



**STRATEGIC**

**TRANSFORMATION  
DEVELOPMENT  
PLAN**

**2030**



**MOVING FORWARD 2019 - 2030**

**CYCLE 1 - 2019 / 2020**





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# 1

# VISION, MISSION STATEMENT AND VALUES OF SA RUGBY

- 1.1. Vision**  
To be the leading Rugby Nation, inspiring all South Africans.
- 1.2. Mission Statement**  
To be the leading rugby nation by providing: well governed, world class innovative sporting entertainment and sustainable high performance systems, processes and people.
- 1.3. Values**
  - » Excellence
  - » Inclusivity
  - » Innovation
  - » Ethical
  - » Collaboration

# 2

# MAIN OBJECTIVE

SA Rugby's main objective as stipulated in the Constitution is the promotion, development and support of all levels of rugby in the Republic.



# 3

# DEFINITIONS AND INTERPRETATIONS

- 3.1 Access to the Game**  
To ensure rugby is accessible to all who wish to participate, including women, disabled persons and people in rural areas.
- 3.2 Annual status report**  
Means a transformation report to be populated by SARU for the Transformation Committee and Exco.
- 3.3 As Is Report**  
Means a report that was populated for each Provincial Union indicating their achievement in relation to the period 2015 – 2018 (Annexure E).
- 3.4 B-BBEE**  
Means the Broad-Based Black Economic Empowerment (B-BBEE) Amendment Act of 2014, which seeks to promote the achievement of the right to equality, increase broad-based and effective participation of black people in the economy and promote equal opportunity and equal access to these individuals.
- 3.5 Black African**  
Means Black African South African citizens.
- 3.6 Black people**  
All references to black people is based on the generic term used to refer to African (A), Indian (I), and Coloured (C) South African citizens.
- 3.7 Commercial Company**  
Will have the meaning of a commercial company as ascribed in the SARU Constitution
- 3.8 Community Development and Social Responsibility**  
To create effective interventions in order to increase participation through community development and social responsibility initiatives.
- 3.9 Corporate Governance**  
To establish effective rugby administrative structures in order to comply with good corporate governance.
- 3.10 Demographic Representation**  
To ensure the demographic profile at provincial and national level on and off the field of play is non-racial and equitable.
- 3.11 Dti**  
Department of Trade and Industry (the dti).
- 3.12 Eminent Persons Group (EPG)**  
Means the Eminent Persons Group on Transformation (“the EPG”), that was established with a view to drive, monitor, evaluate, advise and make recommendations to the Minister of Sport and Recreation on the interventions and remedial steps to be taken, implemented and executed in order to achieve the targeted transformation goals in sport;
- 3.13 EPG National Data Sheets**  
Means datasheets to be populated once a year by SA Rugby and submitted to the EPG Secretary and Sport and Recreation South Africa (SRSA)
- 3.14 EPG Provincial Data Sheets**  
Means datasheets to be populated once a year by each Provincial Union and sent to SA Rugby who will audit before submitting it to the EPG Secretary and Sport and Recreation South Africa (SRSA) (Annexure D).
- 3.15 Generic Black**  
Means African (A), Indian (I), and Coloured (C) South African citizens.
- 3.16 Incentive Policy**  
Means a policy devised to either incentivise or disincentivise provinces for their performance measured against provincial and/or national transformation targets (Annexure F)
- 3.17 LTPD**  
Means long term player development.
- 3.18 LTCD**  
Means long term coach development.
- 3.19 LTRD**  
Means long term referee development.
- 3.20 National Transformation Barometre**  
Means an annual report on selected transforma-



tion categories to be populated by SA Rugby once a year from 2019 to 2030 containing a duly completed 12 year rolling projection; and consists of a Selected Transformation Charter Dimension Forecast and Actual Performance: 2019-2030.

**3.21 National Transformation Performance Agreement**

Means the National Performance Agreement containing the self-determined targets of SA Rugby, projecting to an agreed outcome at the conclusion of the 2030 season. Targets will be designed to advance at two-yearly intervals to align with rugby contracting custom and practice. (Annexure G)

**3.22 Non-racial**

Means work relentlessly towards the eradication of all forms of racism in South African rugby ensuring there is no discrimination on the basis of race.

**3.23 Performance**

Improved performances and increased participation of professional Black players at Provincial and International level, on and off the field through an effective High Performance system.

**3.24 Province**

Means the union as described in the SARU constitution and the Commercial Company conducting the commercial activities of, and is responsible for, professional rugby of the union.

**3.25 Provincial Union**

Will have the meaning of a union as ascribed in the SARU Constitution.

**3.26 Provincial Transformation Performance Agreement**

Means the Provincial Performance Agreement containing the self-determined targets of the Provinces, starting at their level of achievement at the end of 2018 and will project to an agreed outcome at the conclusion of the 2030 season. Targets will be designed to advance at two-yearly intervals to align with rugby contracting custom and practice. (Annexure A).

**3.27 Provincial Transformation Barometre**

Means an annual report on selected transformation categories to be populated by Provinces from 2019 to 2030 containing a duly completed 12 year rolling projection; and consists of a Selected Transformation Charter Dimension Forecast and Actual Performance: 2019-2030 (Annexure B).

**3.28 Provincial Strategic transformation plan (PSTP)**

Means a sustainable implementation plan for transformation in the Province for the period 2019 – 2030 (Annexure C).

**3.29 SARU Audit**

Means an audit performed on behalf of SARU at Provinces during February/March of each year covering the following pillars: governance, administration, finance, commercial, age grade and game development, training and education, domestic competitions, women's rugby, performance and BEE status.

**3.30 SA Rugby e-filing system**

Means a real-time dashboard designed to monitor and evaluate the progress of transformation and development relating to the 6 (six) key focus areas of the Strategic Transformation Plan;

**3.31 SA Rugby Footprint system**

Means a system which is a data management and rugby administration software system that facilitates the input, collection and analysis of data and information.

**3.32 SASCOC**

Means the South African Sports Confederation and Olympic Committee, which is the national coordinating macro body for the promotion and development of high performance recognized by the Minister of Sport and Recreation in terms of section 2(1) of the Act.

**3.33 Skills and Capacity Development**

To create development pathways for players, coaches, referees and administrators to improve productivity and performance levels

**3.34 SRSA**

Means the national Department of Sport and Recreation in the Republic of South Africa, known as Sport and Recreation South Africa, which is the custodian of sport in the Republic and striving to create an active and winning nation.

**3.35 Strategic Transformation Development Plan (STDP) 2030**

The Strategic Transformation Development Plan 2030 (STDP2030) is a catch-up strategy and therefore an extension of the strategic transformation plan (STP) after an as is analysis, proper review, audit and gap analysis has been conducted to make sure SA Rugby met set requirements going forward. Targets will be designed to advance at two-yearly intervals to align with rugby contracting custom and practice.

**3.36 Strategic transformation plan (STP)**

Means a sustainable implementation plan for transformation in South African rugby for the period 2015 – 2019.

**3.37 Transformation Charter**

Means the Charter signed, endorsed and approved by all National Federations which has a bearing on the transformation of sport.

## 4

# BACKGROUND

**T**HE SA Rugby constitution places the responsibility on administrators to adopt and enact measures that will foster, promote, regulate and encourage the playing of rugby and provide facilities for rugby in South Africa for all persons, irrespective of race, colour, creed or gender, and to eliminate any discrimination and inequality amongst players and officials.

SA Rugby's constitution ancillary objects include, but are not limited to pursuing policies and programmes, at national and all other levels, aimed at redressing imbalances of the past and creating a genuinely non-racial, non-political and democratic dispensation for rugby in South Africa.

The Transformation Charter for South African sport was adopted at a National Sport and Recreation Indaba, which was held in November 2011 (17 years after the first democratic elections were held in 1994).

The Charter is based on the non-racial, non-sexist and democratic principles as enshrined in the Constitution; the legal framework of the National Sport and Recreation Act of 1998; the White Paper on Sport and Recreation of 2013; the Department of Sport and Recreation of South Africa's Strategic Plan and the long-term imperatives of the National Development Plan.

SA Rugby is one of the cornerstones of a South African society in which sport is a powerful nation-building tool. A major and irreversible transformation

movement was triggered in South Africa when Nelson Mandela was released from prison in 1992. SA Rugby and the provinces have been engaged in a process to reflect that transformation in the sport and visibly make rugby the game of all South Africans, mainly through active development programmes throughout the country. Progress has been made since the implementation of the Strategic Transformation Plan 2015 – 2019 but self-determined targets were not achieved in many instances. However, there has been a demonstration of a shared commitment to change the face of rugby to reflect the demographics of South Africa.

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

The sustainability of rugby and the ability to compete at provincial and international level depends on rugby's willingness and ability to progressively transform the sport.

The Strategic Transformation Development Plan 2030 has been informed by the assessment and will be underwritten by a memorandum of agreement with each province and an incentive policy.





Siya Kolisi became the first black Springbok captain in the first Test against England at Loftus Versfeld in 2018.



## 5

# ASSESSMENT - STRATEGIC TRANSFORMATION PLAN (2015 – 2019)

**T**he Memorandum of agreement entered into between SRSA, SA Rugby and SASCOC was signed on 14 April 2015 and expires on 31 August 2019. Clause 5 of the Memorandum of agreement regulates the extension of this contract. The period that was covered under this agreement was 2014 to 2018.

The Strategic Transformation Plan of SA Rugby was successfully negotiated and approved at the General Meeting of 10 December 2014. The plan was drafted to conclude in December 2019.

It is important to look back at the Strategic Transformation Plan (2015 – 2019) and the Memorandum of Agreement and to analyse the progress and lack thereof and to see how far we have come.

While there was vast improvement in transformation in South African Rugby, a continued effort is required to achieve the objectives.

In 2015 the Transformation Charter process was based on the one-size-fits-all and predetermined performance target measure-

ment system, which was supplemented by the Barometre process. This process sees a federation setting and projecting forward its own (self-determined) targets in selected Charter dimensions based on a Memorandum of Agreement with SRSA and SASCOC.

The purpose of the Barometre is to bring about greater accountability within national sport federation structures to promote a more informed strategic and forward-looking approach to transformation to bring about change in sport organisations.

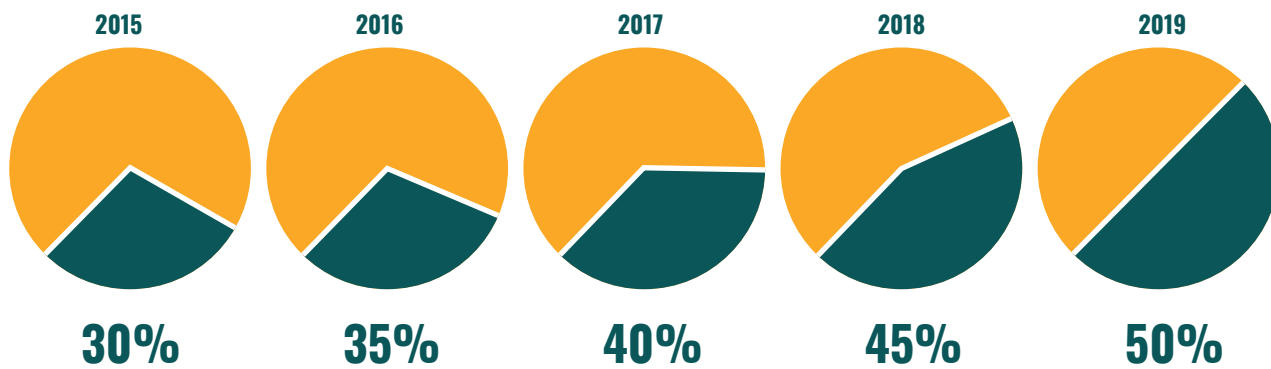
In terms of the MoA, failure of a federation to achieve 50% or more of its self-determined targets could lead to the imposition of one or more of the following penalties: suspension or withdrawal of any funding from government; revoking of authority to bid for international tournament; withdrawal of opportunity to award national colours and /or withdrawal of recognition as national federation in terms of National Sports Act.

