TRANSFORMATION CHARTER
FOR SOUTH AFRICAN SPORT

CONTENT

TRANSFORMATION CHARTER

For the purpose of this Charter transformation is defined as a process describing the establishment of a sport system focused on the principles of:

- human capital development;
- equitable resource distribution;
- elimination of all inequalities;
- increased access to participation opportunities;
- skill and capability development at all levels and in all areas of activity;
- greater community involvement through new sport infrastructure development;
- empowerment of the individual;
- respect for each other;
- fair and just behaviour;
- innovation to give South Africa a competitive edge in world sport
- good governance.

These principles will be implemented and monitored on the basis of a Performance Management System.

The Charter comprises four parts:

PART 1: MORAL AND STRATEGIC REASONS FOR TRANSFORMATION (CHANGE).

PART 2: A TRANSFORMATION CHARTER BASED ON THE MORAL AND STRATEGIC REASONS DISCUSSED IN PART 1.

PART 3: A MULTI-DIMENSIONAL TRANSFORMATION SCORECARD AND MEASUREMENT SYSTEM.

This component consists of appropriate, associated, specific data sheets, a data base, data collection and analysis procedures as well as the establishment of appropriate interventions.

PART 4: COMMITMENT TO THE TRANSFORMATION CHARTER

1.1 INTRODUCTION

The concepts of transformation and empowerment and the motivations for and against the need thereof are often emotional, oversimplified, not clear and therefore misunderstood. In addition the strategic imperative and moral motivation for the importance and necessity for the structured transformation of all components of the South African sport sector in the interest of the country's long term future, is frequently neglected and not sufficiently emphasised. This invariably results in exceedingly emotional and to some extent confused interaction among South Africans in general and sport stakeholders in particular. Furthermore, this could lead to confrontational situations between different stakeholder groupings which spill over into the public domain with damaging consequences for sport's image and reputation. This is clearly not in the interest of sport considering the position it occupies in the South African society, now and in the future.

In South Africa a major and irreversible transformation movement was triggered when Nelson Mandela stepped back into the world in 1992. The country's future well-being is intimately bound to how it deals with eradicating the barriers of the apartheid system and to rebuild the country on democratic principles. Success will be closely linked to the ability of South Africans to come together, each bringing their own attributes to establish a new culture of reconciliation, harmony and unity of purpose. South Africans have to remain focused on the inspired and overriding ideal it has set itself: the development of one unified and successful nation.

It has to be understood that transformation involves change and change is multi-faceted. It is an enigma and it means many things to many people and it is worthwhile remembering that at every crossroads on the path that leads into the future, tradition has placed 10 000 men to guard the post. Sport's transformation approach, therefore, has to include an orchestrated redesign of the total sport organisation's inherent architecture achieved by working simultaneously along the four dimensions of **reframing**, **restructuring**, **revitalisation** and **renewal**. These processes require high level strategic thinking and strategic planning initiatives to ensure that they are aligned to the critical issues related to the achievement of highly focused, clearly defined and measurable transformation objectives and goals.

1.2   TRANSFORMATION – A GLOBAL PHENOMANEN

Major transformation movements are in progress in many countries across the globe. South Africans are not alone in coming to terms with the realities of having to adapt to rapidly changing multi-dimensional environments within which it functions. A transformation movement was set into motion in Germany when the Berlin Wall came down and massive transformation is in progress in Eastern Europe, China and India. Many other examples exist.

In 1994 South Africa was reborn into a globalised world dominated by the world's most powerful nations, which espouse and practice neo-liberal market economics in order to promote their own self-interests. The fact that other emerging nations are also fighting for their share of the global pie further complicates the situation. The prognosis is that South Africa and **all** its component structures are going to have to compete like never before if the kind of success, growth and prosperity desired are to have any chance of coming to fruition.

To be successful the country's true potential in all areas – business, education, sport, etc. both at home and in the global arena has to be unlocked. At the core of the approach required lie the incubation, nurturing and development of the country's actual and potential human capital. Essentially, it refers to the creation of an environment in which human capital can be nurtured, and can prosper and grow, free from any of the social ills that prevent people from enjoying their basic human rights to lead productive lives. It is in this context that sport has a key role to play. South Africans have to believe that as a nation we are capable of competing effectively in the global arena on the basis of innovative and creatively crafted strategies.

The next generation of South African's need to have the right qualities to make a positive impact on the global arena in all areas. The world does not owe South Africa anything and South Africans have the choice of acting as the architects of their own futures or the custodians of the demise thereof.

1.3   TRANSFORMATION CHALLENGES

The country has been firmly launched on the journey of transforming itself through the demanding process of establishing new structures, a new culture and new value sets. This course of action is determined and supported by many who have made a choice in favour of understanding and reparation. However, bringing together a society comprising a blend of widespread and dissimilar groups of South Africans with different value sets and widely different cultures and backgrounds is a colossal challenge.

There are two primary drivers of empowerment: first, the altruistic driver – those people who believe "it's the right thing to do" and have

brought it onto the national agenda; secondly, those who recognise that it is a strategic imperative, understanding that it is a key critical success factor for survival and long-term competitiveness and prosperity.

There are three categories of people in the South African society that have to be recognised, acknowledged and brought on board in the process.

Firstly there are those with both feet positioned in the past and who view current processes to change and adapt South African society as intrusive, unproductive and discriminatory in nature. When observing the agony of the growing pains associated with the country's infant democracy complicated by the effect and impact of past actions, this group invariably compares "how bad it is today" with "how good it was yesterday". It is a perspective that has to be engaged and positively dealt with if the country is to move forward on a more unified basis and a faster rate.

The second group is representative of those who have one foot in the past and another hesitantly positioned in the future. They are generally uncertain, unsure, apprehensive and sometimes perplexed about the shape of the country's longer term future. This often leads to a state of semi paralysis characterised by feelings of uncertainty about whether or not to actively participate which sometimes culminate into neutral "wait and see" positions.

Thirdly, there are those who have both feet firmly planted in the future some of whom who are actively engaged in dealing with the problems challenging South African society. A momentous task considering some of the structural deficiencies, relatively inexperienced and untested human resource base and sometimes deficient support structures in place.

The challenge faced is to shape every component of the South African society to deal with the future in increasingly threatening environments, domestically and internationally. One of the key factors for success will be to focus the attributes, insights and energies of each of these groups on the common objective of structuring a unified and successful nation.

It is strategically suicidal for transformation to be viewed solely from a restrictive political rather than a holistic perspective. Transformation refers to each and every component element of South African society, including sport and all its sub structures.

In the global arena sections of the country's manufacturing infrastructure are under siege e.g. the textile industry (and others will be continuously challenged) as a result of the onslaught of low cost products that are arriving on the country's shores from countries

competing on the basis of low wage structures (e.g. India, China, and Eastern Europe).

In order to preserve and create jobs the country's ability to compete needs to be improved. It is therefore important to guard against the emergence of negative perceptions about the nation's competitiveness internationally that will affect the will and confidence to conceive and implement innovative competitive strategies. In this regard sport has got a very important role to play as a beacon of the country's ability to be globally competitive.

1.4   REALITIES OF SOUTH AFRICAN SOCIETY

The roller coaster of change is speeding along against a background of where 50% of the country's population is living in abject poverty not knowing where a next meal may come from. Lives are impacted on a daily basis by a plethora of factors contributing to a poor overall quality of life and with grim unemployment related problems further complicating the situation. The same people are waiting for the fulfillment of the hopes and dreams that ordinary people have been and are associating with the new democratic dispensation. If left unattended, the pent-up demand for a better way of life and expectations of a more inclusive fruitful future could easily return the country to the brink of self-destruction from which it miraculously escaped. The signs of rising levels of dissatisfaction are ominously visible and are ignored at one's own peril. Another worrying feature is the emergence of a wave of racism driven by a "new" combination of factors.

