



CHAPTER 1: TRANSFORMATION BACKGROUND

1.3 CRICKET SOUTH AFRICA'S TEN TRANSFORMATION THRUSTS

1. The Role of Cricket South Africa

Cricket South Africa (CSA) needs to be a dynamic body with leaders defining their role in accordance with changing demands and realities. They are custodians of the sustainability of the sport and are responsible for the control and enhancement of our human assets and our strategic opportunities.

2. Democratisation

A process of unlocking the human asset of our organisation by allowing all legitimate stakeholders to be heard, to encourage local ownership, and ensuring accountability to all its structures.

3. Redress and Representivity

The moral duty, the cricketing reasons and business forces that necessitate CSA to drive cricket to the majority of the peoples of this country at all levels of the game. In line with the new culture and ethos of a dynamic CSA operating in an African context, we reaffirm:

Our historic and moral duty to ensure that cricket grows and flourishes among the truly disadvantaged of society, with the recognition that the majority of disadvantaged come from our black African communities. This involves a commitment to develop potential among our black African people at all levels of the game. This programme reaffirms our mission to bring cricket to all the people of South Africa and facilitate a culture of non-racialism.

4. Constitution

The constitution should be a unifying force, reflecting the sentiments of a modern organisation, promoting sound governance, facilitating strategic guidance, encapsulating the executive powers and accountabilities, and protecting our codes of conduct.

A new constitutional dispensation should be established to encapsulate a governance structure that will:

- Ensure effective execution of all the strategies of our new vision;
- Encourage and propagate the practices of a progressively democratic organisation;
- Allow for amendment procedures that will protect the organisation and its vision, but will not stifle progress;
- Will reflect and protect the outcome of today;
- Facilitate democratic participation of all stakeholders in clearly defined tiers of governance by June 1999.

5. 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.

6. Development

A programme aimed at broadening the culture of the game and democratising opportunities in all our communities. This programme must ultimately assist in establishing cricket as the "People's Game", which integrates all communities into cricket activities, thereby contributing to the shaping of a future cricket culture. It must cover all levels, aspects and parameters of cricket.

7. 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's human and financial investment.

8. 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 and equitable policy for the distribution of funds that is accepted and supported by affiliates and rewards affiliates for their contribution to cricket.

9. Recording the full history of South African cricket

To acknowledge, record and respect Black cricket during the past century in order to establish a rich and comprehensive history of South African cricket, recognising our diversity as a source of strength.

10. Accountability and Monitoring

To agree and establish a mechanism for the monitoring and implementation of our co-created Transformation Charter, and to establish joint accountability amongst the CSA and its affiliates during this process.



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1.2 CRICKET SOUTH AFRICA'S TRANSFORMATION POLICY

The Transformation Policy of Cricket South Africa is aimed at making cricket a *truly national sport of winners*.

This vision has two elements to it:

- * Firstly, to ensure that the majority of South African play and support cricket
- * And secondly, to become winners by building capacity and pursuing excellence

The implementation of this policy is guided by the principles of accountability, transparency, cost effectiveness, productivity and achieving best value in *delivery* through commitment and good governance.

The transformation process is to assist the Cricket South Africa in managing change in its value system to keep abreast of current needs.

Transformation within the Cricket South Africa is not about compensation, but about *eliminating disparity* and giving everyone an equal opportunity in terms of the Preamble to the South African Constitution.

REDRESS

This policy takes into account the need to *redress the imbalances* created by South Africa's historically discriminatory past. It also acknowledges that, among previously disadvantaged groups, there will be individuals that, by virtue of their race or gender, will have been worse disadvantaged than their counterparts.

Transformation is designed to correct these imbalances, and to create *equal opportunities* for all to compete on an equal basis.

Cricket South Africa is aware it is important to base transformation on **sustainable development** programmes that have a buy-in from all cricket stakeholders, as opposed to a system that relies on punitive measures to compel representivity.