The Strategic Transformation Plan (2015 – 2019) was already in place and active and provided SA Rugby with a good platform to set targets for the EPG Barometre.



Phendulani Buthelezi captaining the Junior Boks against New Zealand at the 2019 World Rugby U20 Championship.

**The targets set for team demographics were as follow:**



The performance by Provinces has been uneven – with good signs of transformation at executive level (Presidents and Boards) but less than average performance by most teams in terms of team demographics. There has been improved team representivity in national teams in relation to generic black demographics, but a failure to achieve targets for black African players. SA Rugby also clearly has a long way to go in transforming and training vital support functions – such as managers, coaches, referees, administrators, sports medics and sports scientists.

SA Rugby is required to face reality in the last year of the current Strategic Transformation Plan (2015 – 2019). The reality is that the gap is so large that it is simply impossible for it to be closed by most of the Provinces. The plan was governed without concluding a memorandum of agreement with the Provinces and without consequences for non-compliance.

The Barometre commentary and observations will provide clarity on the current transformation status of SA Rugby and the provinces.

 WHITE  
 GENERIC BLACK



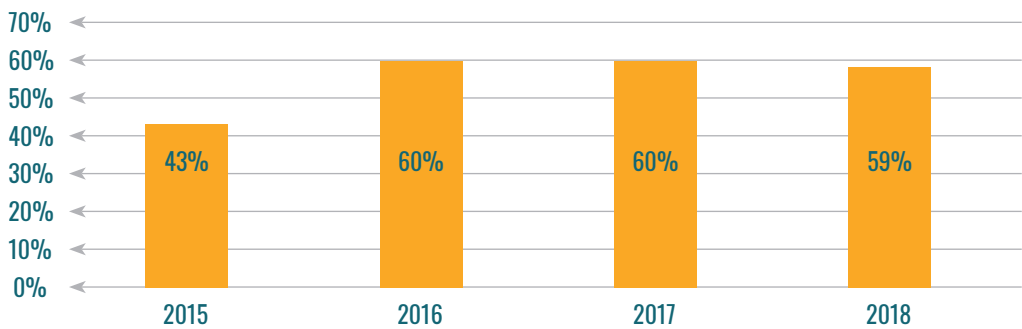
5.1

# SA RUGBY'S EPG BAROMETRE OUTCOME 2015 - 2018

In the status report that was announced during April 2019, rugby achieved 21 of its 35 'self-determined Barometre targets for 2017 / 2018 (60%) which is higher than the 50% needed to achieve a Barometre pass. It is consistent with the 60% achieved in 2016 / 2017. The current situation for the data sheets submitted earlier this year for 2018 / 2019 shows a marginal decline to 59% for 2018 / 2019 but the outcome is still above 50% of SA Rugby's self- determined targets.

The diagram below shows consistency and a positive attitude in relation to the self- determined targets of SA Rugby

EPG BAROMETRE OUTCOME 2015-2018

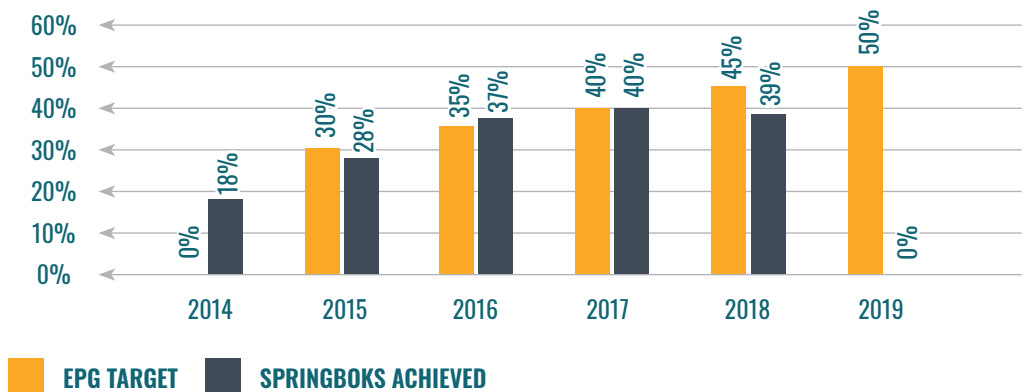


5.2

# SPRINGBOKS VERSUS EPG TARGETS

The diagram below shows consistency and an attitude and commitment towards transformation. The Springbok team, for example, averaged only 18% black player representation in 2014, prior to the commencement of the STP, but that proportion has steadily risen with the self-determined targets over the years.

EPG TARGETS VS SPRINGBOKS 2014 - 2018





9 June 2019 Springbok Capping Ceremony

Only a very small percentage of players will get to the pinnacle of their careers, to play for the Springboks. Only 352 players have been selected for the Springboks in the 26 years since unification of whom 77 are black. Remarkably twenty five percent of them (20) have been selected in just four years since the inception of the Strategic Transformation Plan.

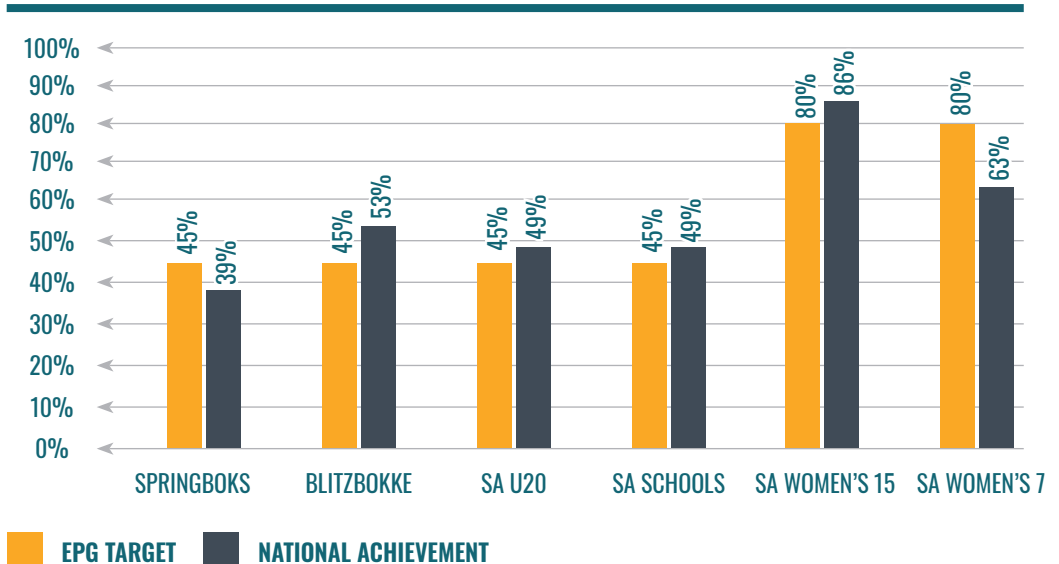
## 5.3

### NATIONAL TEAMS VERSUS EPG TARGETS

National Teams Achievements have been very positive in the period 2015 – 2018 and the attitude towards transformation by the National coaches has been commendable. Black African representation still lags but many new players have been given an opportunity at International level.

The diagram below shows the performances of all the National teams.

#### NATIONAL ACHIEVEMENT - ALL SA RUGBY NATIONAL TEAMS 2018



## 5.4

## SA RUGBY DOMESTIC TEAMS VERSUS EPG TARGETS

The achievements by local franchise and provincial teams in domestic and international competitions have been disappointing. In 2018, the national average targets were only achieved in two of eight competitions (Currie Cup First Division and the National Under-20 Competition).

### GENERIC BLACK 2018 - MEN

	SUPER RUGBY/PRO 14	CURRIE CUP PREMIER DIV	CURRIE CUP 1ST DIV	SUPERSPORT CHALLENGE	CURRIE CUP U19	CURRIE CUP U20 & U21	Number of Compliant Categories (MEN)	% of Targets Achieved (MEN)	Average (MEN)
<b>TARGET</b>	<b>45%</b>	<b>45%</b>	<b>45%</b>	<b>45%</b>	<b>45%</b>	<b>45%</b>	<b>45%</b>	<b>45%</b>	<b>45%</b>
Blue Bulls	27%	32%		36%	34%	35%	0 / 5	0%	33%
Boland			69%	63%		77%	3 / 3	100%	70%
Border			98%	91%			2 / 2	100%	95%
Eastern Province	54%		73%	65%	38%	63%	4 / 5	80%	59%
Falcons			32%	34%		24%	0 / 3	0%	30%
Free State	31%	30%		30%	20%	34%	0 / 5	0%	29%
Golden Lions	27%	46%		36%	38%	35%	1 / 5	20%	36%
Griffons			40%	31%		43%	0 / 3	0%	38%
Griquas		31%		38%		38%	0 / 3	0%	36%
KwaZulu-Natal	31%	34%		45%	31%	30%	1 / 5	20%	34%
Leopards			43%	29%	25%	20%	0 / 4	0%	29%
Limpopo						21%	0 / 1	0%	21%
Pumas		16%		21%		25%	0 / 3	0%	21%
South Western Districts			44%	41%		64%	1 / 3	33%	50%
Western Province	40%	46%		48%	39%	46%	3 / 5	60%	44%
	<b>35%</b>	<b>34%</b>	<b>57%</b>	<b>43%</b>	<b>32%</b>	<b>40%</b>		<b>59%</b>	<b>42%</b>



In the Vodacom Super Rugby Competition in 2018 all franchises failed to reach or even come close to the target of 45%. However the Kings easily achieved the target in Guinness PRO14.

The performance in provincial women's rugby reflects an extremely positive picture however.