From an ethical and moral perspective the transformation road embarked on by South Africa represents an exercise in restorative justice and reconciliation. The process involves the restoration of destroyed trust and the removal of conditions undermining relationships of trust, whether of a socio-economic, political or structural nature. It embraces the choice made to transcend the divisions, strip off the past and to make things right between those who have been locked into an adversarial relationship.

1.5   TRANSFORMATION STRATEGY

The essence of a sport transformation strategy has to be multi-dimensional and focused on changing demographic profiles on and off the field of play, ensure equitable access and resource availability, skill and capability development on and off the field play; extensive community involvement with a view to provide participation opportunities and to identify potential talent; and building and shaping relationships with its future support and spectator base, future leaders and decision-makers on the basis of broad-based community engagement. This approach will drive and shape sport's future demographic profile.

At the core of this strategy lie the identification, incubation, nurturing and development of actual and potential human capital to ensure the human resource base of sport to be optimally skilled and equipped. South African sport's competitive advantage lies in the existing rich historical sport traditions among Coloureds in the Western Cape, Indians mostly in KZN, among Whites across the country, and the vast unexplored sport potential among Blacks across the country.

SA sport's ability to remain competitive in the longer term is intimately linked to its ability to maintain and grow its existing human resource base while accelerating the identification, incubation, nurturing and development of the existing and vastly unexplored human resource base at its disposal. The rate at which these trends unfold and how it is managed together with the improvement of skill, competency and capability skill levels on and off the field of play are key critical success factors in the quest for long term success.

The objective of the transformation strategy should be to engage South African society on the broadest possible basis in such a way that it impacts the quality of life within communities through the fun, entertainment and competitive characteristics of sport. This will expose the nation on a broader basis to the full extent of the socially based benefits of sport. At the same time the skill base required to breed supremacy over sporting rivals will be developed.

The current process of engagement is narrow based, targeted at the accelerated identification and development of talent in the short term with the purpose of impacting the demographic profiles of representative entities. This narrow – based approach with the prime objective of changing the demographic profiles of top teams is marginally effective and in the process it is contributing to the emergence of a range of secondary problems.

The driving force for sport's demographic transformation is increased investment on the basis of broader community involvement. The current narrow-based approach, while having the advantage of focused talent identification for development purposes, has the disadvantage of only a small proportion of the available potential being accessed leaving the larger part of sport's longer term support looking in from the outside.

By broadening the base of its involvement in rural and urban communities sport will be positioning to influence the existing image and perceptions about sport on a wider and basis within the broader South African society. In the process it will grow its support base, shaping it in line with the demographic changes that will be taking place on the field of play. This will ensure a continuously enlarging and diversified support base and continued interest of the corporate world as an important component of their integrated marketing strategies.

A dominant position in the sporting world cannot be achieved by the imitation of rival strategies. Compared to its rivals, SA sport's unique strategic advantage is the size of the pool of human capital available. This has to be the major long term focus for any sport while at the same time ensuring that its historical participation base remains optimally maintained and finely tuned.

The process will have to be driven by the country as a whole as well as each one of its socio-economic and socio-political components having appropriate visions supported by realistic and workable strategies. In the quest for success, specific strategic paradigms will have to be developed and the mimicking of someone else's strategic model will have to be avoided. This process starts with a vision that all stakeholders can and want to aspire to.

1.6   ROLE-PLAYERS IN TRANSFORMATION

An appropriate transformation approach will involve a change in direction on all levels within sporting organisations, a change not only of how it **works** and how it is **structured** but how people **think**, **interact**, **participate** and **perform**. It is seen as a process upon which everyone is embarking on willingly, knowing that it is a journey requiring commitment, intention and full participation.

It has to be recognised that sport cannot transform itself until it transforms its thinking. Thinking within the organisation is defined as the mental activity of every member of the organisation - all the idea generation, learning and skill development, exchange of information, development of strategic directions, communication, research, process improvement and quantum leaps that make up the total intellectual activity of the organisation. This is seen as SA sport's real transformational challenge. The strategic and moral imperative for transformation has to be seized upon as an opportunity for sport to re-invent itself.

For transformation efforts to be effective a fundamental shift in the way the whole organisation is structured and managed, the way in which it deals with its constituent members, how leadership conduct themselves, how the game is marketed and promoted, how sport's image and reputation is managed and how all component structures collectively act and think. This represents an intellectual challenge of some format. A "more of the same" approach will have limited success. "Out of the box" thinking to bring forth creative, innovative and original ways of dealing with the issues involved will provide the breakthroughs required.

1.7 TRANSFORMATION SCORECARD

Existing one dimensional transformation models (which are focused solely on demographic representation) have to be changed into a multi-dimensional model defining an entity's transformation profile in more than one area e.g. demographic change; improved access to participation opportunities on an equitable basis; skill and capability development; broader community involvement, employment equity principles; gender equality, disability sport, good governance and preferential procurement practices. This provides for a basis on which to construct a transformation related balanced scorecard.

Transformation status and progress has to be monitored and evaluated on the basis of trends in overall transformation achievement (sum of the weighted contributions of each of the selected dimensions) as well as the trends in each one of the dimensions. Trend analysis of performance related to the overall transformation profile as well as in each transformation dimension form the basis of transformation related operational plans and the basis for directed interventions and reward.

A scorecard applicable at among other national, provincial, club, senior school, and junior school level can be constructed to monitor 'Transformation' progress in each of the dimensions. It is important to realise that transformation is not only about demographic representation. It is also about the drivers that will bring about sustainable demographic change, improved levels of competition, better governance and having a wider impact on South African society as part of a wider social responsibility.

1.8 CONCLUSION

The transformation process as outlined will enable sport to re-position and re-invent itself on the basis of the principle of empowerment while at the same time making a substantial contribution to South African society. The bar of excellence is rising relentlessly and we are all in a race to the future. We need to be more effective and creative in developing strategies, practices, processes, talent, and skills that will make us winners in a hyper-competitive world. Transformation, correctly defined and utilised, is a powerful tool not only to correct injustices of the past but also to establish a sustainable competitive advantage targeted at enhancing overall competitiveness globally.

2.1   INTRODUCTION

This Transformation Charter is based on designing, structuring and implementing a range of broad-based transformation initiatives as part of a process of re-organising the operational and strategic initiatives of Government, SASCOC and its membership on and off the field of play.

The purpose of the process is the establishment of a sport system focused on the principles of: human capital development; equitable resource distribution; elimination of all inequalities and; increased access to participation opportunities: skill and capability development at all levels and in all areas of activity; greater community involvement through new sport infrastructure development; empowerment; respect for each other; fair and just behaviour, innovation to stay ahead of competition; sustainable internationally competitive performance; and good governance.

2.2   PURPOSE OF THE TRANSFORMATION CHARTER:

This Transformation Charter:
- Outlines the principles and the basis for designing and implementing a transformation strategy on the basis of broad-based empowerment.
- Lays the basis for setting transformation related goals, the achievement of which will become an important barometer in the allocation of funds.
- Is intended to assist the South African sport sector to develop and implement broad-based transformation action plans.
- It is also intended that the achievement of selected transformation goals will become important criteria for considering applications for LOTTO funding.

2.3   GOVERNMENT'S POLICY DIRECTIVES ON TRANSFORMATION

The concept of transformation has its foundations in the 1996 Constitution of the Republic of South Africa. There are four distinct parts of the Constitution that set the tone, the parameters and the rationale for transformation in our country and consequently in our sport. These are:

- The Preamble to the constitution
- The Founding Values to the Constitution
- The Equality clause of the Bill of Rights
- The Human Dignity clause of the Bill of Rights.