Cricket South Africa's transformation policy is pro-active and results-driven, and is a conscious effort to redress disadvantages of the past and to increase the representation of marginalised groups at all levels of the game.

This policy is not reversed discrimination, but a process based on South African cricket **making use of all the resources** available to it.

The process is seen as the **ultimate management process** in an environment that is made of people with so many cultural, gender, ideological and other differences. ✓

It provides a foundation for the different human resources initiatives such as transformation, mentoring, succession planning and **capacity building** both on and off the field.

TARGETS

The UCBSA has accepted the principle of **targeted transformation** at all levels of the sport, with implementation, monitoring and evaluating being internalised at provincial and national level.

Targets are set annually and Affiliate/Associate Presidents and Chief Executive Officers are responsible for implementation, monitoring and evaluation of these targets. The National Chief Executive Officer takes **overall responsibility**, reporting to the Cricket South Africa's General Council.

Cricket South Africa is committed to development programmes, through targeted transformation, aimed at the **upliftment of the target groups** to ensure that they become ready to take up responsible positions within defined time frames.

Transformation progress is **reviewed constantly** against targets set in each discipline within Cricket South Africa, and the following will be carefully monitored:

- Increase of Black participation at all levels of cricket
- Increase in Blacks in senior and decision-making positions on and off the field of play

- Higher retention rates for Blacks playing, coaching and administering cricket
- Increase of participation and spectator support for cricket in Black communities
- Positive, visible, active support and commitment given to strategy by top management and line management

REPRESENTIVITY

Cricket South Africa recognises that the **targeted groups** are Blacks, Women and the Disabled. Black is a generic term that refers to people of African, Coloured and Indian origin. It is also recognised that within this group Black Africans were the worst historically disadvantaged, and **advancement needs to be accelerated** for this designated group.

Representivity is a key transformation target, and this is about making sure that the Cricket South Africa is inclusive to individuals across the demographic spectrum of South Africa at all post levels and team formations.

Team selection criteria include the following: where players have virtually equal potential, selectors should give preferential treatment to a player from a previously disadvantaged group to ensure representivity is achieved.

Selection targets will also be set to **ensure representivity in teams** at all levels, and selection panels themselves will include their own representivity targets.

Development and training will be the foundations of transformation, leading to representivity by **properly equipped individuals** from target groups. The majority of the Cricket South Africa's funding will be used in this regard.

EMPOWERMENT

The Cricket South Africa's employment equity policy is aimed at **eliminating all forms of discrimination** as well as the implementation of measures to accelerate the advancement of target groups both in the administration of the game and in the place of employment.

There is a structured approach to ensure the objectives of employing members of the target groups and **transferring skills** to them.

Mentoring should be an important aspect of capacity building. After a proper capacity building exercise has been done with an employee, this should be communicated and approved by the employee and mentor. Care should be taken that **specific time frames and objectives** to be achieved are negotiated before training starts.

Regular **performance appraisals** are vital and must be conducted constructively and openly and an honest assessment made of progress. Training cannot go on forever.

Progress must be reviewed against original objectives. There must be **regular feedbacks**.

Managers will need to develop **dynamic new attitudes and skills** in order to become successful motivators of employees in the changing environment of the future and to ensure the success of equal employment.

The Cricket South Africa also recognises that it must practically contribute to **Black economic empowerment** by creating business opportunities and systematically award tenders to Black-owned companies or to companies that incorporate shareholding to designated groups.

Procurement procedures ensure that suppliers must have a sound Black Economic Employment Policy as well as being able to deliver the required quality and quantity.

Vigilance is needed to guard against suppliers confusing Affirmative Action with Black Economic Empowerment and, where a supplier forms an alliance with a designated group, equity must be shared at least on a 60/40 basis.

ATTITUDES

In formulating its transformation policies, the Cricket South Africa has taken cognisance of the role that should be played by **designated groups** and those **outside the designated groups**.