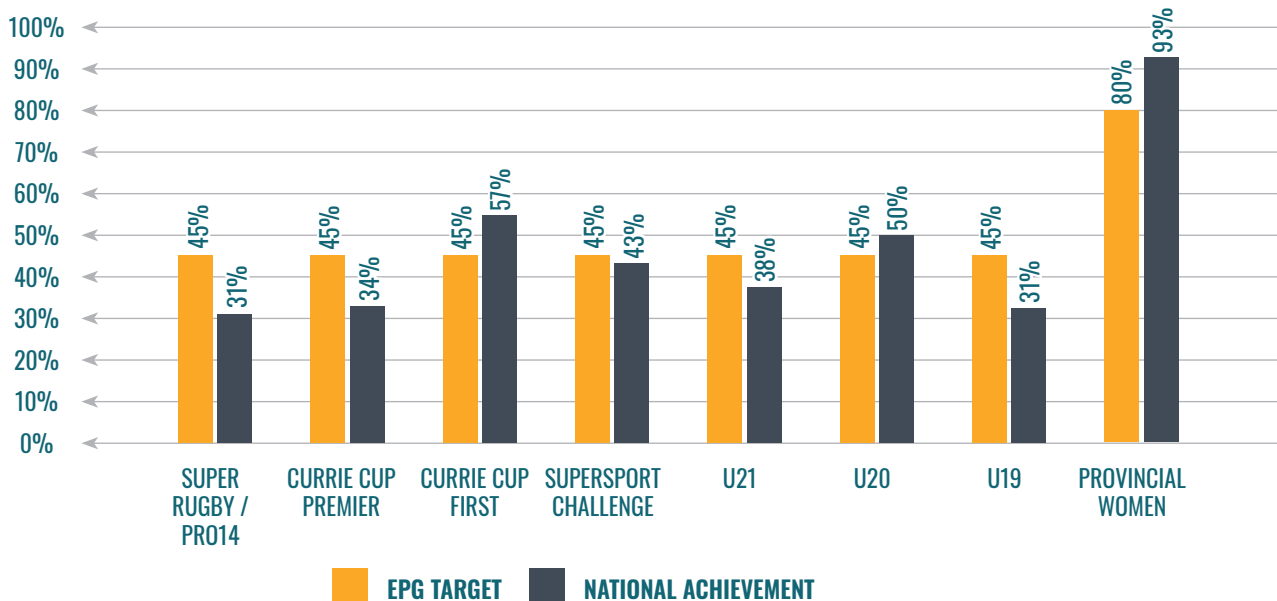
## GENERIC BLACK 2018 - WOMEN

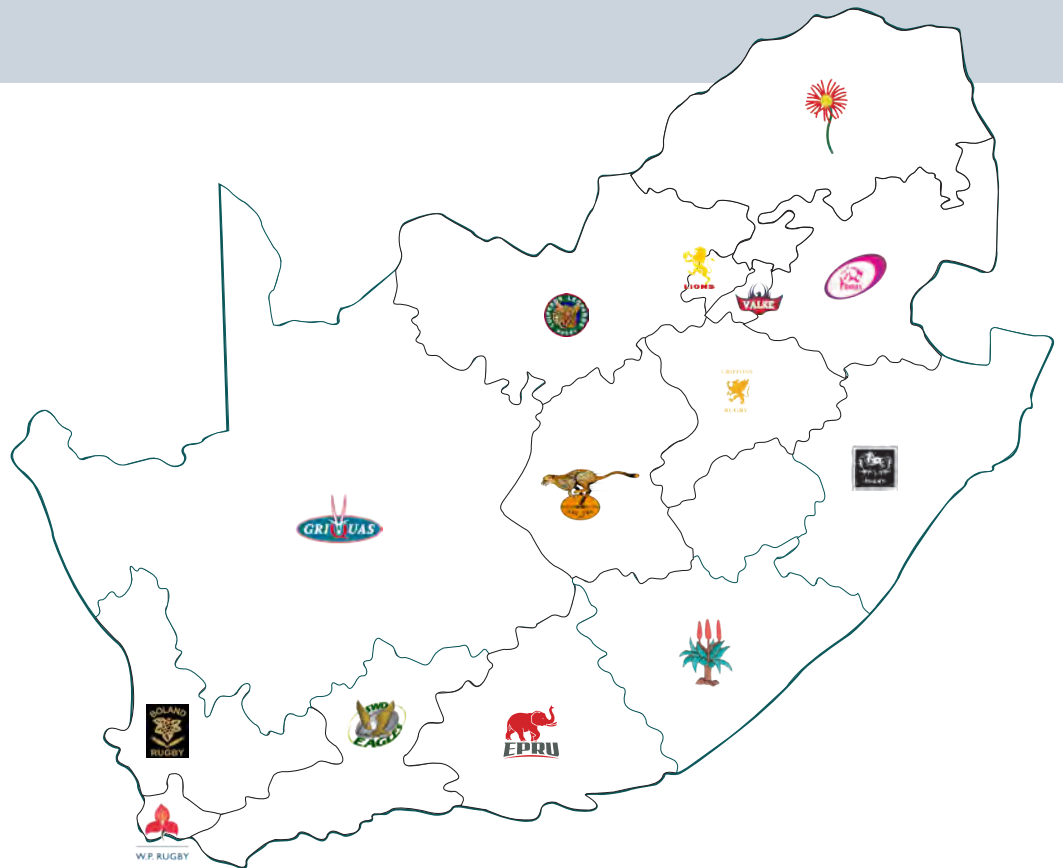
	WOMEN 15	WOMEN 7'S	Number of Compliant Categories (WOMEN)	% of Targets Achieved (WOMEN)	Average (WOMEN)
<b>TARGET</b>	<b>45%</b>	<b>45%</b>	<b>45%</b>	<b>45%</b>	<b>45%</b>
Blue Bulls	77%		1 / 1	100%	77%
Boland	95%		1 / 1	100%	95%
Border	98%		1 / 1	100%	98%
Eastern Province	95%		1 / 1	100%	95%
Falcons					
Free State	85%		1 / 1	100%	85%
Golden Lions	94%		1 / 1	100%	94%
Griffons	100%		1 / 1	100%	100%
Griquas	95%		1 / 1	100%	95%
KwaZulu-Natal	80%		1 / 1	100%	80%
Leopards	95%		1 / 1	100%	95%
Limpopo	100%		1 / 1	100%	100%
Pumas	95%		1 / 1	100%	95%
South Western Districts	100%		1 / 1	100%	100%
Western Province	94%		1 / 1	100%	94%
	<b>93%</b>			<b>100%</b>	<b>93%</b>



The diagram below shows the national achievement of all SA Rugby competitions.

## NATIONAL ACHIEVEMENT - SA RUGBY COMPETITIONS 2018





## 6

# NATIONAL AND PROVINCIAL MAP (2018 / 2019) VERSUS THE TRANSFORMATION CHARTER TARGETS

The National and Provincial Map (2018 / 2019) below reflects the 18 dimensions that form part of the Transformation Charter. This Map measures SA Rugby and the Provinces in terms of the percentage achievement of, one-size- fits-all Charter targets. The following targets apply for the 18 dimensions:

- » Demographic Targets – 60% generic black
- » Women on Boards – 25% generic black
- » Preferential Procurement – 50% total procurement from BEE Entities

Demographic Targets: >60% Women on Boards: 25% Preferential Procurement Target: 50% of Total Procurement from BEE Entities	Presidents	Board Members	Union CEO/GM	Women Board Members	Male Senior Representative Entity	Male Underage Representative Entities	Female Senior Representative Entity	Female Underage Representative Entities	Male Coaches	Female Coaches	Male Umpire/Referees	Female Umpire/Referees	Senior Team Selectors	Underage Team Selectors	Senior Team Managers	Underage Team Managers	Preferential Procurement	Employment Equity (Full Time)	Number of Compliant Categories	% of Targets Achieved
	SA Rugby	✓	✓	✗	✗	✗	✗	✓	✗	✗	✓	✗	✗	✗	✗	✓	✓	✓	✓	8/18
Blue Bulls	✗	✗	✗	✗	✗	✗	✓	✓	✗	✓	✗	✗	✓	✗	✓	✗	✗	✓	6/18	33%
Boland	✓	✗	✗	✗	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	14/18	78%
Border		✗	✗	✗	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	12/18	67%
Eastern Province	✗	✓	✗	✗	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	14/18	78%
Falcons	✗	✗	✗	✗	✗	✗	✓	✗	✗	✓	✗	✗	✗	✗	✓	✗	✓	✓	5/18	28%
Free State	✓	✗	✓	✗	✗	✗	✓	✓	✗	✗	✗	✓	✓	✓	✓	✗	✓	✓	10/18	56%
Golden Lions	✓	✗	✗	✗	✗	✗	✓	✓	✗	✓	✗	✗	✗	✓	✓	✗	✗	✓	7/18	39%
Griffons	✓	✓	✗	✗	✗	✗	✓	✓	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓	11/18	61%
Griquas	✗	✗	✗	✗	✗	✗	✓	✓	✗	✗	✗	✗	✗	✗	✓	✓	✗	✓	5/18	28%
KwaZulu-Natal	✗	✗	✓	✗	✗	✗	✓	✓	✗	✗	✗	✗	✗	✗	✓	✓	✗	✓	6/18	33%
Leopards	✗	✗	✗	✗	✗	✗	✓	✓	✗	✓	✗	✗	✗	✓	✗	✓	✗	✗	5/18	28%
Pumas	✗	✗	✗	✗	✗	✗	✓	✓	✗	✓	✗	✗	✓	✗	✓	✗	✗	✗	5/18	28%
South Western Districts	✓	✓	✗	✗	✗	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✗	✓	13/18	72%
Western Province	✓	✓	✓	✗	✗	✗	✓	✓	✗	✗	✓	✗	✓	✓	✓	✓	✗	✓	11/18	61%
Number of Compliant Categories	7	5	3	0	3	3	15	13	4	9	3	6	9	9	14	10	6	13	OUT OF 15	
% of Targets Achieved	47	33	20	0	20	20	100	87	27	60	20	40	60	60	93	67	40	87	%	

There were not any consequences for failing to achieve Transformation Charter targets. Instead, the sport as a whole was subjected to intensified scrutiny and increasing pressure to deliver initiatives response to the comments, findings and recommendations captured in the annual Transformation Status report of the independent transformation commission, the EPG.

The map shows progress when compared with the 2017 map. SA Rugby improved from 28% to 44% and some dimensions were very close to being green as well.



## 7

# RISK AREAS IDENTIFIED THROUGH THE ASSESSMENT

The various EPG reports, EPG Data Sheets and the Union visits early in 2019 clearly revealed red flags and risk areas. The columns below reflect the situation in March 2019.

RISKS	SA RUGBY	UNIONS	CONTROLLABLES / UNCONTROLLABLE	COMMENT
Presidents	100% ✓	53% of Union Presidents ✓	Uncontrollable	53% black Presidents in SA Rugby. The position is electable.
Board Members	SA Rugby is on 62%. Target set was 65%.  Charter target of 60% will be negotiated going forward ✗	Nearly 50% are on 60%  ✗	Uncontrollable	SA Rugby and 7 Unions have achieved the Transformation Charter target of 60% and positions are in most instances electable. <b>STRATEGY SOLUTION</b> Constitutional changes need to be considered to make sure: 1. The SA Rugby constitution stipulates the exact proportion of generic black and black African, men and women on Boards. 2. The Provinces constitutions have to stipulate the exact proportion of generic black and black African, men and women on Boards.
CEO's	✗	✗	Controllable	Transparent processes apply and Employment Equity (EE) candidates will be given preference.
Women Board Members	✗	✗	Uncontrollable	Neither SA Rugby nor the Provinces have 25% black women board members. <b>STRATEGY SOLUTION</b> Constitutional changes need to be considered to make sure: 1. The SA Rugby constitution stipulates the exact proportion of generic black and black African, women on Boards. 2. The Provinces constitutions have to stipulate the exact proportion of generic black and black African, women on Boards.

RISKS	SA RUGBY	UNIONS	CONTROLLABLES / UNCONTROLLABLE	COMMENT
Male Senior Representative Entity	✓	✗	Controllable	More considered team selections and recruitment on Provincial level will make a difference. Union visits revealed that the % black players contracted is far less than white players. <b>BLACK AFRICAN</b> Team and squad selection needs to reflect targets on Provincial and Union level
Male Underage Representative Entities	✓	✗	Controllable	The visits to the Unions revealed that underage players are only contracted by the bigger Unions / Franchises. The audit shows that the % black players contracted is far less than white players.
Female Senior Representative Entities	✓	✓	Controllable	Black player representation is very high but lack of budget, matches, leagues and competitions are the risk.
Female Underage Representative Entities	✓	✓	Controllable	Black player representation is very high but lack of budget, proper schools system, matches, leagues and competitions are the risk.
Male Coaches	✗	✗	Controllable	Rugby Department's future strategy and budgets needs to address this matter.
Female Coaches	✗	✗	Controllable	Rugby Department's future strategy and budgets needs to address this matter.
Male / Referees	✗	✗	Controllable	Rugby Department's future strategy and budgets needs to address this matter.
Female / Referees	✗	✗	Controllable	Rugby Department's future strategy and budgets needs to address this matter.
Senior Team Selector	✗	✓	Controllable	Rugby Department's future strategy and budgets needs to address this matter.
Underage Team Selector	✗	✓	Controllable	Rugby Department's future strategy and budgets needs to address this matter.
Senior Team Managers	✓	✓	Controllable	Rugby Department's future strategy and budgets needs to address this matter.
Underage Team Managers	✓	✓	Controllable	Rugby Department's future strategy and budgets needs to address this matter.



RISKS	SA RUGBY	UNIONS	CONTROLLABLES / UNCONTROLLABLE	COMMENT
Preferential Procurement	✓	✓	Controllable	Ensure Procurement Policy is enforced nationally and provincially. High % business with Black Empowered Companies / Businesses.
Employment Equity (Full Time)	✓	✓	Controllable	Manage the Employment Equity Plan
Women's National & Provincial Teams pipeline	✗	✗	Controllable	World Rugby and Government imperative. Important to play and to start with Club leagues and School leagues. A long term strategy for Women's rugby is imperative to ensure improved performances from the Women on the field of play. More international exposure important to uplift Women's rugby on international level. Rugby Department will be responsible for the strategy.

**Demographic Targets: >60%**  
**Women on Boards: 25%**  
**Preferential Procurement Target: 50% of Total Procurement from BEE Entities**



8

# 2018 BAROMETRE COMMENTARY AND OBSERVATIONS

School and club related data, the very foundation of rugby, received from Provinces appears to be the least reliable of all data received.