The Preamble:

- It is clear that the Constitution recognizes that there were past injustices, one of them being the systematic exclusion of Blacks from participating in sport.
- The Constitution aims to improve the quality of life of all citizens and free the potential of each person. In the sport sector, this can only be achieved through sport that is transformed to ensure equitable access by all.

The Founding Values:
- Human dignity, the achievement of equality and the advancement of human rights and freedoms.
- Non-racialism and non-sexism
- Supremacy of the Constitution as the law of the Republic
- Democratic governance to ensure accountability, responsiveness and openness.

From the above values it is clear that transformation is imperative as no sport federation or organization can be founded on values different from those of paragraphs 1(a), (b) and (c) of the founding values of our Constitution.

Equality Clause:
Paragraph 9 of the Bill of Rights states that:
- Everyone is equal before the law and has the right to equal protection and benefit of the law.
- Equality includes the full and equal enjoyment of all rights and other measures designed to protect or advance persons, or categories of persons, disadvantaged by unfair discrimination.
- The State may not unfairly discriminate directly or indirectly against anyone on grounds of race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth.
- No person may unfairly discriminate directly or indirectly against anyone on abovementioned grounds. National legislation must be enacted to prevent or prohibit unfair discrimination.
- Discrimination on one or more grounds listed in (3) is unfair unless it is established that the discrimination is fair.

The equality clause is the overriding clause of the Constitution. All sectors, including the sport movement, must ensure that there is equality in our society and truly transform our sport not in violation but in harmony with the equality principle of our Constitution.

Government subscribes to the concept of a "developmental state" which provides for proactive intervention with the resources at its disposal to accomplish the mandate given by the electorate.

Other than political, some financial and endorsement influence, Government cannot enforce transformation in sport. However,

continued unsatisfactory performance in the transformation arena could lead to consideration be given to a 'Sport Transformation Act'. In the meantime "The Prevention of Unfair Discrimination Act" could be used to assist in promoting transformation in sport.

Without a truly level 'playing' field (access, opportunities and support) transformation cannot be realised. At the heart of the Transformation Charter is the prerequisite to ensure that the 'playing field' is leveled.

In the White Paper on sport and recreation (2011) it is stated that since democracy in 1994 we still have a sporting environment where there is a skewed picture of sporting facilities and opportunities. The South African Government is committed to correct this and to ensure that our national teams are representative of the total South African population. To have a real and lasting impact on our nation we cannot compete with the exclusion of certain parts of our population. With true transformation, as a country, South Africa could become an even greater force in world sport as more people have the opportunity to compete and excel.

Key issues
- Transformation is about the soul of the nation and should cut across age, gender, disability and geographical spread.
- Transformation means that the starting line must be the same for all the children of this country. This is the challenge we must succeed in.
- The Government will treat sport as a voluntary self regulatory environment with teams that are selected by independent sports federations that are voluntarily constituted and self governing.
- The Government will fully support the notion of a winning culture in sport and will rally 100 percent behind all our national teams when competing in the international sporting arena.
- It is not the policy of Government to advocate the racial composition of national teams, nor to prescribe to National Federations (NFs) on how they should select their teams. National teams should be selected on merit but transformation should be implemented at school/youth levels to prepare a broad basis of athletes for participation at higher levels in future.
- NFs should be empowered to implement effective transformation. Sharing best-practice should be encouraged.
- In conjunction with the sports community, Government will pursue its responsibility to accelerate transformation in sport, making sport accessible to all South Africans, making more funds available to sports development and to ensure that systems are in place that will assist talented athletes to reach their full potential.
- Meaningful transformation will only be possible if the required financial resources are made available.
- The logical outcome of investing more resources at a grassroots level will yield stronger and more competitive national teams for the country. Through proper development programmes by the NFs and

Provincial Federations and good supporting systems, the wealth of sporting talent must be capitalised upon with representative winning athletes and teams a natural outcome.

- Transformation of teams should be from the bottom up. There should be a "catch-up strategy" in under-developed areas funded by Government so that more young people from disadvantaged areas are afforded the opportunity to unlock their potential. Government will ensure that all athletes have equitable opportunities to excel.
- Transformation is also necessary in all support systems for South African sport, including administration, coaching and technical officiating.

In the Road Map developed in 2011 Sport and Recreation South Africa committed itself to lead the process of sport transformation informed by a clearly articulated conceptual and contextual framework.

In the SRSA Road Map it is noted that:
- Sport in South Africa is still racially divided, with huge gender inequity realities;
- There is slow progress in the transformation programme of sport and there is a call from society for a rethinking and re-definition of the transformation approach in SRSA.

It is further believed that:
- There is a need for clear conceptualisation and contextualisation of sport transformation in South Africa;
- It is of paramount importance for Government to lead the process of sport transformation informed by a clearly articulated conceptual and contextual framework for sport transformation in the Republic, including the form and content of transformation.

It is therefore resolved to:
- Draft a Transformation Charter with clear deliverables;
- Finalise a transformation audit in order to get a clear picture of the progress in transformation;
- Develop a transformation perspective informed by the Transformation Charter that will incorporate transformation action plans, programmes and Service Level Agreements;
- Reconfigure the institutional and budgetary mechanisms to achieve transformation priorities.

2.4 TRANSFORMATION AND THE SOUTH AFRICAN SPORT SECTOR

The South African sport sector recognises:
- That the imperative of addressing historical and social inequalities as stated in the Constitution of the Republic of South Africa applies equally to sport and each of its component parts.

- That transformation strategically applied in a South African context, does not refer to the domain of politics alone. It refers to each and every component of our society.
- That as a result of segregation, exclusion and discrimination sport is still largely inaccessible to the vast majority of the country's citizens.
- The existence of significant barriers preventing general access to sport participation opportunities.
- Transformation is a conscious process of eliminating discrimination, rather than a process of furthering the interests of particular groups. Targeted activities such as selection, development and training, and promotion practices are viewed as temporary interventions which will cease as soon as an environment of equal opportunity has been achieved.
- Affirmation implies both the giving of preference and putting right what have previously been wrong/unfair - overcoming barriers and creating access to equal opportunity in general.
- That transformation intervention has to enhance governance, performance, productivity, efficiency and competitiveness. Transformation is about an improved order of things.
- That the basic unit of empowerment is the individual and the ethos of empowerment involves creating a context for individuals in which to reach their full potential. This will bring about significant, short term, increases in the number of Black people involved and participating in the affairs of the South African sport sector.
- That sport at elite levels appears to be flourishing while widespread and accessible development programmes at grassroots community levels remains inadequate.
- That the lack of substantial investment required changing the face of sport, especially at the grass roots community level, inhibits transformation processes.
- The need for ensuring substantially greater levels of participation, providing facilities and infrastructure in communities previously deprived thereof, providing support to those who show potential to excel, ensuring that imbalances of the past are eliminated and developing the human resource base required to administer and support sport.
- That participation and excellence in sport is linked to the ability of individuals to invest substantial resources including time, money, effort and energy. The fact that the majority of the country's people are poor renders sport inaccessible to them.
- That as the rate of empowerment increases there will be increasing levels of discontent among those who perceive themselves to be the victims of the empowerment process.
- The need for greater attention to be given to innovation, competitiveness, knowledge and information management all of which necessitates the need for proactive expansion of the existing human capital pool by investing in equity, people, skills development and institutional transformation.