Members of the designated groups shall be responsible for the following:

- Be responsive to **opportunities** availed to them
- Apply **initiative** over their own human development
- Acknowledge that **advancement** is not automatic and therefore strive to meet the **criteria** for performance merits

Members outside the designated groups shall:

- Acknowledge that the past system of apartheid was unjust and *unfairly discriminated* against the designated groups
- Accept that the process of bringing the designated groups on board needs to be *accelerated*
- Demonstrate commitment to the advancement of the policy through *positive attitudes*

The Cricket South Africa seeks to avoid "window dressing" which causes irreparable damage to interpersonal relationships within cricket as well as its objective of *producing winners*.

- The focus, rather, will be on reversing the training, coaching and *development backlog* of the disadvantaged.

There is no "quick-fix" solution to rectifying this backlog. The complex changes of this *long-term remedial process* must be understood and supported by all.

Cricket South Africa, therefore, will undertake constant *education processes* as transformation is implemented.

HISTORY

- An important aspect of the Cricket South Africa's transformation is helping to create *new understandings* and identities by empowering and recognising those people excluded from official histories and official cricket life under apartheid.

This aspect of transformation is designed to break old historical stereotypes, re-image the past and shape dynamic new understandings across the board.

There has been much progress in the past three years. Several major histories have been produced or in preparation, including:

- A nationally-screened multi-million Rand, four-part television series
- An illustrated 375 page book, *"More than a Game: History of the Western Province Cricket Board 1959-1991"* by Mogamad Allie

- The KwaZulu Natal Cricket Union published "*The other side: A Miscellany of Cricket in Natal*", compiled by Krish Reddy in 1999 and is following up this year with "*History of Black Cricket in KZN*", to be published by Natal University Press and produced by professional historians, Prof Vishnu Padayachee, Dr Goolam Vahed, Dr Ashwin Desai, Dr Logan Naidoo and Krish Reddy.
- The "*Story of an African Game*", by Prof André Odendaal, will deal with 150 years in the Black African communities of South Africa that will be a tribute to the late Khaya Majola and that is due for publication next year.
- The Cricket South Africa has also sanctioned a two-volume "*Official History of South African Cricket – 1808-2002*" under the editorship of André Odendaal, Krish Reddy and Christopher Merrit.

TRANSPARENCY

Cricket South Africa's transformation policy is based on five pillars:

- Setting representivity **targets** at all levels of the game
- **Monitoring** those targets internally and continuously
- **Delivery** of goals
- **Evaluation** of successes and weaknesses
- **Communication** and transparency

The first four pillars are dealt with by the setting of targets with the approval of the General Council and through the **collation and evaluation** of data on a provincial and national basis each month.

Communication and **transparency** must take place in the following sectors:

- Internal structures and all other relevant stakeholders, through brochures, briefings and seminars
- Government bodies (see following section)
- The media, through briefings, media conferences and workshops

It is vital to get a *buy-in* from internal structures and stakeholders, and for the public and Government to appreciate and understand transformation in the South African cricket context.

GOVERNMENT BRIEFINGS

The Cricket South Africa will regularly brief and be advised by the following institutions on transformation:

- The Parliamentary Portfolio Committee on Sport and Recreation
- The Ministry of Sport and Recreation (National, Provincial and Local), and
- The South African Sport and Olympic Committee.

CONCLUSION

The realities and challenges facing South African cricket are constantly changing and evolving. Cricket South Africa cannot claim to have arrived at its destiny, but rather it will remain *dynamic and adaptive* in its response to its changing reality.

Cricket South Africa, with transformation in the South African context as its cornerstone, makes the following pledge to:

- Activate and demonstrate our commitment to *unified teamwork* through transformation – one team, one plan, one voice
- Create a culture of *delivery and winning* at levels through representivity and diversity – spirited playing and excellent administration
- Plan for and achieve the sustainability of our dynamic organisation – an *inspiring image*, community support, commercial viability and an asset to the Nation.

Cricket South Africa is committed to the struggle to *eliminate disparity*, and give everyone an *equal chance*.