupavillon	Non - Contracted	White	0	1	0	1	
37	George Linde	Non - Contracted	White	1	0	0	1	
Grand Total				77	165	88	330	

The contracting efficacy must be considered, given the relatively high number 39% of the contracted players participated in only one game format and further, that these 30 players constituted 30 (11%) out of a possible 264 (100%) selections.

Contract Upgrade
8
17
6
16
8
8
8
25
33
13
12
6
6
12
3
2
4

Contracted	52	134	63	249	25%
Non-Contracted	25	31	25	81	

Points Allocations

Weighting	4	2	1	7
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*Threshold For Contract Upgrade is 18 Points

HUMAN RESOURCES

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HUMAN RESOURCES

Key matters the Board is focused on

○ Stabilisation of Operations Team

- *Recruitment of staff to fill key positions in the organization [December 2020]*
- *Interim appointment of first female acting CEO [Completed]*
- *Build a sustainable and ethical team culture through the DIBS Programme [December 2020]*

○ Review the parity of remuneration amongst staff, players and administrators

- Exercise commenced. To be concluded in **18 (eighteen) months** in the following phased manner:
 - Staff - **30 November 2020**
 - Female Players - **30 March 2021**
 - Balance of Players - **31 October 2021**
 - Affiliate administrators - **30 May 2022**

○ Appointment of staff allegedly in contravention of CSA human resources policies

- This review is underway as part of the update of the human resources policies. The outcomes to be tabled before the Board by **15 November 2020**

HUMAN RESOURCES

Key matters the Board is focused on

○ Succession Planning

- The Nominations Committee will create a **roadmap related to the succession planning** in the entire cricket structures. A proposition to be made to Members Council that any vacancies which occur at the Board or Members Council with effect from after the AGM shall be filled by black female candidates only. **[30 December 2020]**
- A programme to enhance the skills in governance for Affiliate members will commence from November 2020 with a specific focus **to identify and upskill female administrators and board members. [June 2021]**

• Employment Equity

- It will become part of the membership requirements that the executive management teams of unions and the boards become **predominantly black with a heavy focus on Black female members** in these critical positions. **[May 2021]**
- CSA to enhance its employment equity programmes to become the industry leader in **upskilling, advancing and retaining previously disadvantaged persons in CSA structures [December 2021]**

HUMAN RESOURCES

Disciplinary Matters

The Disciplinary Code has been reviewed, updated and approved by the Board **[Complete]** with Staff and stakeholder training on ethical awareness and practices is planned to be concluded **[December 2020]**

Employees who were disciplined were charged with, *inter alia*:

- Failure to adhere to or implement the **Procurement Policy** i.e., improperly constituted irregular tender committees to make certain awards in an attempt to **circumvent** the requirements of the procurement policy **Disciplinary Action taken and Staff training on policies - ongoing**
- **Abuse of CSA credit card** - **Disciplinary Action taken, policy updated and Staff training on policies - ongoing**
- **Gross Negligence / Gross Misconduct** **Disciplinary Action taken and Staff training on policies - ongoing**
 - False representations
 - Approved invoices issued by services providers for work not done and invoices over-inflated
 - Unauthorised Disclosure of CSA Confidential Information to a third party
 - Fruitless expenditure

FINANCIAL POSITION

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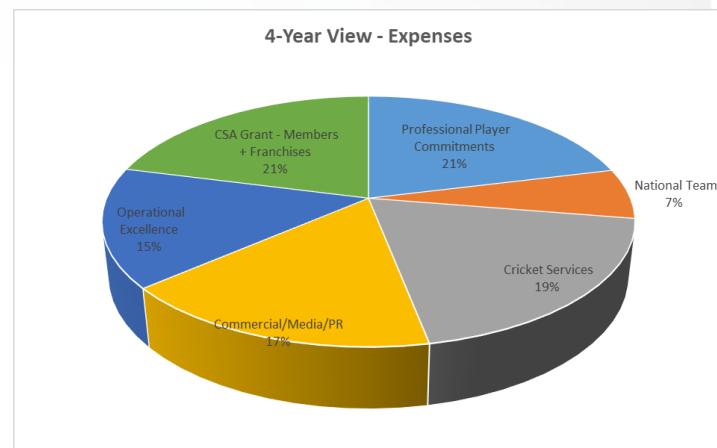
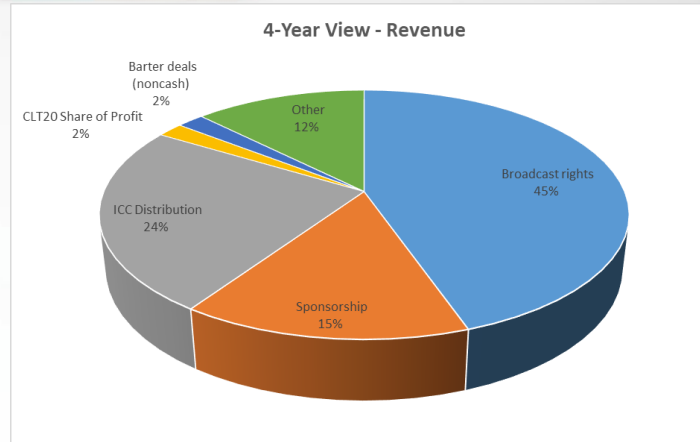