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2.5 TRANSFORMATION IMPERATIVES

- South Africa is in a process of transforming itself. The spirit of the Constitution's preamble and the values imbedded in our democracy's founding document reflects the hopes, dreams and commitment of the vast majority of South Africans who have made a choice in favour of understanding and reparation.
- Discriminatory patterns and practices in South Africa are not of mere coincidental nature but stem from structural conditions. These conditions have created vested interests as well as entrenched mind sets or paradigms on both sides of the racial divide.
- Apartheid and the consequences thereof can only be abolished by transforming the structures, cultures and values it had produced in the South African society in such a way that a new dispensation with new structures and values come into place.
- The most challenging part of the journey on the road to transformation, particularly the building of a workable moral consensus, is reconciling the expectations of the historically disadvantaged with the vested interests (and rights) of the historically privileged class.
- Another major problem is to get those who have benefited from the past to realise that an awareness of the injustice is but one side of the coin; the other side demands deliberate intervention in order to transform the South African society.
- Reconciliation is not based simply on confession of guilt and the asking of forgiveness. Reconciliation that can lead to a culture of trust and freedom also requires that structural and other reparations and adjustments take place. It has to come through concrete deeds and through making sacrifices, through transformation.
- Transformation will therefore represent a change of direction on all levels and areas within the South African sport sector - a change not only of how it works, but how it thinks, interact, participate and perform. A process of re-invention.

2.6 FUNDAMENTAL PRINCIPLES OF THE TRANSFORMATION CHARTER

The South African sport sector recognises that empowerment and affirmation involves a set of integrated strategies including:

- Re-inventing, re-organising, restructuring and rejuvenating the overall sport system as well as its component parts.
- Considering the principles underpinning a 'Developmental State'. A Developmental State plays an active role in guiding development and using the resources of the country to meet the needs of people. It tries to balance growth and social development by using resources expanding opportunities.
- Changing sport's demographic profile.

- Establishing a system for identifying, incubating and nurturing the seamless development of human capital from mass participation level through to high performance and elite participation levels.
- Ensuring equitable access to all resources including finance, facilities, support services, infrastructure, and participation opportunities in all areas and at all levels.
- The sustainable improvement of human capital in all areas on the basis of skill, expertise and capability development and improvement on and off the field of play.
- Improving the administration of South African sport according to governance principles and procedures (see King III Report).
- Accelerating social development at community level through the establishment and development of sport structures and infrastructure on the basis of enhanced social responsibility.
- Exploring the broader social context of sport and the social needs in this context through extended community based initiatives and programmes in support of goals and objectives of strategic national importance.
- Linking schools and club structures that are in harmony with SRSA initiatives at a local and provincial level.
- Ensuring equitable distribution of all resources – finance, facilities and support services – and redressing backlogs experienced in and by disadvantaged communities.
- Consistently improving and enhancing the quality of performances on and off the field of play at international and all other levels of high performance sport on the basis of the principles of universality and merit in tandem with each other.
- Bringing about equitable representation of black persons, women and people with disabilities in all areas and all levels within local, provincial and national sport structures over time.
- Ensuring equitable representation (on the basis of Employment Equity principles) of black persons, women and people with disabilities in all occupations and positions within South African sport structures over a period of time.
- Ensuring that all codes consistently enlarge its participation footprint across the country.
- Pursuing and practicing preferential procurement practices with respect to BEE and suppliers providing environment friendly products and services to sport.
- To accelerate, advance and manage the process on the basis of a "scorecard" mechanism, applicable to the South African sport sector to monitor and analyse trends towards pre-set transformation goals.
- Implementing a performance measurement and monitoring/auditing system to ensure progress and positive trends in all transformation dimensions selected and instigate interventions as and when required.

1. CONTEXTUAL BACKGROUND

Sport is an important part of South African society and it has got a responsibility to be an effective lead agent in the country's transformation efforts.

Using the principle of *empowerment* as a transformation tool results in an evolving and changeable situation with respect to the rules and actions involved. Best practice is difficult to define. There is no right or wrong approach, as it is very dependent on context. Empowerment and affirmation are complex issues evoking strong emotions. It is clearly one of the major defining organisational issues of our time.

Discussions on the issue tend to provoke strong reactions with key stakeholders having quite divergent views. Those opposing the process argue that it is discriminatory and because it is not always based on merit overall performance quality is impacted. Viewed from a short-term perspective there may be validity in these viewpoints. However, when considering that:

a. the historical pipeline of SA sport human capital has been essentially white (a direct consequence of pre 1994 government policies) about 8% of the total population;

b. this population grouping is an *ageing* one *declining* in size on average by about 0.5% per annum and

c. 84% (84 out of every 100!) of under 14 year old SA children are Black African with the remaining 16% being either White, Coloured or Indian

the importance of *changing* sport's demographic profile to reflect the demography of the country's human capital base, becomes strategically important. If this resource base is not explored, developed and optimally prepared for the competitive arena, SA sport's competitiveness *will* decline in the medium to long-term.

Sport's traditional and privileged resource pipeline is drying up. In addition the declining number of male teachers (the traditional source of sport organization and coaching at a school level), the absence of resources, infrastructure and structures at black schools and disadvantaged areas motivates a greater sense of urgency and pro-active engagement with the problem.

Being pro-active implies a need for greater awareness and understanding of what is happening in both sport's external and internal environments and appropriate response. Superior insight is the basis for making the smartest choices about what to do.

2. TRANSFORMATION DIMENSIONS (PERSPECTIVES)

The private sector's experiences with industry specific multi-dimensional scorecards as part of their Broad Based Economic Empowerment and transformation initiatives, forms a good basis for shaping a generic *multi-dimensional transformation scorecard* for sport. It is *not* necessary to re-invent the wheel.

The overarching *Objective of a Transformation process* is to use empowerment as a tool to build a stable and sustainable organization in symbiosis with its macro and microenvironments performing and delivering value to *all* its stakeholders.

In a sport context this involves driving the process of transformation within the component parts of the sport system on the basis of broad-based empowerment and affirmation principles in six Objective areas to:

1) Establish new empowered sport structures and infrastructure and create better structured and organized participation opportunities on and off the field of play. **[Access to Infrastructure and Participation Opportunities Dimension].**

2) Ensure that the skill, capability and expertise base of sport's human resource base is optimally developed in all areas and all levels on and off the field of play. **[A Human Resource Skill and Capability Development Dimension].**

3) Ensuring the establishment of a sustainable pipeline of sport participants and supporters by changing sport's demographic profile on and off the field of play so that it reflects regional and local population demographics. **[Demographic Profile Dimension].**

4) Deliver sustainable competitive performances on the field of play that consistently outperforms rivals by focusing on quality and keeping in mind the dual application of the principles of universality and merit as long as the "playing fields" are not level. **[A Performance Dimension].**

5) In alignment with the shift of government to an outcome orientated approach to planning the sport sector needs to play its part. In its contribution to a transformed South African society the sport sector must identify areas of contribution in the field of sport and recreation to the Government's five year Medium Term Strategic Framework and the Government Programme of Action. Transformation must be in support of the overall priorities of the South African Government as annually outlined by the President in the State of the Nation address **(Contribution to Government priorities).**

6) Sport and recreation can only prosper in an environment of good corporate governance. Although not all sport and recreation role players have the necessary human and financial capacity, it is still imperative that sound basic governance practices are adhered to in their day to day activities **(Good governance).**

3. SCORECARD APPROACH TO MEASURE AND ASSESS TRANSFORMATION PROCESSES AND PROGRESS

3.1.1 Background

Why Measure?

Organisations have measurement systems (budgets, performance evaluations, etc) because of the need to manage and improve performance. We measure because we want to know where we are. Organizations measure because they want to know if they are getting better. They measure because they want to be able to reward people on the basis of their collective or individual performance. They measure because they want to focus attention. They measure to protect themselves. They measure because they are told by other parties that they have to do so. These and a host of others are all valid reasons why organizations want to measure to improve performance.