This commentary and observations further expands the window into the current transformation status of SA Rugby, based on the analysis of data submitted by the Provinces.

The following compares and evaluates rugby’s target achievement performance in selected Transformation Charter categories and Barometre self-determined targets.

8.1

## BLACK AFRICAN REPRESENTATION ON SENIOR AND UNDERAGE LEVEL

In the Barometre for 2018, self-determined targets for black African representation have not been achieved in SA Rugby National teams and Provincial teams relating to senior and underage male representative teams. The under 18 national team achieved their targets most probably because it is governed with compulsory targets.

Effective optimisation of pipeline numbers, age group spread, demographic profiles and programme quality are key to the rate extent of change at national representative levels, particularly with respect to black African representation and subsequent improved long-term sustainability.

8.1.1

### OTHER TEAM TARGETS

No targets were set for generic black and black African males in the agreement period in key categories which include the under 16, under 17, under 19 and under 23 male generic Black player.

Going forward this needs to be negotiated with the EPG as it forms an integral part of the High Performance pipeline.

The National Academy side of the Sevens System plays an integral role in the Sevens pipeline but a strategy that can prove beneficial is to add an SA under 23 Sevens team and to negotiate targets with the EPG for this very important team.





## 8.2

## COACHES AND REFEREES

Under performance against generic Black and black African forecasts in coach and referee structures is a major challenge.

The way forward will be to set targets from where we are and where we want to go. It is clear that the targets set for the period 2015 to 2019 were based on the situation at that time. Budget restrictions definitely contributed to the lack of achievement in some areas.

CATEGORY	SA SUB CATEGORY	TARGET	ACHIEVEMENT	% ACHIEVEMENT
<b>Coaches and Referee Generic Black Demographic profiles</b>	All Active (registered) Nationally accredited Generic Black Coaches.	60	37	62
	All Active (registered) Nationally Accredited Generic Black Referees.	60	39	65
<b>Coaches and Referee Black African Demographic profiles</b>	All Active (registered) Nationally accredited Black African Coaches.	45	23	51
	All Active (registered) Nationally Accredited Black African Referees.	45	17	38

The demographic table below shows that of 11 933 accredited male coaches, 37% were generic Black and 23% black African, reflecting a relatively untransformed and predominantly white structure which fails to meet rugby's own 'self-determined targets of 60% and 45% respectively as shown in the Barometre scorecard. Much work is required in this area to improve accessibility.

ALL NATIONALLY ACCREDITED ACTIVE COACHES AND REFEREES - 2018	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
Number of Nationally accredited and Active <b>Male Coaches</b> in area of jurisdiction	2504	1638	70	7721	11933
Number of Nationally Accredited and Active <b>Female Coaches</b> in area of jurisdiction	325	34	7	235	601
Number of Nationally Accredited and Active <b>Male Referees</b> in area of jurisdiction	219	294	4	820	1337
Number of Nationally Accredited and Active <b>Female Referees</b> in area of jurisdiction	21	9	1	28	59

The demographic of male and female coaches and referees is out of step with the rate of demographic change on the field of play.

The demographic representation of rugby's 1337 accredited male referees was 39% generic Black and 17% black African which means that neither the 'self-determined targets of 60% and 45% respectively was achieved as shown in the Barometre scorecard above. There were 59 accredited female referees reported in 2018 which only accounts to 4,2% of national accredited referees.



## 8.3

# MEDICAL AND SCIENTIFIC SPECIALIST SUPPORT

There are still challenges but ultimately there were very positive performances in the medical and scientific specialist support categories as shown in the Barometre scorecard.

During discussions with leadership at Union level, some of them indicated that they are not going to employ women on their male team management. Various reasons were provided such as rooming lists, male dressing rooms and the challenges of sexual harassments, relationships etc.

As shown in the Barometre scorecard 7 of the 10 'self-determined' targets were achieved. However, the target for a Sport Psychologist was not achieved as SA Rugby does not currently employ such a specialist.

CATEGORY	SA SUB CATEGORY	TARGET	ACHIEVEMENT	% ACHIEVEMENT
<b>Accredited Technical Support Generic Black Profiles</b>	Medical Practitioner Generic Black Support	45	66	147
	Physiotherapist Generic Black Support	50	89	178
	Biokineticist Generic Black Support	45	60	133
	Sport Psychologist Generic Black Support	45	0	0
	Computer Analyst Generic Black Support	45	75	167
<b>Accredited Technical Support Black African Profiles</b>	Medical Practitioner Black African Support	20	17	85
	Physiotherapist Black African Support	20	33	165
	Biokineticist Black African Support	20	20	100
	Sport Psychologist Black African Support	20	0	0
	Computer Analyst Black African Support	20	75	375

The overall demographic profile of the medical and scientific structures comprises 25 (Males 20 and Females 5) practitioners reflecting a demographic profile of 32% black African, 76% generic Black and 24% White in the categories listed.

It should be noted that some of these positions are not regarded as necessities for national and provincial coaches but are included as non-negotiable for the EPG. A renewed effort will be made to exclude some of these targets from the Barometre when setting and agreeing targets.



2018 Springbok Women's Squad



## 8.4

## WOMEN AND WOMEN'S RUGBY

Women's rugby as well as the involvement of women in rugby structures is a governmental, World Rugby and SA Rugby imperative.

Women's representative teams are more transformed than men's teams in terms of the 60% Charter requirements.

During 2018 the Springbok Women's Fifteens team easily exceeded the very high self-determined target of 80% generic black and 50% black African representation. In the Sevens Code these targets were not met. Black female provincial team representation average comfortably over 80%.

The Rugby Department is currently reviewing the current on-field situation to outline short and long term plans where after the Commercial Department will apply commercial value to attract sponsorship. Women make up 46% of the full time staff employed by SA Rugby, but the proportion of women employed on boards and committees falls short of the targets. The Transformation Charter target of 25% of female representation on such structures was emphasised during the Provincial Union visits.

The scorecard could signal a possible suboptimal situation from a women's rugby perspective in that there are no targets set for any underage group nor are any participation opportunities projected in the Barometre.

Any structure must be built on solid foundation and currently it is not the case. If women are to compete successfully against top countries in the rugby world, under age representative participation as part of a pipeline comprising at least three underage categories as well as increased participation opportunities at school level backed up by appropriate high-performance structures are key to success.

CATEGORY	SA SUB CATEGORY	TARGET	ACHIEVEMENT	% ACHIEVEMENT
<b>Female Player Generic Black Demographic Profile</b>	All Senior National Female Generic Black Team Members During Season.	80	86	108
	All Senior National Female Sevens Generic Black Members During Season.	80	60	75
<b>Female Player Black African Demographic Profile</b>	All Senior National Female Black African Team Members During Season.	50	68	136
	All Senior National Female Sevens Black African Members During Season.	50	36	72

## 8.5

## AREAS THAT REQUIRE GREATER ATTENTION

Black African representation on and off the field of play appears to be a problem area for rugby. The following areas are a concern:

- » National Male teams
- » Provincial Male teams
- » Boards



2019 - Executive Committee of SA Rugby

**8.6**

**ADMINISTRATION**

**8.6.1**

**BOARD**

The generic Black board demographic of 62% reported is 3% below the target of 65%. The target exceeds the Charter target of 60%. The target set for black African board members was 40% but the achievement was only 15%. This is well below the target and it is a matter to be addressed. A strategic solution could be constitutionalised to ensure achievement:

- » The constitution stipulates the exact numbers of generic black, men and women on Boards.
- » The constitution stipulates the exact numbers of black African, men and women on Boards.

CATEGORY	SA SUB CATEGORY	TARGET	ACHIEVEMENT	% ACHIEVEMENT
Board members Demographic Profiles	Board (Generic Black)	65	62	95
	Board (Black African)	40	15	38

However, the low level of black African representation (15%) reported is well below the 40% 'self-determined' target of SA Rugby. This demonstrates a potential level of inaccessibility for black Africans to rugby's leadership structures, possibly a consequence of the slow changing demographic of leadership profiles at constituent level.

If demographic change over the next five years on the field of play takes place at a higher rate (and it could very well do so) than that in the board room, different challenges could emerge.



## 8.6.2

### RUGBY'S FULL-TIME STAFF

Rugby's full-time staff compliment with a reported 69% generic Black demographic exceeding both its self- determined Barometre target as well as the 60% Charter target. However, the 36% black African demographic reported fell short of the self- determined, 40% Barometre target.

CATEGORY	SA SUB CATEGORY	TARGET	ACHIEVEMENT	% ACHIEVEMENT
Full Time Staff Demographic Profiles	Full Time Staff (Generic Black)	60	69	115
	Full Time Staff (Black African)	40	36	90

The proportion of women working full time for SA Rugby is 46%, which exceeds the target.

The summary for full time staff as at March 2019 is as follows:

	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL NO WOMEN*	TOTAL NO DISABLED PERSONS*	TOTAL OF FULL TIME EMPLOYED STAFF
Full Time Employed Staff Members	27	23	1	23	34	0	74

## 8.7

### SCHOOLS

School Sport has been described by the Minister of Sport and Recreation, Ms Tokozile Xasa, as the 'Achilles Heel' of the sport system. This in turn threatens the long-term sustainability of certain codes to be able to grow, prosper and perform at an international level. School sport is the ultimate platform from which to transform South African sport. Rugby is unquestionably dependent on a well-governed school system to create future Springboks. However, its direction falls outside of SA Rugby's control as school sport falls strictly under the auspices the Department of Basic Education.

Interventions are extremely important though and through the Get Into Rugby and the Vuka Programme 500 primary schools and 482 high schools were introduced to rugby in 2018 alone. Various other initiatives on Union level also maximise this development opportunity.

SA Rugby endorses the following Youth tournaments at schools level. They extend to the Rugby tournaments that fall under the control of SA Rugby and SASRA namely:

- » U13 Craven Week
- » U16 Grant Khomo Week
- » U18 Craven Week
- » U18 Academy Week
- » LSEN Week
- » U16 Girls' Week
- » U18 Girls' Week
- » U15 Iqhawe Week (SA Rugby Legends and not SASRA)

The recent SA Rugby audit in February 2019 revealed that about 21% (3022) of the estimated 14 587 primary schools and 25% (2480) of the estimated 10 052 senior schools have been reported to participate in rugby.

The Barometre scorecard shows that rugby’s self-determined target for participating primary schools (1964) was exceeded by the actual number of 3022. The self-determined target for senior participating senior schools (1219) was also exceeded by the actual number with 2480 reported as shown in the Barometre scorecard table.

CATEGORY	SA SUB CATEGORY	TARGET	ACHIEVEMENT	% ACHIEVEMENT
Schools	Number of Participating Primary Schools	1,964	3,022	154
	Number of Participating Senior Schools	1,219	2,480	203

In the light of changing national demographic profiles impacting the historic resource base of sport, targeting the vast unexplored and under resourced 20 000 primary and senior schools base may have to be more creatively explored with the objective of enlarging rugby’s black African base for its demographic and sustainability profiles to be strengthened. The key performance indicators will show many initiatives and targets are set with the Provinces to get more schools playing rugby.

Effective and constructive engagement with SRSAs and DBE in close and integrated partnership arrangements with their provincial structures providing structured participation and development opportunities could prove to be key factors for success. Further investment and expansion in current mass participation programmes are cardinal and recruitment of talented players to traditional rugby schools are an imperative. Meetings with the Provinces will be prioritised to discuss development actions and opportunities to get more schools to play rugby.

2018 - SA Schools team





2019 - Rustenburg Impala claimed a third Gold Cup title in five years



## 8.8

### CLUBS

The reported number of clubs, 1161, was below the self-determined target of 1662. However the target for participating club members (76 396) was exceeded by the actual number, 81434, reported as shown in the Barometre scorecard.