FINANCIAL POSITION

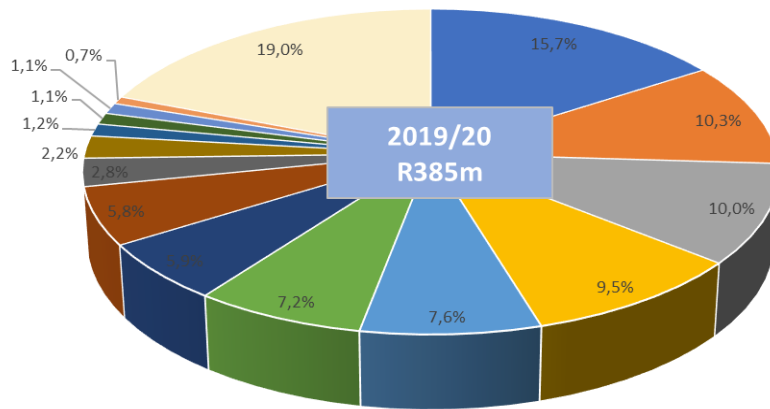
- **Unqualified Audit**
- Realised a **profit** of R50 million Rand (where a loss in the amount of R67 million was forecasted)
- 1 year and 4 years **going concern assessment** independently reviewed and confirmed
- **Player and staff salaries** not cut or impacted by Covid 19
- **No retrenchments** at CSA anticipated in the short to medium term.
- **CSA has sufficient reserves to meet its operational needs and obligations for the foreseeable future**
- 1 **reportable irregularity** submitted by the external auditor to IRBA

CSA FINANCIAL ANALYSIS: FOUR-YEAR VIEW - FY2018/19-2021/22

	<u>4-year Budget</u>	<u>4-year Forecast</u>
Revenue	3 524	3 718
Broadcast rights	1 555	1 660
Sponsorship	965	553
ICC Distribution	679	897
CLT20 Share of Profit	70	70
Barter deals (noncash)	58	73
Other	197	465
Total Expenditure & Grants	4 179	3 772
Professional Player Commitments	781	797
National Team	281	244
Cricket Services	920	730
Commercial/Media/PR	666	629
Operational Excellence	599	581
CSA Grant - Members + Franchises	932	791
Deficit before MSL	-655	-54
MSL	-160	-246
Deficit for the period	-815	-300



FINANCIAL POSITION



- Presidential Plan salaries
- Women's Cricket
- Club Cricket
- High Performance
- Provincial Academy
- Player Performance Plan
- COE
- Other Distributions - Admin, Support, Grants
- Hubs and RPCs
- Youth Cricket
- Match Officials (Scorers and Umpires)
- Senior Provincial Cricket
- KFC Mini-Cricket
- Transformation
- Coach Education

Item	R	Description
Presidential Plan salaries	60,4	Salary subsidies paid to all Affiliates to support the delivery of cricket programmes at Affiliate-level.
Hubs and RPCs	39,5	Expenditure to support Hubs and RPC's throughout the country - includes admin costs and salaries.
Women's Cricket	38,3	Protea Women's logistical and tour expenditure. Women's cricket development programmes.
Youth Cricket	36,4	Actual expenditure on youth cricket - including school cricket.
Club Cricket	29,0	Actual expenditure on club cricket
Match Officials (Scorers and Umpires)	27,6	Expenditure on Match Officials across the cricket landscape (Senior, Youth, School, Clubs) - includes admin, logistical and salaries.
High Performance	22,6	Includes Protea Women's salaries, as well as SA "A", Academy (Men and Women) and Under-19 costs.
Senior Provincial Cricket	22,2	Total Player Remuneration
Provincial Academy	10,7	Academies admin and logistic related costs - including Weeks and competitions.
KFC Mini-Cricket	8,6	Operational budget - including programmes budget and the National Seminar.
Player Performance Plan	4,7	Individual player development programme
Transformation	4,4	Actual budget for Transformation Business Unit. This augment and supports other transformation deliverables of the company.
COE	4,2	Centre of Excellence operational budget
Coach Education	2,8	Operational budget - including workshops, training, continued development.
Other Distributions - Admin, Support, Grants	73,1	To support delivery and growth of cricket programs through - - admin subsidies to Affiliates - databases maintenance (EPG, scoring, medical, player-related data) - programme-related grants from different sources (SRSA, Lotto, etc.) - income/revenue augmentation
	385	