4. DIMENSION (PERSPECTIVE) SCORECARDS FOR MONITORING TRANSFORMATION IN SPORT

This section provides the basis for designing and establishing scorecards in each Dimension (Perspective) to guide sport's different component parts in transforming itself.

Primary Transformation Scorecards

An appropriately constructed scorecard can reflect a balanced and timely view of sport's performances in implementing transformation strategies. The scorecard serves as a framework designing a set of indicators for activities selected as the key drivers for transformation.

For a scorecard to be effective it has to –

- present clear and consistent messages;
- reflect reasonable and creditable numbers;
- be easy to understand;
- provide stakeholders with the ability to connect the scorecard to what they do every day;
- be timely and updated frequently;
- use a combination of numbers, charts and graphics;
- measure variance, trends, percentage of change in each of the selected dimensions.

The ultimate purpose of sport's transformation strategy is to bring about and accelerate demographic change in all its structures in tandem with improving performance levels.

The basic outline of the primary generic Scorecard shown in Fig 1 is the basis for operationalising the transformation process and it allows it to become a dynamic process, thus fast-tracking implementation.

To implement, manage and monitor a transformation process in sport, a multi- dimensional Transformation Performance Scorecard is used. The Scorecard is built around a set of key strategic areas – the dimensions within which change has to be brought about if effective transformation is to take place.

DIMENSION	'PROPOSED' WEIGHTING POINTS
1. Access	
2. Skill and Capability Development	
3. Demographic Profile	
4. Performance	
5. Contribution to Government priorities	
6. Good governance	
TOTAL	

Figure 1: Primary generic transformation scorecard

The **Primary Generic Scorecard** incorporates a 'Weighting' factor for each dimension, which represents points or a dimension's maximum score. The more points allocated to an element the greater the importance to the Transformation process. The weightings are arrived at on a consensus basis.

The Generic Scorecard shown in Fig 1 is the 'Primary Scorecard' and offers the total points allocated to each dimension. Each dimension also has a 'Dimension Scorecard' of its own consisting of a collection of 'Indicators' which define the dimension.

Each of these indicators has associated with it a weighting of its own (the sum of the indicator weightings adds up to the overall dimension weighting) and a preset and agreed target.

Example of a Dimension Scorecard

Figure 2 illustrates a completed Dimension Scorecard for an **Employment Equity Dimension.**

EMPLOYMENT EQUITY SCORECARD [Weighting 8 points]						
INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	% ACHIEVED (A/B*100)	ROBOT
% Black employees/honorary members in senior, and middle management positions on your organization's structure	3	50%	35	2.1	70	😈
% Female Employees/honorary members in senior, and middle management positions on your organization's structure	3	35%	10	0.86	29	🙁
% Employees/honorary members in your structure who have a disability	2	2%	1	0.5	50	🙂
TOTAL	8			3.46	49.6	🙁

Figure 2: Example employment equity dimension scorecard

The Scorecard shows that the Employment Equity Dimension is defined in terms of 3 Indicators:

- **% Black employees in senior, and middle management positions** (Weighting 3 points, and a Target of 50%);

- **% of Female employees in senior, and middle management. positions** (Weighting 3 points, and a Target of 35%) and

- **% Employees who have a Disability** (Weighting 2 points, and a Target of 2%).

If we assume that the actual achievement in each of these indicator categories were 35, 10 and 1 respectively, the Transformation Score for each indicator can be calculated on the basis of the following formula –

Transformation Dimension Score = A ÷ B X C
Where:
A = Actual Achievement
B = Target and
C = Weighting of Dimension Indicator

The Overall Score for the dimension is shown as 3.46 out of **8** reflecting an overall performance level in this dimension of **43 %**. While performance levels in each of the indicator categories are shown to be:
% Black employees in senior, and middle management positions: 2.1 out of **3** or **35%**
% of Female employees in senior and middle management positions: 0.86 out of **3** or **10 %**
% Employees who have a disabilty: **0.5** out of **2** or 1**%**

The 'Robot' column provides a visual representation of performance based on the following schematic colour-coded to reflect the % of Target Value achieved –

0-50% ACHIEVED	51%-75% ACHIEVED	76%-100% ACHIEVED
🙁	😛	🙂
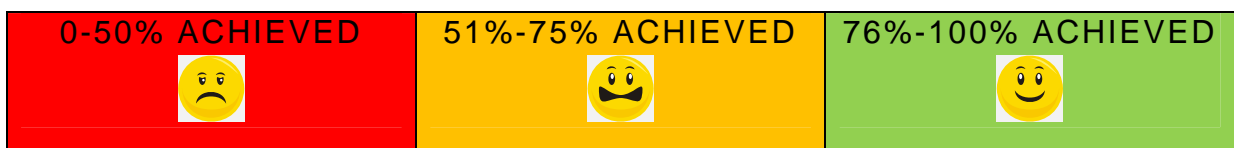
Summary

Pre-set and agreed performance goals (**targets**) for each of the six dimensions and their respective Indicator sets will contribute to the achievement of the objectives set out in the Transformation Charter.

Measuring actual performance against set targets provides the basis to monitor, analyze, conduct year on year comparisons and the

formulation of interventions in areas where progress is below expectations.

In certain instances it is also possible to group indicators into categories called a 'Grouping'. These groupings do not have targets or points; they merely provide structure to the indicators.
Similarly, it is possible to split certain indicators into sub-indicators. Sub-Indicators also do not have targets or points, but provide the indicator with more detailed meaning or acceptable alternatives. The actual indicator will have a target and weighting attached to it.

Note that scientifically the scorecard will not mean much; however, the collective framework gives meaning to the scorecard through its comparative value.

Comparative values enable progress in a dimension to be tracked. Defined measurement promotes continual re-assessment of Transformation objectives. By monitoring overall **trends** in a Dimension and its defining Indicator components, problems and the causes therefore can be identified providing a basis for meaningful corrective interventions.

An additional benefit of a single measurement system also provides a platform for reviewing an entity's performance against that of another. In this way it becomes an effective and meaningful decision-making tool as a basis for support considerations such as funding.

5. INDICATORS FOR TRANSFORMATION SCORE CARD DIMENSIONS

5.1 ACCESS

Objective: Establish new empowered sport structures and infrastructure and create better structured and organized participation opportunities on and off the field of play.

5.1.1 Introduction

Demographic change in terms of Black representation and Performance Quality is intimately dependent on having specific **'access' and 'participation opportunity'** and **skill and capacity development** drivers in place (see Fig 1). Restricted 'access' and 'participation opportunities' impact on the rate of demographic change and ultimately on performance sustainability and quality.

The Access to Infrastructure and Participation Opportunities dimension relates to the accessibility to structures and participation/involvement opportunity.

Community sport as a component part of **access to infrastructure** and **participation opportunities** is not only a tool to influence the environment within which it functions, but it is also has to be influenced by the environment within which it operates. This means that sport and its component units need to embark on initiatives in a broader community context in such a way that its "business" is exposed to the needs and views of the broader community. This builds sport's "brands" and relationship with stakeholders at grass roots level. The all-round understanding that this creates allows sport's structures to live in symbiosis with its environment.

Equally important is that more direct interaction with communities on the basis of preferential procurement practices, and skills and capability development demonstrates a greater social responsibility involvement. By quantifying and monitoring the trends in these dimensions a basis for greater understanding and possible increased multi-level support from government is laid.

Widening access and reducing inequality are critical issues to drive the demographic transformation and levels of peak performance in South African sport. Despite improving economic conditions, the disparity between the richest and poorest sections in our society is growing, but this is just a symptom of broader issues of inequity. Improved accessibility has become a prime consideration.