CATEGORY	SA SUB CATEGORY	TARGET	ACHIEVEMENT	% ACHIEVEMENT
Clubs	Number of Participating Clubs	1,662	1,161	70
	Number of Club Members	76,396	81,434	107

The club related data, received from the Provinces appears to be the least reliable of all data. Border region alone shows a decline of almost a 1000 clubs in one year. It just does not seem as if this information is reliable or was in the previous reporting years.

Club rugby data collection needs to receive more dedicated attention to support planning processes and in the face of rapid national demographic changes.

## 9

# CONCLUSION OF THE ASSESSMENT

**C**ompared to the pre-1994 and the 20-year period immediately after, the overall situation reflects a much- changed rugby landscape, particularly over the past five years. This is largely due to the introduction of the Transformation Charter and the EPG in 2011, the conclusion of a Memorandum of Agreement between SRSA, SASCOC and SA Rugby and the Strategic Transformation Plan.

However, the overall transformation challenge remains to be non-racial, on and off the field of play. The way forward will be an extension of the Strategic Transformation Plan to make sure the next journey is a collective one, with shared responsibility and accountability. Transformation is about the soul of the nation and should cut across age, gender, disability and geographical spread. There will be greater focus on the 84%, under 18 South African Black African segment, compared to the focus on the 16%.

The Strategic Transformation Development Plan 2030 is crucial as it is clear that the current plan was not respected and enforced by all stakeholders. Most of SA Rugby's provinces have failed to show tangible transformation results. It is widely held that the absence of penalties for non-compliance has been a contributing factor. These learnings will distinguish the Strategic Transformation Development Plan 2030 from the Strategic Transformation Plan (2015 – 2019).

The logical outcome of investing more resources at a grassroots level will yield stronger and more competitive national

teams for the country. Nurturing talent through proper development programmes (LTPD, LTRD and LTCD) by the provinces and SA Rugby together with good supporting systems, will ensure that the rugby talent is exploited in representative winning rugby teams a natural outcome. Young people from disadvantaged areas will thus be afforded the opportunity to unlock their potential.

The way forward as outlined in the document will enable SA Rugby and the provinces to re-position and re-invent themselves

**Transformation is about the soul of the nation and should cut across age, gender, disability and geographical spread. There will be greater focus on the 84%, under 18 South African Black African segment, compared to the focus on the 16%.**

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 rises inexorably. 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.



## 10

# STRATEGIC TRANSFORMATION DEVELOPMENT PLAN 2030 (STDP 2030)

**T**RANSFORMATION, 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 internationally.

The Transformation Charter adopted at a sports Indaba in 2011 was a ‘one-size fits all’ mechanism to guide sport towards the achievement of the longer term transformation goal of an accessible, equitable, sustainable, competitive and demographically representative sport system. In the case of demographic representation for example, a target of 60 % generic Black (black African, Coloured and Indian representation) was set and is the current milestone towards the ultimate goal of a sport demographic profile in line with the national population demographic of 80 % black African, 9 % Coloured, 9 % White and 2 % Indian.

However, due to the relatively slow pace of transformation that followed, a Barometre with penalty clauses for non-compliance was introduced in 2015 to complement the Charter and overcome its shortcomings.

While the Charter targets were predetermined and were applied across the board, the Barometre worked on self-assessments

by national federations, who then developed their own targets, where the expectation was that they would score a minimum of 50% of target achievement.

The Director General of Sport and Recreation, Mr Mokoditloa Eliakim (Alec) Moemi subsequently confirmed in writing, to an evaluation and analysis of the submitted Transformation Barometre, that SA Rugby passed the requirement of reaching more than 50% of the self-determined targets.

It is a requirement of the EPG that the original Transformation Barometre must be extended to 2030, meaning that SA Rugby must revise the current STP and complete its additional years’ rolling projection until 2030.

The way forward must be clearly defined and based on scientific and reasoned assessment. The audit and review process as well as the EPG status reports shows that as a collective we are far away from the STP targets for 2019 and the Barometre targets that were concluded at the end of 2018.

The Strategic Transformation Development Plan 2030 (STDP2030) is a “catch-up strategy” in under-developed areas and therefore an extension of the Strategic Transformation Plan (STP) following an “as-is” analysis, proper review, audit and gap analysis that has been conducted to





make sure SA Rugby meets self-determined targets in relation to human capital development; equitable resource distribution; elimination of inequalities; increased access to participation opportunities; skills 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.

There will only be one set of targets. The targets of the STP and the Barometre were not aligned and created confusion. The strategy that will apply for 2019 to 2030 is for rolling targets in six cycles. It is being developed in conjunction with provinces, who will be responsible for setting and achieving their own targets. Targets are designed to advance at two-yearly intervals to align with rugby contracting custom and practice. See example template below.

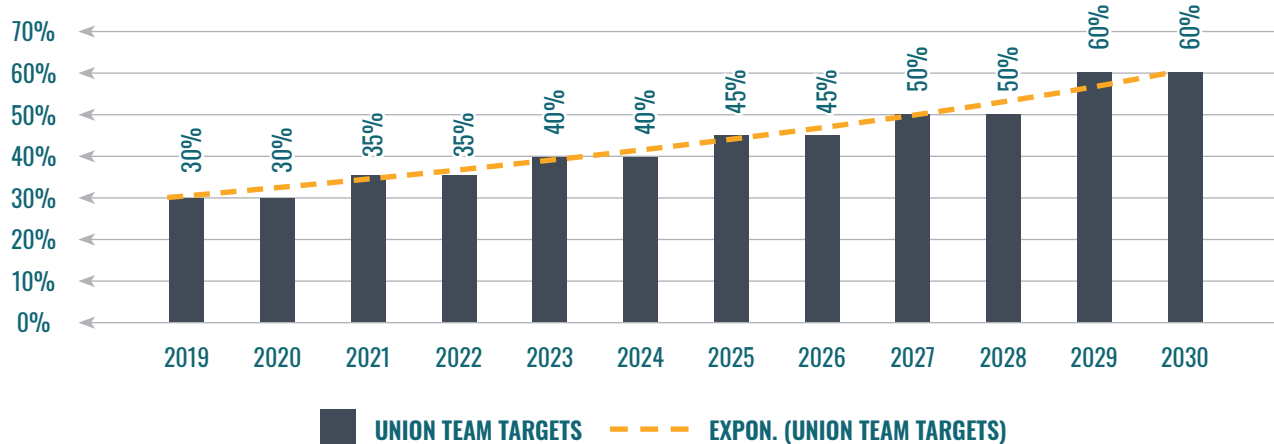
### PROVINCIAL PERFORMANCE BAROMETRE ADMINISTRATION DEMOGRAPHIC FORECASTS % GENERIC BLACK (2019 – 2030)

GENERIC BLACK	CYCLE 1		CYCLE 2		CYCLE 3		CYCLE 4		CYCLE 5		CYCLE 6	
	Forecast December 2019 % Generic Black	Forecast December 2020 % Generic Black	Forecast December 2021 % Generic Black	Forecast December 2022 % Generic Black	Forecast December 2023 % Generic Black	Forecast December 2024 % Generic Black	Forecast December 2025 % Generic Black	Forecast December 2026 % Generic Black	Forecast December 2027 % Generic Black	Forecast December 2028 % Generic Black	Forecast December 2029 % Generic Black	Forecast December 2030 % Generic Black
<b>Full Time Employed Staff Members</b>												
<b>Board Members</b>												
<b>Female Board Members</b>												

Each province is likely to have different targets at different times to close the gap in terms of current achievement. Some provinces are currently only on 18% achievement of their targets while others already exceed the targets for 2019.



## TYPICAL TARGETS FOR A PROVINCIAL UNION 2019-2030



The extension of the STP and the desired outcomes to 2030 has been communicated to the provinces in alignment with EPG imperatives.

The self-determined targets in the six (6) cycles will help SA Rugby and the provinces to stabilise their environment and apply strategies relating to influences such as restructuring, player contracting, terms of elected officials, and fulfilment of vacancies, budgeting and other variables.

The new targets should reflect the commitment and creativity of leadership to change their landscape in key areas to lay the foundation on which future leadership can build.

The **Strategic Transformation Development Plan 2030 (STDP 2030)** must be finalised by 30 June 2019. It requires the conclusion of a Memorandum of Agreement between SA Rugby, SASCOC and SRSA on self-determined rolling targets.

All Provinces were requested to formulate their own **Provincial Strategic Transformation Plan** and complete a **Provincial**

### **Transformation Performance Agreement.**

This Agreement will contain the self-determined targets of the Provinces to the end of 2030, based on their level of achievement at the end of 2018. Targets will be designed to advance at two-yearly intervals to align with rugby contracting custom and practice. SA Rugby will negotiate and agree to these targets before sign off.

The Memorandum of Agreement between SA Rugby and the Provinces have to be finalised and signed off by the respective presidents and CEO's.

All **Provincial Transformation Barometre** categories in which forecasts are made must demonstrate planned and thoughtful improvement and progress over the forecast period.

The Strategic Transformation Development Plan 2030 will only succeed if it is properly monitored to determine progress. The plan has to be regulated by a memorandum of agreement between SA Rugby and the Provinces and it must be a governed by an Incentive Policy.

**The Strategic Transformation Development Plan 2030 will only succeed if it is properly monitored to determine progress. The plan has to be regulated by a memorandum of agreement between SA Rugby and the Provinces and it must be a governed by an Incentive Policy.**

## 10.1

## MONITORING AND EVALUATION

If you can't measure something, and know the results, you can't possibly get better at it.

All data required for monitoring and evaluation is available internally via the Footprint and E-Filing system, which facilitates the input, collection and analysis of data and information.

It provides a real-time dashboard for the Strategic Performance Management department to monitor achievement against the Barometre and Strategic Transformation plan targets.

Each provincial union will have its own targets and will be locked into Footprint and E-Filing system to be closely monitored.

The successful implementation of the Footprint operational management system and E-Filing management system makes it easy for the provinces and SA Rugby to measure their progress. The Unions have access and manage the system themselves.

SA Rugby will conduct annual audits at provinces during February/March covering governance, administration, finance, procurement, age grade and game development, training and education, domestic competitions, women's rugby, performance and BEE status.

**EPG Provincial Data Sheets** have to be populated once a year by each province and submitted to SA Rugby who will audit before submitting to the EPG Secretary and Sport and Recreation South Africa (SRSA).

The information contained in the EPG Provincial Data Sheets will assist provinces to populate their **Provincial Transformation Barometre** once a year from 2019 to

2030. It contains a 12-year rolling projection in selected transformation categories; and is divided into a Selected Transformation Charter Dimension Forecast and Actual Performance measure: 2019-2030.

**EPG National Data Sheets** will be populated once a year by SA Rugby and submitted to the EPG secretary and Sport and Recreation South Africa (SRSA).

The information contained in the National Data Sheets will assist SA Rugby to populate their **National Transformation Barometre** once a year from 2019 to 2030 and contains a 12-year rolling projection in selected transformation categories; and consists of a Selected Transformation Charter Dimension Forecast and Actual Performance measure: 2019-2030.

EPG Provincial and National Data Sheets are a management system aimed to measure performance relating to the targets negotiated and agreed with the EPG, SRSA, SASCOG and the provinces.

The Strategic Performance Management department of SA Rugby is responsible to drive, monitor, evaluate, advise and make recommendations on interventions and remedial steps to be taken, implemented and executed in order to achieve the targeted transformation goals. An annual status report has to be populated relating to transformation in SA Rugby and its provinces for the Transformation Committee and Exco.

Provinces must make sure a dedicated person or persons are chosen to be held accountable for monitoring performance.