COMMUNICATION STRATEGY

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COMMUNICATION STRATEGY

The Media Policy and Protocol as well as the Stakeholder Engagement Framework are under review and will be finalized before **15 October 2020** to ensure that CSA has a more structured approach to stakeholder and media engagement

Response	Progress tracking
<ul style="list-style-type: none"> Media management and effective communications is a necessary responsibility of the CEO and is administered on his behalf by the Media & Communications department. Media policy & protocols apply to all CSA directors, staff, consultants, contractors and players. 	Resolved
<ul style="list-style-type: none"> It is the role of CSA's Media & Communications department to manage the flow of information so that fans and stakeholders are appropriately informed on a timely and meaningful basis. On the other hand, reporters will always want to be first to scoop a story. 	
<ul style="list-style-type: none"> The President is authorized to comment at his/her discretion on Board, governance or policy matters. Where appropriate, the President may delegate media responsibilities to relevant chairpersons of Board sub-committees or other directors. 	
<ul style="list-style-type: none"> The CEO is the 'face of CSA' and is the only person authorized to engage regularly with the media to comment on matters of strategic and/or operational importance. The CEO may delegate specific matters (e.g. Cricket development programs, HPC/Pipeline, Women's cricket, Medical matters, etc.) to the relevant manager or spokesperson for comment. 	
<ul style="list-style-type: none"> Official Spokespeople: <ul style="list-style-type: none"> - The President; - Any Board Member delegated by the President; - The CEO; - Anyone delegated by the CEO; 	

SASCOC INTERVENTION

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SASCOC INTERVENTION

BASIS OF THE SASCOC RESOLUTIONS OF 8 SEPTEMBER 2020

- the placing of the erstwhile CEO of CSA, **Mr Thabang Moree** on suspension for a lengthy period prior to his recent dismissal, which is apparently being challenged;
- the **resignation** of the erstwhile President of CSA, **Mr Chris Nenzani**;
- the recent **resignation** of the acting CEO, **Mr Jacques Faul**;
- the procuring of a **forensic report** from Fundudzi Investigations by the CSA Members Council and/or the CSA Ethics Committee **which is yet to be made public** by the current CSA Board;
- the very **serious allegations into maladministration** at CSA made **in recent press reports** by the recently departed acting CEO, **which have not been refuted**;
- very serious allegations relating to the **CSA board** having been **captured**;

SASCOC INTERVENTION

BASIS OF THE SASCOC RESOLUTIONS OF 8 SEPTEMBER 2020

- serious allegations relating to a certain member of the board having incurred **unauthorised expenditure** by Jacques Faul.
- the **directive** by the Minister of Sport and Recreation for SASCOC **to intervene into the affairs of CSA;**
- a **request** by one of CSA's members (Gauteng Lions) as well as members of the South African Cricketers Association (SACA) for the **CSA board to step down;**
- the refusal by CSA to make the **forensic report unconditionally available to SASCOC** to enable our board members to properly study and obtain advice on the findings and recommendations.

The matters highlighted by SASCOC were already under review by the relevant CSA Board sub-committees.

SASCOC INTERVENTION

ENGAGEMENT WITH SASCOC

- **1 September 2020** (SASCOC requested answers on matters raised at the meeting and answers to be submitted before 05 September 2020 meeting)
- **5 September 2020** (SASCOC abandoned meeting - CSA wrote a letter to SASCOC seeking clarity on the response to answers submitted to SASCOC - no response received from SASCOC)
- **10 September 2020** (SASCOC resolutions - CSA wrote another letter to SASCOC seeking clarity on the resolutions taken and submitted proposed resolution - no response received from SASCOC)
- **14 September 2020** (SASCOC convened meeting with Members Council and a way forward was discussed)
- **17 September 2020** (Joint Press Conference - CSA wrote another letter to SASCOC reiterating its position and arrangements made with Members Council)
- **25 September 2020** (CSA issued invitation to engage further, SASCOC declined)

SASCOC INTERVENTION

CSA Members Council Resolution

- The Members Council is **satisfied** with the Board, Audit and Risk Committee and legal counsel regarding the management of the forensic report.
- Members Council **resolved unanimously** that:
 - they **are of the view that** the requirement that the CSA Board and Executive Management '**step aside**' for a period of 1 (one) month when SASCOC appoints its task team is not a prudent one;
 - the Forensic Report would only be made available to SASCOC on the signature of the **non-disclosure agreement** (NDA); and
 - the **cost** of the SASCOC appointed task team would be borne by SASCOC and not CSA.

SASCOC INTERVENTION

CSA Members Council Resolution

- Members Council have **confidence** that the roadmap set in place to implement the findings and recommendations of the forensic report will address governance challenges.
- The CSA Board is committed to continuous **engagement with SASCOC** to resolve the impasse and find a solution for the benefit of cricket and sport in general.

THANK YOU

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