The availability and accessibility of participation opportunities, infrastructure including facilities and the provision of support services, access to sustainable quality development programs, coaches, officials and administrators are important aspects related to the prerequisite of *leveling the playing fields.* As long as the playing fields remain unequal, demographic representation on merit upwards on the competitive ladder *will* remain an elusive dream. This means that the country's real competitive advantage, the *size* of its undeveloped human capital base, will remain unexplored.

As already indicated the existence of sporting infrastructure historically established in white ageing communities are contributing to the demise of club structures exacerbated by the high dropout rate of school leaving sports persons in certain sports.

In most instances 'communities of the future' are simply not featuring on the radar screens of most national and provincial federations. The longer the development and establishment of integrated and empowered community based sport structures and infrastructure in these communities are prolonged, the bigger South African sport's future problems. This matter, including school structures in these areas requires attention sooner rather than later. These structures will facilitate the effectiveness and efficiency of access and skill development related initiatives significantly from a proximity perspective alone.

Targeted performance in this dimension provides the opportunity to achieve sport related social benefits associated with participating and being involved in sport.

There are many reasons for developing a deeper sporting lifestyle in historically deprived communities. Worldwide, people are discovering that being active and having access to a range of physical activities are important contributors to personal and societal well-being, being capable and competitive and to leading healthy and fulfilling lives.

Indicators to measure this dimension's contribution to sport's transformation efforts relates to making investments in infrastructural development and empowerment.

The current situation sees sport in school suspended in mid-air between the Department of Basic Education, Sport and Recreation South Africa and an uncoordinated Sports Federation structure. In addition there is rapid decline in the number of male teachers (traditionally responsible for sport at school) and teachers in general appear to be de-motivated when it comes to sport involvement. Add to this the absence of supporting infrastructure in schools and previously disadvantaged communities, a lack of facilities and administrative capacity to structure and organize coaching and league competitions and it is reasonable to conclude that school sport could be under threat.

The high dropout rate of school sport participants after school and the decline in number of clubs in some high profile sports rings further alarm bells. A sustainable long-term peak performance sport system against this background becomes questionable.

The school environment is an important community based platform for the effective and efficient organization of sport in the midst of its future human capital base.

5.1.2 Access Dimension Scorecard

Access dimension						
INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	%ACHIEVED (A/B*100)	ROBOT
1) Total number of registered participants.						
2) Number of participants in primary schools (including farm schools).						
3) Number of participants in secondary schools (including farm schools).						
4) Number of participants between 18 and 21 years.						
5) Number of affiliated clubs.						
6) Number of provinces where clubs are fully operational.						
7) a. Number of operational facilities. b. % of Facilities accessible to sport persons with a disability.						
8) Cost of annual affiliation fee.						
9) % of junior athletes participating in a modified version of your sport.						
TOTAL						

Figure 3: Access dimension scorecard

5.2   SKILL AND CAPABILITY DEVELOPMENT

Objective: Ensure that the skill, capacity and expertise base of sport's human resource base is optimally developed in all areas and all levels on and off the field of play.

5.2.1 Introduction

The Skills and Capacity (Human Capital Development) Dimension contributes to shaping an environment that will develop, attract, retain

and support the right talent at all levels and in all areas sport structures on and off the field of play. It involves setting up training and education 'centres' and systems that form the basis of maximising potential and talent in all categories of human capital on and off the field of play.

It is furthermore important for organisations to change the psychological contract with participants, volunteers, employees, officials, coaches, referees and so on. Achieving this is not easy. Affecting organisation culture in such a way involves the strategic consideration of external and internal influences on people in the organisation alongside their resultant expectations.

It must be stressed that people are the lifeblood of any organization. They are involved in enacting organizational strategies and also in helping to develop them; they operate and interact with the organisation's essential "business" processes on and off the field of play; and they represent a significant component of its capabilities development too. Technology plays an important role in improving productivity and performance levels significantly.

The human resource base of sport's structures represents a substantial part of its operating costs and is often the most easily dispensable part. However, people are vital and they can therefore not be treated as "passing ships in the night". According to the Pareto principle, in any given organisation, 20% of people deliver 80% of its output. It therefore makes sense to reward and enable those stars, but not at the expense of the rest of the organisation. These high potential growers of sport's "business" need development assignments to maintain their interest and leverage their potential.

There is an almost desperate need to develop a broader base of skills within South African sport if it is to prosper and deliver sustainable winning performances. Many South Africans have been structurally marginalized as a direct consequence of a lack of basic skills training. There are a number of best practices that can provide the solution to this problem, such as the familiar talent identification and development processes and short to medium term 'learnerships'.

In this approach sport and its component entities assumes responsibility for 'sponsored' salaries, training fees, coaching fees and administrative costs. 'Learnerships' are a good vehicle for developing management, administration, refereeing, coaching and playing career

paths. It acts as a structured approach for competence through 'learning while you work'.

Equally important is the establishment of structured accredited training and education systems in all areas of human activity. These areas include, among others, administrators, coaches/referees, managers, first aiders (where required), 'board/council' members, trainers and educators....In the system people are progressively trained/educated as part of a multi-level skill and capacity development program. Accreditation of these programmes is a key element as will be the structured deployment and retention of the newly skilled human capital base.

5.2.2 Skill and Capacity Development Dimension Scorecard

Skill and capacity development dimension						
INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	%ACHIEVED (A/B*100)	ROBOT
1) Number of accredited training courses conducted annually.						
2) Number of newly accredited administrators trained in the last 12 months at an international level.						
3) Number of newly accredited technical officials trained in the last 12 months at an international level.						
4) Number of newly accredited coaches trained in the last 12 months at an international level.						
5) Number of newly accredited administrators trained in the last 12 months at a national level.						
6) Number of newly accredited technical officials trained in the last 12 months at a national level.						
7) Number of newly accredited coaches trained in the last 12 months at a national level.						
TOTAL						

Figure 4: Skill and capacity development scorecard

5.3   DEMOGRAPHIC PROFILE

Objective: Ensuring the establishment of a sustainable pipeline of sport participants and supporters by changing sport's demographic profile on and off the field of play so that it reflects regional and local population demographics.

5.3.1 Introduction

School sport and the long-term demographic profile thereof have to be key focus area if South African sport's current competitiveness levels are to be maintained and further improved.

Negative growth rate amongst whites and increasing accessibility to old model C schools (traditionally a major source of sport participants) for *all* children, has accelerated demographic change at school level. It is only in schools where there are deliberate strategies in place to slow this process down, that the rate of change is slower.

The fact that structured participation opportunities in an organized environment at a school level is a critical success factor to survival and long-term sustainable success cannot be ignored. 'What' and 'How' things are done at a school level are important considerations that cannot be ignored – it is directly related to the future at the most fundamental level –sport's human capital base.

With dramatic changes in school demographics in the offing a complete review (by everyone involved) of the portfolio and number of sports offered at junior and senior school may not be an entirely worthless exercise.

The **Demographic Profile** dimension focuses on the shape of the demographic profiles of sport's structures in key areas on and off the field of play. In combination with the principles of empowerment and affirmation it led to the narrow and oversimplified view taken by sport on transformation in the late 90's and over the past 5 years. Transformation is not only about replacing white faces with black faces. The long term objective associated with this transformation dimension is that all sport's component structures (on and off the field of play) are demographically transformed in such a way that it ultimately reflects more equitable population demographic profiles at a local, provincial and national level. The reason is to ensure the strategic incorporation and development of sport's total potential human resource base as part of building a growing and sustainable human capital pathway.