## 10.2

## KEY FOCUS AREAS FOR THE STRATEGIC TRANSFORMATION DEVELOPMENT PLAN 2030

- » Dimension 1: Access to the game
- » Dimension 2: Skills and Capacity Development
- » Dimension 3: Demographic Representation
- » Dimension 4: Performance
- » Dimension 5: Community Development and Social Responsibility
- » Dimension 6: Corporate Governance

## 10.3

## STRATEGIC OBJECTIVES OF THE STRATEGIC TRANSFORMATION DEVELOPMENT PLAN 2030

- 10.3.1** To ensure rugby is accessible to all who wish to participate, including women, disabled persons and people in rural areas.
- 10.3.2** To create development pathways for players, coaches, referees and administrators to improve productivity and performance levels.
- 10.3.3** To ensure the demographic profile at provincial and national level on and off the field of play is non-racial and equitable.
  - 10.3.3.1** To ensure the male playing demographic profile at provincial level is non-racial and equitable.
  - 10.3.3.2** To ensure the male playing demographic profile at national level is non-racial and equitable.
  - 10.3.3.3** To ensure the female playing demographic profile at provincial level is aligned non-racial and equitable.
  - 10.3.3.4** To ensure the female playing demographic profile at national level is non-racial and equitable.
  - 10.3.3.5** To ensure that the off-field demographic profile at national and provincial level is non-racial and equitable.
- 10.3.4** Improved performances and increased participation of professional black players at provincial and international level, on and off the field through an effective high performance system.
- 10.3.5** To create effective interventions in order to increase participation through community development and social responsibility initiatives.
- 10.3.6** To establish effective rugby administration structures in order to comply with good corporate governance.

### EQUALITY



The assumption is that **everyone benefits from the same supports**. This is equal treatment.

### EQUITY



**Everyone gets the supports they need** (this is the concept of “affirmative action”), thus producing equity.

### JUSTICE



All 3 can see the game without supports or accommodations because **the cause(s) of the inequity was addressed**. The systemic barrier has been removed.

## 10.4

# KEY PERFORMANCE INDICATORS AND DESIRED OUTCOMES OF THE STRATEGIC TRANSFORMATION DEVELOPMENT

## 10.4.1

**DIMENSION 1: ACCESS TO THE GAME**
**Strategic Objective:**

To ensure rugby is accessible to all who wish to participate, including women, disabled persons and people in rural areas.

KEY PERFORMANCE INDICATOR	OUTPUT
1. Assist Provinces with funding relating to access to the game	<ul style="list-style-type: none"> <li>» Activate funding for Provinces relating to access to the game on an annual basis via the online e-filing portal</li> </ul>
2. Increase youth and junior participation as follows <ul style="list-style-type: none"> <li>a. Primary Schools – Steadily grow the number of primary schools</li> <li>b. High Schools – Steadily grow the number of high schools</li> </ul>	<ul style="list-style-type: none"> <li>» Mass participation programme for Primary and High Schools : Increase participation in non-traditional and inactive rugby schools through Vuka, Get Into Rugby, Winter and Summer Games (Provincial and district levels), Let's Play, the Rural Sport Development Plan, and School Associations' minor/rural school leagues and fixtures.</li> <li>» Ensure new schools are affiliated to the SA Schools Rugby Association</li> <li>» Interventions at Union level to increase participation at traditional rugby schools where numbers are dwindling.</li> <li>» Focus areas as per SRSA National Sport and Recreation Plan, 2020               <ul style="list-style-type: none"> <li>• Capacity Building</li> <li>• Mass Participation Programme (MPP)</li> <li>• Leagues and fixtures</li> <li>• Link Primary / High Schools and Clubs</li> <li>• TID (Assistance from Provincial Sports Academies)</li> </ul> </li> </ul>
3. Increase and steady the sustainability of clubs in non-traditional and rural rugby areas	<ul style="list-style-type: none"> <li>» Interventions at Union level to ensure more clubs in non-traditional and rural rugby areas participate in rugby.</li> <li>» Re-activate dormant clubs</li> <li>» Collaborate with:               <ul style="list-style-type: none"> <li>• SRSA's Club Development System Pilot (urban and rural/traditional areas)</li> <li>• Provincial, District and Municipal Sport Departments regarding logistic support, facilities and capacity building</li> </ul> </li> </ul>
4. Maintain, improve and sustain community hubs	<ul style="list-style-type: none"> <li>» Ensure MPP's at grassroots level in selected communities</li> <li>» Ensure strong links exist between schools and clubs in local rugby "community"</li> <li>» Create, revive and sustain leagues and fixtures between schools in the urban and rural/traditional areas.</li> <li>» Ensure capacity building for coaches, referees and club administrators</li> </ul>

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KEY PERFORMANCE INDICATOR	OUTPUT
<p>5. Maintain and improve Talent Identification and Elite Player Development programme</p>	<ul style="list-style-type: none"> <li>» Interventions at younger age – Deployment of LTPD</li> <li>» Increase talent pool from age 15 to 19 years old</li> <li>» Improve Provincial EPD programme (holistic development/content)</li> <li>» Improve National EPD programme and ensure development of players to deliver more employable individuals.(e.g. REF and LMP)</li> <li>» Ensure all players are registered on SA Rugby's Footprint system</li> </ul>
<p>6. Improve TID and High Performance programme at Provincial Youth Training Centers for girls and women</p>	<ul style="list-style-type: none"> <li>» Increase talent pool from 15 to 21 years old</li> <li>» Improve YTC EPD player Development (holistic development/content)</li> <li>» Strength &amp; Conditioning and fundamental skills</li> </ul>
<p>7. Maintain, grow and continue to support LSEN schools rugby, Deaf and Wheelchair Rugby</p>	<ul style="list-style-type: none"> <li>» Increase the accessibility for disabled rugby through financial and logistic support with specific reference to LSEN schools rugby, Deaf and Wheelchair Rugby</li> <li>» Unlock funding and support from SRSA and World Rugby</li> </ul>
<p>8. Increase rugby's footprint in all South African societies and communities</p>	<ul style="list-style-type: none"> <li>» Grow SA Rugby's associate members and maintain current members such as Deaf and Wheelchair Rugby, Touch Rugby, Tag, SANDF, SA Schools Rugby Association, USSA and the Referees Associations through admin and logistical support.</li> <li>» Unlock potential funds from Government, Lotto and World Rugby</li> </ul>
<p>9. Increase accessibility amongst women and designated groups to become referees</p>	<ul style="list-style-type: none"> <li>» Launch a campaign to recruit women referees</li> <li>» Focus recruitment on designated groups</li> <li>» Establish educator and coaching systems in every referee society</li> </ul>



**10.4.2**
**DIMENSION 2: SKILLS AND CAPACITY DEVELOPMENT**
**Strategic Objective:**

To create development pathways for players, coaches, referees and administrators to improve productivity and performance levels.

KEY PERFORMANCE INDICATOR	OUTPUT
1. Assist Provinces with funding relating to Skills and Capacity Development.	<ul style="list-style-type: none"> <li>» Activate funding for Provinces relating to Skills and Capacity Development on an annual basis via the online e-filing portal.</li> </ul>
2. Steady growth of active National accredited coaches by 2030.	<ul style="list-style-type: none"> <li>» Increased National accredited coaches as stipulated on the Provincial Transformation Performance Agreement</li> <li>» Inclusion of black coaches in National Performance programmes (EPD)</li> <li>» Inclusion of black coaches and administrators in Provincial EPD / TID programme</li> </ul>
3. Steady growth of accredited society referees by 2030	<ul style="list-style-type: none"> <li>» Increased accredited society referees as stipulated on the Provincial Transformation Performance Agreement</li> </ul>
4. Steady growth of trained and educated administrators by 2030	<ul style="list-style-type: none"> <li>» Increased accredited administrators</li> <li>» Inclusion of black coaches and administrators in Provincial EPD / TID programme</li> </ul>
5. Talent identification and EPD programmes	<ul style="list-style-type: none"> <li>» Ensure the talent identification system includes players from townships, rural areas and minor leagues (GIR, Vuka, Winter, Summer Games)</li> <li>» Ensure current MPPs such as GIR, Vuka, RSDP, Let's Play and all local school leagues serves as a platform for bursary candidates, scholarships and inclusion into Provincial and National EPD squads</li> <li>» Negotiate and activate bursaries and opportunities for identified talented players in top rugby and Sport focused schools (as per SRDP2020)</li> <li>» Ensure talented coaches and management involved with above leagues, tournaments and festivals are identified and incorporated into the EPD pipeline</li> <li>» Ensure database of players, coaches and management is available</li> </ul>
6. Accuracy and contribution of the SA Rugby EPD system to National age-grade teams or squads	<ul style="list-style-type: none"> <li>» High transferal percentage from U16 National squad to SA Schools U18 team (&gt;80 %)</li> <li>» High transferal percentage from SA Schools U18 team to SA U20 squad each year (&gt;80%)</li> <li>» High transferal percentage from SA Rugby Academy (REF) to SA U20 squad and Provincial union teams (&gt;80%)</li> <li>» High transferal percentage from SA U20 squad to senior Provincial, franchise and international rugby (90%)</li> </ul>
7. Accuracy and contribution of the Provincial EPD system to Provincial age-grade teams or squads	<ul style="list-style-type: none"> <li>» High transferal percentage from U15 Provincial squad to Provincial U16 Grant Khomo rugby team (&gt;80 %)</li> <li>» High transferal percentage from U17 Provincial squad to Provincial U18 Craven Week team (&gt;90%)</li> </ul>

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KEY PERFORMANCE INDICATOR	OUTPUT
<b>8. Rugby Education Foundation (REF) and legacy programme (LMP)</b>	<ul style="list-style-type: none"> <li>» To ensure REF and LMP beneficiaries successfully complete their academic obligations within an agreed timeframe</li> <li>» LMP players in EPD 1 and 2 National Squads (100%)</li> <li>» LMP Players in SA Schools team (50%)</li> <li>» REF Players in SA U20 Squad (90%)</li> <li>» REF Players in SA U20 Team (50%)</li> </ul>
<b>9. Long-term player development (LTPD)</b>	<ul style="list-style-type: none"> <li>» Provincial rollout to specified timelines               <ul style="list-style-type: none"> <li>• SA Rugby LTPD Strategy to be formalised</li> <li>• Adoption of LTPD by unions at all participation levels</li> <li>• Training and education of Coaches and Referees</li> <li>• Implementation at Pre-school level</li> <li>• Implementation at Primary Schools</li> <li>• Implementation at High Schools</li> </ul> </li> </ul>
<b>10. Long-term Coach development (LTCD)</b>	<ul style="list-style-type: none"> <li>» Provincial rollout to specified timelines               <ul style="list-style-type: none"> <li>• SA Rugby LTCD Strategy to be formalised</li> <li>• Adoption of LTCD by unions at all participation levels</li> <li>• Registration of all coaches.</li> <li>• Policy and Regulation documents.</li> <li>• Coaching Associations.</li> <li>• Education and training of Coaches /educators.</li> <li>• Implementation at Pre-school level</li> <li>• Implementation at Primary Schools</li> <li>• Implementation at High Schools</li> </ul> </li> </ul>
<b>11. Long-term Referee development (LTRD)</b>	<ul style="list-style-type: none"> <li>» Establish a standardised society functionality model that will include the following:               <ul style="list-style-type: none"> <li>• Audited financials</li> <li>• Recruitment function</li> <li>• Performance review function</li> <li>• Training and education function</li> <li>• Coaching function</li> <li>• Appointments function</li> </ul> </li> <li>» Education and training of Referees.</li> <li>» Provincial rollout to specified timelines               <ul style="list-style-type: none"> <li>• Education and training of referee coaches, educators and referees</li> </ul> </li> </ul>
<b>12. Ensure a pipeline for black coaches in South Africa</b>	<ul style="list-style-type: none"> <li>» Interventions with Unions to ensure they appoint black coaches</li> </ul>