In setting Representation Targets it is important to recognise that certain geographic regions differ substantially from others in terms of population demographics. This could result in different representation targets being set for different sports in different regions.

5.3.2 Demographic Dimension Scorecard

DEMOGRAPHIC DIMENSION						
INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	%ACHIEVED (A/B*100)	ROBOT
1) % Black people in management structures at national and provincial levels.						
2) % Female managers at national and provincial levels.						
3) % Managers with a disability at national and provincial levels.						
4) % of Black accredited Coaches.						
5) % of Black Referees/Umpires.						
6) % Black people in national senior teams.						
7) % Black people in national junior teams.						
8) % Black people in provincial senior teams.						
9) % Black people in provincial junior teams.						
10) % of Participants who are female at national and provincial levels.						
11) % of Participants with a disability at national and provincial levels.						
TOTAL						

Figure 5: Demographic Dimension Scorecard

5.4 PERFORMANCE

5.4.1 Introduction

Over time human capital development principles allow for the best and most able players, leadership, administrators, managers, staff and

governance structures to develop into above average, even world class, sport systems. This leads to an enhanced sense of "ownership" which contributes towards stable, transformed organizations, in harmony with its internal and external environments, that makes the most of the skills and competencies that exist within structures on and off the field of play.

5.4.2 Performance Dimension Scorecard

Performance dimension						
INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	%ACHIEVED (A/B*100)	ROBOT
1) Number of recognised international competitions participating in (with at least five participating countries).						
2) World ranking (log position) for team sports Or Number of athletes ranked in top 20 position in individual sports.						
3) % of representative participants in High Performance (elite) Programmes.						
4) Number of officials serving on recognised international panels.						
TOTAL						

Figure 6: Performance dimension scorecard

5.5   CONTRIBUTION TO GOVERNMENT PRIORITIES

OBJECTIVE: To make a valuable contribution to Government priorities as captured in the Government's five year Medium Term Strategic Framework, the Programme of Action and the priorities as annually outlined by the President in the State of the Nation address.

5.5.1 Introduction

The South African sport sector needs to identify the areas where it can make a meaningful contribution to Government priorities. Sport and recreation must fulfill its responsibility in such a way that it contributes towards transforming South Africa into a country that truly reflects the diversity of its people. Furthermore, dedicated efforts are required to increase the volume of purchases from a targeted category of society

thereby supporting the sustainable development and utilisation of such enterprises.

5.5.2 Contribution to Government Priorities Scorecard

Contribution to Government Priorities						
INDICATOR	WEIGHTIN G POINTS (C)	TARGET (B)	ACHIEVEM ENT (A)	SCORE (A/B*C)	% ACHIEVED (A/B*100)	ROBOT
1) Number of programmes in support of HIV and AIDS awareness.						
2) Number of awareness programmes in support of sport and the environment.						
3) Number of awareness programmes in support of social cohesion.						
4) Number of awareness programmes in support of sport for peace and development.						
5) Number of awareness programmes in support of job creation.						
6) Number of awareness programmes in support of sport against crime.						
7) % of Procurement from enterprises that are BEE compliant.						
TOTAL						

Figure 7: Contribution to Government Priorities Dimension Scorecard

5.6 GOOD GOVERNANCE

OBJECTIVE: To ensure that sound governance practices are adhered to in the day to day activities of all role-players in the sport sector.

5.6.1 Introduction
The King III Report applies to all entities and it is therefore important that sport and recreation role-players embrace the King III principles. Sport and recreation can only prosper in an environment of good corporate governance. The King III Report places great emphasis on:
- Leadership;
- Sustainability; and
- Corporate Citizenship.

The importance of the concepts of integrated sustainability and social transformation is also highlighted. The concept of sustainability is

linked with the evaluation of ethics and the improvement of ethical standards in business and in the community.

5.6.2 Good Governance Dimension Scorecard

Good Governance						
INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	% ACHIEVED (A/B*100)	ROBOT
1) Required documents in place and implemented accordingly (constitution, rules and regulations, selection policy, strategic and business plans).						
2) Election held in terms of own Constitution.						
3) Compliance with anti-doping regulations.						
4) Inputs made in realising the National Sport Plan.						
5) Achievement of objectives against strategic and business plans.						
6) Marketing plan in place.						
7) Number of years that unqualified financial statements were received.						
8) National junior and senior championships hosted.						
9) Annual/President's Report approved at AGM.						
TOTAL	100					

Figure 9: Good Governance Scorecard

Overall Transformation Score Card

The Dimensions described above is summarized in an Overall example Transformation Scorecard illustrated below -

TRANSFORMATION DIMENSION	WEIGHTING	SCORE	%ACHIEVED
1. Access			
2. Skill and Capability Development			
3. Demographic Profile			
4. Performance			
5. Contribution to Government priorities			
6. Good governance			
Total			

It is important to note the importance of monitoring trends in each dimension so as to establish improvement or decline over a period of time.

Exceptional achievements in the overall transformation effort as well achievements in specific Dimensions become meaningful basis for funding.

Lack of Transformation will be investigated and meaningful interventions identified.

8.1.2 Scorecards for SA Sport and Each of Its Component Parts.

On the basis of the foregoing, Scorecards are agreed and adopted and data sheets are developed for different components of SA sport entities as well as individual performances.

Data sheets are distributed on an annual basis, collected, data banked, analyzed and action taken.

The system described forms the basis for bringing about sustainable transformation (change) in a structured manner.

PART 4: COMMITMENT TO THE TRANSFORMATION CHARTER

4.1   APPLICATION OF THE CHARTER:

This Charter represents guidelines for the South African sport sector including national and provincial federations, clubs, universities, colleges, schools as well as their sub-structures.

This Charter will be applied from the day of signature by the Minister of Sport and Recreation. The Charter will be reviewed in 2015.

Progress towards relevant goals and objectives (targets) set as part of a transformation strategy will be monitored on the basis of audits and annual status reports. While the onus must always be on the individual sport organisation to provide the information required, the **need for an independent verification agency** (a potential watchdog) is often critical to the veracity of the true measure & pace of change.

An independent verification agency will therefore be responsible for verification. A bi-annual process of **sport code "auditing"** will take place in future, where codes are divided into two groups, with each group getting audited every second year. These groups could be limited further (dependent on available budgets)by focussing only on the **Priority Codes** and perhaps the "Second Tier Codes" that are making a case to be prioritised in the future. This process will include provincial codes as well, and also clubs and athletes from every code. The audit in itself will establish the administrative discipline within codes to start complying with all the scorecard indicators and to keep records up to date.

Based on a review report at year end 2015, a comprehensive mid-term review will be undertaken and decisions made regarding the implementation of the Charter in its second term.

All the provisions of the Charter are to be achieved in a manner consistent with sound governance principles.

4.2   COMMITMENT

The South African sport sector affirms its commitment to a process of transformation (changing form) based on the principle of broad-based empowerment and affirmation that will over a period of time -

- Significantly increase the number of black persons involved in sport
- Increase accessibility to all participants and participant groupings
- Consistently improve performances

in all areas and at all levels of the structures and substructures on and off the field of play.

Therefore the South African sport sector commits itself to–
- The transformation of sport in South Africa in all its facets and manifestations, the details of which are described in the Transformation Charter.
- Actively promoting a transformed vibrant and globally competitive sport system.
- Willingly embarking on transformation, knowing that it is a journey requiring commitment, intention, enjoyment and full participation in pursuit of a compelling transformation vision that inspires the South African sport sector.
- Promoting exceptional levels of governance standards, accounting and reporting systems as well as performance management processes.