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KEY PERFORMANCE INDICATOR	OUTPUT
<b>13. Change the face of black coaches through fast-tracking processes</b>	<ul style="list-style-type: none"> <li>» Rugby Department and EPD management identifies talented black coaches at Union and school level in order to prepare, promote and fast-track them to perform at Provincial and National level. Interventions will include:               <ul style="list-style-type: none"> <li>• Access to all SA Rugby's coaching IP and software</li> <li>• Training on Stratus, Footprint, WR level 3 Coaching Certificate</li> <li>• Elite Coaches project</li> <li>• Include and involve coaches in EPD National camps and initiatives</li> <li>• Serve as assistant coaches at SA U20 and SA Academy level</li> <li>• Exposure to Springbok training and coaching protocols, and management</li> <li>• In-house SA Rugby mentor and confidante</li> <li>• Negotiate and provide opportunities where possible</li> </ul> </li> <li>» Unions will be obligated to assist in promoting the coach at union performance levels</li> </ul>
<b>14. Provide opportunities from Club level up for Administrators to obtain a NQF Level 5 qualification through the accredited ClubWise Programme</b>	<ul style="list-style-type: none"> <li>» Open online application to Unions on an annual basis for Club Administrators to be trained</li> </ul>
<b>15. Ensure the health, safety and well-being of all players that participate in the game of rugby.</b>	<ul style="list-style-type: none"> <li>» Initiate and manage various programmes relating to health, safety and well-being of all players that participate in the game of rugby</li> <li>» SA Rugby is still needs to address Safeguarding in Sport (Children and vulnerable adults)</li> <li>» This requirement as stipulated in the National Sport and Recreation Act, 1998 (clause 6.1), SASCOG Constitution 2015 (clause 2.4.6) and the Children's Act of 20015</li> <li>» The following is required of the National Federation:               <ul style="list-style-type: none"> <li>• Safeguarding Policy</li> <li>• Safeguarding Policy Implementation Plan</li> <li>• Safe Recruitment Policy and Procedures</li> <li>• Safe Rugby Policy and Procedures (this area is mostly addressed in SA Rugby Safety Regulations and BokSmart Programme)</li> <li>• Reporting Safeguarding Concerns and Procedures</li> </ul> </li> <li>» The following areas will need to be developed and planned for in the organization to effectively manage the Safe               <ul style="list-style-type: none"> <li>• Safeguard Education Program for coaches and SA Rugby Employees (this program could also be utilised by the unions)</li> <li>• Safeguard Education Resources for children and vulnerable adults</li> <li>• Guide and tools to report harassment, abuse and/or poor practice</li> <li>• Compliant and effective Disciplinary process and system to manage reported cases of harassment, abuse and/or poor practice</li> <li>• Dedicated Safeguarding Officer within the organization to manage this portfolio</li> </ul> </li> </ul>
<b>16. Steadily increase the number of National accredited female referees</b>	<ul style="list-style-type: none"> <li>» Implement a regional recruitment function focusing on female referees</li> <li>» Establish support structures to ensure that female referees are educated and coached</li> </ul>

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KEY PERFORMANCE INDICATOR	OUTPUT
17. Increase the number of accredited referee coaches to a minimum of six per society	<ul style="list-style-type: none"> <li>» Launch an accredited coaching module to establish coaching structures in societies</li> <li>» Develop an accredited CPD points system to maintain the integrity of the coaching structure</li> </ul>
18. Establish a referee academy focusing on refereeing and skills development for designated groups to prepare them for international rugby	<ul style="list-style-type: none"> <li>» Accredited courses through training institutions</li> <li>» World Rugby courses</li> <li>» Research and development to be conducted to enhance the quality of refereeing</li> </ul>

## 10.4.3

**DIMENSION 3: DEMOGRAPHIC REPRESENTATION****Strategic Objective:**

To ensure the demographic profile at provincial and national level on and off the field of play is non-racial and equitable.

- » To ensure the male playing demographic profile at provincial level is non-racial and equitable.

KEY PERFORMANCE INDICATOR	OUTPUT
1. Increase black participation in Super Rugby to 60% by 2030	» To steadily increase targets, as agreed on in the Provincial Transformation Performance Agreement for black representation in all male teams to reflect the targets agreed to for 2030
2. Increase black participation in Pro 14/International tournaments to 60% by 2030	» To steadily increase targets, as agreed on in the Provincial Transformation Performance Agreement for black representation in all male teams to reflect the targets agreed to for 2030
3. Increase black participation in Currie Cup Premier Division to 60% by 2030	» To steadily increase targets, as agreed on in the Provincial Transformation Performance Agreement for black representation in all male teams to reflect the targets agreed to for 2030
4. Increase black participation in Currie Cup First Division to 60% by 2030	» To steadily increase targets, as agreed on in the Provincial Transformation Performance Agreement for black representation in all male teams to reflect the targets agreed to for 2030
5. Increase black participation in SuperSport Rugby challenge to 60% by 2030	» To steadily increase targets, as agreed on in the Provincial Transformation Performance Agreement for black representation in all male teams to reflect the targets agreed to for 2030
6. Increase black participation in SA Rugby U21 Championship to 60% by 2030	» To steadily increase targets, as agreed on in the Provincial Transformation Performance Agreement for black representation in all male teams to reflect the targets agreed to for 2030

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KEY PERFORMANCE INDICATOR	OUTPUT
<b>7. Increase black participation in SA Rugby U20 Championships 60% by 2030</b>	>> To steadily increase targets, as agreed on in the Provincial Transformation Performance Agreement for black representation in all male teams to reflect the targets agreed to for 2030
<b>8. Increase black participation in SA Rugby U19 Competition to 60% by 2030</b>	>> To steadily increase targets, as agreed on in the Provincial Transformation Performance Agreement for black representation in all male teams to reflect the targets agreed to for 2030
<b>9. Ensure black participation in all future SA Rugby competitions to 60% by 2030</b>	>> The Provincial Transformation Performance Agreement to be revised annually, to include any future additions of Competitions to the SA Rugby calendar in order to steadily increase black representation
<b>10. Regulate and endorse the specific school tournaments that fall under the control of SARU and SASRA.</b>	>> Agreed with SASRA the targets extend to the Rugby Youth tournaments that fall under the control of SARU and SASRA namely: <ul style="list-style-type: none"> <li>• U18 Craven Week &amp; Academy Week</li> <li>• U13 Craven Week &amp; U16 Grant Khomo</li> <li>• LSEN Week</li> <li>• U16 &amp; U18 Girls Week</li> <li>• U15 Iqhawe Week (SARLA)</li> <li>• U17 IPL 7s</li> </ul>
<b>11. Regulate black participation at all Youth Week Tournaments to align with SARU transformation targets</b>	>> Ensure adherence to the targets agreed with the South African Schools Rugby Association for all Provincial Youth weeks, starting with the following targets: <ul style="list-style-type: none"> <li>• U18 Craven Week: The target is 12 players of colour in a team of 23 players.</li> <li>• U18 Academy Week: The target is 12 players of colour in a team of 23 players.</li> <li>• U16 Grant Khomo Week: The target is 12 players of colour in a team of 23 players.</li> <li>• U13 Craven Week: The target is 12 players of colour in a team of 23 players</li> </ul>
<b>12. Regulate black participation with all Associate members of SA Rugby to align with SARU transformation targets</b>	>> Govern black participation relating to the following Associate members of SA Rugby with a memorandum of agreement: <ul style="list-style-type: none"> <li>• SA Schools Rugby Association (SASRA)</li> <li>• University Sports South Africa (USSA)</li> <li>• SA National Defense Force (SANDF)</li> <li>• SA Rugby League Sports Association (SARLSA)</li> <li>• Tag Rugby® Association (Tag)</li> <li>• South African Touch Association (SATA)</li> <li>• SA Deaf Rugby Association (SADRA)</li> <li>• SA Wheelchair Rugby (SAWCR)</li> </ul>
<b>13. Increase black participation in (Northern) Provincial EPD U17 Programme to 60% by 2030</b>	>> To steadily increase the current 50% marker to an average of 60% black representation in the (Northern) Provincial EPD U17 Programme

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2019 Junior  
Springboks

KEY PERFORMANCE INDICATOR	OUTPUT
14. Increase black participation in (Northern) Provincial EPD U15 Programme to 60% by 2030	» To steadily increase the current 50% marker to an average of 60% black representation in the (Northern) Provincial EPD U15 Programme
15. Increase black participation in (Coastal) Provincial EPD U17 Programme to 70% by 2030	» To maintain an average of 70% black representation in the (Coastal) Provincial EPD U17 Programme
16. Increase black participation in (Coastal) Provincial EPD U15 Programme to 75% by 2030	» To maintain an average of 70% black representation in the (Coastal) Provincial EPD U15 Programme
17. Increase black participation in the Gold Cup and future amateur competitions to 60% by 2030	» To steadily increase targets, as agreed on in the Provincial Transformation Performance Agreement for black representation in all male teams to reflect the targets agreed to for 2030
18. Increase black referees at society level to 60% by 2030	» Increase black representation to 60% at society level throughout South Africa
19. Regulate demographics with an Incentive Policy	» Ensure an incentive policy is devised and approved to either incentivise or disincentivise provinces for their performance measured against provincial and/or national transformation targets
20. Retain black players through the players of national interest system (PONI) for SA Rugby	» Invest in a high % black players through the players of national interest system (PONI) to ensure they stay in South Africa.

» To ensure the male playing demographic profile at national level is non-racial and equitable.

KEY PERFORMANCE INDICATOR	OUTPUT
1. Increase black participation in the Springbok team to 60% by 2030	» To steadily increase targets, as agreed on in the National Transformation Performance Agreement for black representation in all male National teams to reflect the targets agreed to for 2030
2. Increase black participation in the South Africa A team to 60% by 2030	» To steadily increase targets, as agreed on in the National Transformation Performance Agreement for black representation in all male National teams to reflect the targets agreed to for 2030
3. Increase black participation in all senior National 15's teams to 60% by 2030	» To steadily increase targets, as agreed on in the National Transformation Performance Agreement for black representation in all male National teams to reflect the targets agreed to for 2030
4. Increase generic black and black African participation in the Springbok Sevens team to 60% by 2030	» To steadily increase targets, as agreed on in the National Transformation Performance Agreement for black representation in all male National teams to reflect the targets agreed to for 2030
5. Increase black participation in all National Senior Sevens teams to 60% by 2030	» To steadily increase targets, as agreed on the National Transformation Performance Agreement for black representation in all male National teams to reflect the targets agreed to for 2030
6. Increase black participation in the SA U20 National team to 60% by 2030	» To steadily increase targets, as agreed on in the National Transformation Performance Agreement for black representation in all male National teams to reflect the targets agreed to for 2030
7. Increase black participation in the SA Schools National team to 60% by 2030	» To steadily increase targets, as agreed on in the National Transformation Performance Agreement for black representation in all male National teams to reflect the targets agreed to for 2030
8. Maintain black participation in the SA Rugby Academy to 60% by 2030	» To consistently maintain 60% for black representation in the SA Rugby Academy structures
9. Increase black participation in the National Junior Sevens team to 60% by 2030	» To steadily increase agreed targets for black representation in all male National teams to reflect the targets agreed to for 2030
10. Increase black participation in SA Rugby EPD U17 programme to 60% by 2030	» To maintain an average of 60% black participation in the SA Rugby EPD U17 Programme
11. Increase black participation in SA Rugby EPD U16 programme to 60% by 2030	» To maintain an average of 60% black participation in the SA Rugby EPD U16 Programme
12. Increase black representation on the referee panels to 60%	» To maintain 60% black representation on the referee panels as agreed in the 2030 targets
13. Regulate demographics with an Incentive Policy	» Ensure an incentive policy is devised and approved to either incentivise or disincentivise provinces for their performance measured against provincial and/or national transformation targets



» To ensure the female playing demographic profile at provincial level is non-racial and equitable.

KEY PERFORMANCE INDICATOR	OUTPUT
1. To maintain an average of 60% black participation in the Senior Women's Inter Provincial Leagues	» To maintain targets, as agreed in the Provincial Transformation Performance Agreement for black representation in all female Provincial teams to reflect the targets agreed to for 2030
2. To maintain an average of 60% black participation in Senior Women's IPL Sevens	» To maintain targets, as agreed in the Provincial Transformation Performance Agreement for black representation in all female Provincial teams to reflect the targets agreed to for 2030
3. To align with the National average of 60% black participation in Junior Girls 15's teams	» To maintain targets, as agreed in the Provincial Transformation Performance Agreement for black representation in all female Provincial teams to reflect the targets agreed to for 2030
4. To align with the National average of 60% black participation in Junior Girls Sevens teams	» To maintain targets, as agreed in the Provincial Transformation Performance Agreement for black representation in all female Provincial teams to reflect the targets agreed to for 2030
5. To maintain an average of 60% black participation at all girls Youth Week tournaments	» To maintain targets, as agreed in the Provincial Transformation Performance Agreement for black representation in all female Provincial teams to reflect the targets agreed to for 2030
6. To align all future National Girls and Women's teams with the average of 60% black participation	» To maintain targets, as agreed in the Provincial Transformation Performance Agreement for black representation in all female Provincial teams to reflect the targets agreed to for 2030
7. Regulate demographics with an Incentive Policy	» Ensure an incentive policy is devised and approved to either incentivise or disincentivise provinces for their performance measured against provincial and/or national transformation targets

» To ensure the female playing demographic profile at national level is non-racial and equitable.