4.3   UNDERTAKINGS

The South African sport sector commits itself to the principles of the Charter and undertakes to deliver in the following key strategic areas of transformation:

- **Democratic structures** – The development of an ethos to ensure truly democratic sport structures at all levels functioning on the basis of the will of the majority, but taking cognisance of the lack of representation in sport's structures.
- **Equitable allocation of resources –**
  - ➢ Government to contribute resources for sport's transformation initiatives with a bias to disadvantaged individuals and communities.
  - ➢ Provincial sport structures and sub-structures will ensure that resources at their disposal are equitably distributed.
  - ➢ The private sector to be encouraged to ensure that a portion of the funding provided to sport is earmarked for disadvantaged communities as part of their corporate social responsibility programmes.
- **Equity -** Equitable access to sporting activities in all areas and all levels irrespective of race, class, gender, religion, physical ability or any other barrier with a view to achieving representivity profiles aligned to local, regional and national population demographics on an off the field of play.
- **Ethos -** Cooperation and contribution toward the development of a common culture, value system and a code of behaviour (a "South Africanism") in and through sport in which the human dignity of all citizens of the country are protected and respected, the injustices of the past are recognised and the contribution to sport by black South Africans acknowledged.

- **Culture** - Cooperation with a view to develop a culture that includes tolerance of diversity and healthy lifestyles.
- **Facilities and programmes -** Ensuring that appropriate facilities are built and maintained and managed where people live and that –
  - ➢ sporting infrastructure, organisations and school sport are promoted and strengthened through school/club linkages in communities,
  - ➢ sustainable participation opportunities and human capital development programmes are established and resourced,
  - ➢ each sporting code endeavours to increase its share of the overall sport participant pool generally and
  - ➢ some of the major events are scheduled where people have greater access.
- **Access** – Redress the consequences of the historical systematic exclusion of Black people and women from sport in South Africa by creating opportunities and providing and upgrading facilities (that are accessible from a geographical and physical perspective and also in terms of affordability) in partnership with government in areas with the highest population densities.
- **Youth and school sport programmes** – Create an institutional framework to support programmes and sport structures to coordinate and integrate youth and school sport programmes in close association with Government.
- **Non-Racialism** – Work relentlessly towards the eradication of all forms of racism in sport.
- **Recognition of the history of South African sport** – Establish an appreciation of the rich history and tradition of sport among all South Africans.
- **Development –** The quality of development programmes and the associated monitoring and evaluation processes to measure the success / impact of these programmes, are critical.
- **Human Capital Development –** Ensuring the unlocking of the full human resource capacity in all areas of sport's activities.
- **Gender Equity –** Introduction of programmes to make sure that there is complete gender equity in the structure and operations of all sport's structures.
- **Accountability –** Ensure that all sport's component parts are employing acceptable governance principles, that their affairs are open to scrutiny by all South Africans and that they meet their transformation targets.
- **Rebuilding club structures** – Commitment to programmes to actively restore clubs that once thrived and to establish new club sport structures in targeted areas.
- **Funding –** Government and SASCOC work towards the development of new sources of funding.
- **Preferential procurement processes –** Implementation of procurement practices aimed at empowering previously disadvantaged people with a view to promote economic parity between all South Africans.

- **Attitudinal change** – Continuous introduction of programmes among all stakeholders to support the development and internalisation, and appreciation of the value of all South Africans by all South Africans based purely on their worth as human beings irrespective of race, class, religion, language or other differences.

COMMITMENT

This Commitment has been made the day and year written below:

Signed at: _____ **on this ____ day of _____ 2011**

Signed by:

_____
Mr F.A. Mbalula
Minister of Sport and Recreation

Signed for and on behalf of SASCOC

Name: _____   **Signature:** _____

Signed for and on behalf of _____ **(Member)**

Name: _____   **Signature:** _____

Signed for and on behalf of _____ **(Associate)**

Name: _____   **Signature:** _____

Signed for and on behalf of _____ **(Affiliate)**

Name: _____   **Signature:** _____

ANNEXURE A

GENERIC SCORECARD

DIMENSION 1:   ACCESS

INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	%ACHIEVED (A/B*100)	ROBOT
1) Total number of registered participants.						
2) Number of participants in primary schools (including farm schools).						
3) Number of participants in secondary schools (including farm schools).						
4) Number of participants between 18 and 21 years.						
5) Number of affiliated clubs.						
6) Number of provinces where clubs are fully operational.						
7) a. Number of operational facilities. b. % of Facilities accessible to sport persons with a disability.						
8) Cost of annual affiliation fee.						
9) % of junior athletes participating in a modified version of your sport.						
TOTAL						

DIMENSION 2:   SKILL AND CAPACITY DEVELOPMENT

INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	%ACHIEVED (A/B*100)	ROBOT
1) Number of accredited training courses conducted annually.						
2) Number of newly accredited administrators trained in the last 12 months at an international level.						
3) Number of newly accredited technical officials trained in the last 12 months at an international level.						
4) Number of newly accredited coaches trained in the last 12 months at an international level.						
5) Number of newly accredited administrators trained in the last 12 months at a national level.						
6) Number of newly accredited technical officials trained in the last 12 months at a national level.						
7) Number of newly accredited coaches trained in the last 12 months at a national level.						
TOTAL						

DIMENSION 3: DEMOGRAPHICS

INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	%ACHIEVED (A/B*100)	ROBOT
1) % Black people in management structures at national and provincial levels.						
2) % Female managers at national and provincial levels.						
3) % Managers with a disability at national and provincial levels.						
4) % of Black accredited Coaches.						
5) % of Black Referees/Umpires.						
6) % Black people in national senior teams.						
7) % Black people in national junior teams.						
8) % Black people in provincial senior teams.						
9) % Black people in provincial junior teams.						
10) % of Participants who are female at national and provincial levels.						
11) % of Participants with a disability at national and provincial levels.						
TOTAL						

DIMENSION 4: PERFORMANCE DIMENSION

Performance dimension						
INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	%ACHIEVED (A/B*100)	ROBOT
1) Number of recognised international competitions participating in (with at least five participating countries).						
2) World ranking (log position) for team sports Or Number of athletes ranked in top 20 position in individual sports.						
3) % of representative participants in High Performance (elite) Programmes.						
4) Number of officials serving on recognised international panels.						
TOTAL						

DIMENSION 5: CONTRIBUTION TO GOVERNMENT PRIORITIES

INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	% ACHIEVED (A/B*100)	ROBOT
1) Number of programmes in support of HIV and AIDS awareness.						
2) Number of awareness programmes in support of sport and the environment.						
3) Number of awareness programmes in support of social cohesion.						
4) Number of awareness programmes in support of sport for peace and development.						
5) Number of awareness programmes in support of job creation.						
6) Number of awareness programmes in support of sport against crime.						
7) % of Procurement from enterprises that are BEE compliant.						
TOTAL						

DIMENSION 6: GOOD GOVERNANCE

INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	% ACHIEVED (A/B*100)	ROBOT
1) Required documents in place and implemented accordingly (constitution, rules and regulations, selection policy, strategic and business plans).						
2) Election held in terms of own Constitution.						
3) Compliance with anti-doping regulations.						
4) Inputs made in realising the National Sport Plan.						
5) Achievement of objectives against strategic and business plans.						
6) Marketing plan in place.						
7) Number of years that unqualified financial statements were received.						
8) National junior and senior championships hosted.						
9) Annual/President's Report approved at AGM.						
TOTAL	**100**					

OVERALL TRANSFORMATION SCORECARD

TRANSFORMATION DIMENSION	WEIGHTING	SCORE	%ACHIEVED
1. Access			
2. Skill and Capability Development			
3. Demographic Profile			
4. Performance			
5. Contribution to Government priorities			
6. Good governance			
Total			