KEY PERFORMANCE INDICATOR	OUTPUT
1. To maintain an average of 60% black participation in the Senior Women's National 15's team	» To maintain targets, as agreed in the National Transformation Performance Agreement for black representation in all female National teams to reflect the targets agreed to for 2030
2. To maintain an average of 60% black participation in the Senior Women's Sevens team	» To maintain targets, as agreed in the National Transformation Performance Agreement for black representation in all female National teams to reflect the targets agreed to for 2030
3. To align with the National average of 60% generic black participation in the Junior Girls National team	» To maintain targets, as agreed in the National Transformation Performance Agreement for black representation in all female National teams to reflect the targets agreed to for 2030
4. To align all future National Girls and Women's teams with the average of 60% generic black participation	» To maintain targets, as agreed in the National Transformation Performance Agreement for black representation in all female National teams to reflect the targets agreed to for 2030
5. Regulate demographics with an Incentive Policy	» Ensure an incentive policy is devised and approved to either incentivise or disincentivise provinces for their performance measured against provincial and/or national transformation targets

» To ensure that the off-field demographic profile at national and provincial level is non-racial and equitable.

KEY PERFORMANCE INDICATOR	OUTPUT
1. Sustain and improve black representation of board members Nationally to 60% by 2030	» Ensure black representation of board members on National level and constitutionalise it to be in line with the targets agreed to for 2030
2. Sustain black representation of administrators Nationally to 60% by 2030	» Align workforce on National level with the Employment Equity plan » Align with the set targets agreed to until 2030
3. Sustain and improve black representation in support teams of the respective National teams to 60% by 2030	» Ensure the pool of National appointments on the respective management teams reflect the targets agreed to for 2030
4. Increase black coaches and referees involved at National and Provincial level to 60% by 2030	» Increase the number of top generic black coaches and referees involved in the game at National and Provincial level » Align with LTCD and LTRD to 2030
5. Ensure all committees and sub-committees reflect 60% black representation by 2030	» Ensure black representation of all committees and sub-committees on National level and constitutionalise to be in line with the targets agreed to for 2030
6. Regulate demographics with an Incentive Policy	» Ensure an incentive policy is devised and approved to either incentivise or disincentivise provinces for their performance measured against provincial and/or national transformation targets



## 10.4.4

**DIMENSION 4: PERFORMANCE****Strategic Objective:**

Improved performances and increased participation of professional Black players at Provincial and International level, on and off the field through an effective High Performance system.

KEY PERFORMANCE INDICATOR	OUTPUT
1. Assist Provinces with funding relating to Performance	<ul style="list-style-type: none"> <li>» Activate funding for Provinces relating to Performance on an annual basis via the online e-filing portal</li> <li>» Funding is specifically earmarked for the Iqhawe week</li> </ul>
2. A comprehensive calendar of domestic competitions	<ul style="list-style-type: none"> <li>» Domestic competition calendar of events</li> <li>» Annual alterations to accommodate changing competition structures</li> </ul>
3. Platform for non-traditional rugby schools to play at a higher level	<ul style="list-style-type: none"> <li>» Create an opportunity for players from non-traditional schools to play at a Provincial Youth week</li> </ul>
4. The focus of youth events is talent identification	<ul style="list-style-type: none"> <li>» Emphasis on scouting system</li> <li>» Identify, recruit and move players to other schools if necessary</li> </ul>
5. The focus of senior competitions is player preparation for international competitions	<ul style="list-style-type: none"> <li>» International competition calendar of events</li> </ul>
6. A comprehensive calendar of international competitions	<ul style="list-style-type: none"> <li>» SA Rugby influence at World Rugby to ensure best possible system</li> </ul>
7. The focus is winning medals and being in the top three in the World Rugby rankings	<ul style="list-style-type: none"> <li>» Succession planning and continuity with the Springbok Coach and Director of Rugby</li> <li>» A contracting system that is the best for SA Rugby <ul style="list-style-type: none"> <li>• A Contracting model system designed to retain players for SA Rugby</li> <li>• To ensure depth is retained in SA Rugby</li> <li>• Enforcing World Rugby Regulation 9</li> <li>• Managing and Regulating rugby agents</li> </ul> </li> </ul>
8. High percentage success rate of black SA U20 players to Super-Sport Rugby Challenge	<ul style="list-style-type: none"> <li>» Improve Talent identification system</li> <li>» Collaboration with the Provinces</li> </ul>
9. High percentage success rate of black SA U20 players to Currie Cup	<ul style="list-style-type: none"> <li>» Improve Talent identification system</li> <li>» Collaboration with the Provinces</li> </ul>
10. A good percentage success rate of black SA U20 players to Super Rugby	<ul style="list-style-type: none"> <li>» Improve Talent identification system</li> <li>» Collaboration with the Provinces</li> </ul>

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KEY PERFORMANCE INDICATOR	OUTPUT
11. A good percentage success rate of black SA U20 players to National teams	<ul style="list-style-type: none"> <li>» Improve Talent identification system</li> <li>» Collaboration with the Provinces</li> </ul>
12. High percentage success rate of generic black players from SA U20 squad contracted to unions as professional players	<ul style="list-style-type: none"> <li>» Improve Talent identification system</li> <li>» Collaboration with the Provinces</li> </ul>
13. Black employees in senior and middle management positions to align with Employment Equity Plan	<ul style="list-style-type: none"> <li>» Complement the Employment Equity plan</li> <li>» Improved National and Provincial Employment Equity scorecard</li> <li>» Increased number of black persons employed in Senior positions at National and Provincial level</li> <li>» Align with the B-BBEE codes of good practice</li> </ul>
14. Preferential procurement – 50% purchases from targeted suppliers and service providers	<ul style="list-style-type: none"> <li>» Revise SA Rugby Procurement Plan</li> <li>» Improved National and Provincial preferential scorecard</li> <li>» Align with the B-BBEE codes of good practice</li> </ul>
15. Steady increase women in middle and senior management positions	<ul style="list-style-type: none"> <li>» More women employed and empowered to be part of decisions relating to the strategic direction of SA Rugby</li> </ul>
16. 2% persons with a disability employed	<ul style="list-style-type: none"> <li>» Recruit disabled persons</li> <li>» Align with the B-BBEE codes of good practice</li> </ul>





**10.4.5**

**DIMENSION 5: COMMUNITY DEVELOPMENT AND SOCIAL RESPONSIBILITY**

**Strategic Objective:**

To create effective interventions in order to increase participation through community development and social responsibility initiatives.

KEY PERFORMANCE INDICATOR	OUTPUT
1. Springboks and Blitzboks to rural areas	<ul style="list-style-type: none"> <li>» Make the National teams part of the community with at least one training session during every competition in a rural area</li> </ul>
2. Assist with funding for Provinces relating to community development and social responsibility initiatives	<ul style="list-style-type: none"> <li>» Funding for Provinces relating to community development and social responsibility initiatives on an annual basis via the online e-filing portal</li> </ul>
3. Functional sports councils aligned with 52 rugby communities	<ul style="list-style-type: none"> <li>» Meetings with various councils to unlock support and funding.</li> </ul>
4. Mass participation programmes in communities (Vuka, GIR and other)	<ul style="list-style-type: none"> <li>» Unlock money and introduce more Mass Participation Programmes (MPP)</li> <li>» Long-term investment in the Vuka and GIR programmes with the focus in rural areas.</li> <li>» Expansion of the Long-term investment Mass Participation Programmes (MPP) programmes</li> <li>» Functional joint ventures with NPO's and NGOs and possible funding</li> <li>» Community programmes aligned with activities of NPO's and NGOs</li> </ul>
5. Implementation of outreach programmes, i.e. HIV and Aids, cancer, sport against crime, violence and crime against women and children, Health awareness events, Disability Rights Awareness etc.	<ul style="list-style-type: none"> <li>» Identify one or more outreach programmes annually</li> <li>» Use NPO's, NGO's or specialists to deliver the message at SA Rugby Tournaments and events.</li> </ul>
6. Job creation programmes	<ul style="list-style-type: none"> <li>» Job creation for unemployed youth in communities</li> <li>» Align with the B-BBEE codes of good practice</li> <li>» Active initiatives to ensure employability for the Youth of South Africa through education</li> </ul>

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KEY PERFORMANCE INDICATOR	OUTPUT
7. Skills Development programmes	<ul style="list-style-type: none"> <li>» Align with the B-BBEE codes of good practice</li> <li>» Invest in black disabled learners on a yearly basis to promote accessibility, diversity, transformation, productivity and expansion, which includes integrated learning as the basis to empower and create employability</li> </ul>
8. Accredited training programmes for volunteers and coaches	<ul style="list-style-type: none"> <li>» Ensure that anyone who wishes to be involved with Coaching is BokSmart certified</li> <li>» Accessible for volunteers and coaches on all levels</li> </ul>
9. Implement Provincial and National corporate social investment programmes	<ul style="list-style-type: none"> <li>» Invest in corporate social investment on a yearly basis</li> <li>» Align with the B-BBEE codes of good practice</li> <li>» Funding for Chris Burger Petro Jackson Players Fund yearly to support the internationally recognised organisation that supports the recovery of all seriously injured rugby players across South Africa and aspires towards promoting safer rugby.</li> <li>» Funding of similar organisations to invest in social responsibility</li> </ul>

## 10.4.6

### DIMENSION 6: CORPORATE GOVERNANCE

#### Strategic Objective:

To establish effective rugby administration structures in order to comply with good corporate governance.

KEY PERFORMANCE INDICATOR	OUTPUT
1. The principles and the best practice recommendations set out in the Code of Governance Principles for South Africa according to the King guidelines	<ul style="list-style-type: none"> <li>» Demonstrate ethical leadership through strategy, policy, oversight and accountability</li> <li>» Drive effective and inclusive structures, processes and practices to achieve the following four outcomes:               <ul style="list-style-type: none"> <li>• an ethical culture</li> <li>• good performance</li> <li>• effective control</li> <li>• legitimacy</li> </ul> </li> <li>» Ensure required documents are in place, implemented and available</li> <li>» Transparency and disclosure are key aspects to effective corporate governance</li> <li>» Active and effective Audit and Risk Committee</li> <li>» Revise the constitution annually to accommodate changing times.</li> </ul>
2. Compliance with Anti-doping regulations	<ul style="list-style-type: none"> <li>» Frequent awareness, education and communication</li> <li>» Update players' whereabouts yearly</li> <li>» Provide WADA with a programme and team whereabouts</li> <li>» Assist World Rugby where necessary to apply its Regulation 21</li> </ul>
3. Alignment of SA Rugby's strategic transformation objectives with the National Sports and Recreation Plan	<ul style="list-style-type: none"> <li>» Ensure the way forward to 2030 is aligned and review yearly</li> </ul>

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KEY PERFORMANCE INDICATOR	OUTPUT
4. SA Rugby's Strategic Plan objectives implemented	» Monitor and evaluate at all relevant committees
5. Achievement of SA Rugby's Strategic Plan	» Review, monitor and evaluate at all relevant committees
6. Performance management systems implemented for executives, boards and CEO's	» Performance management system implemented
7. Evaluation of the executive body, Chairperson of the board, board members, CEO and senior management	<ul style="list-style-type: none"> <li>» Formally evaluate the Board Members on the basis of appropriate performance on a yearly basis</li> <li>» Formally evaluate the Chairperson of the Board on appropriate performance on a yearly basis</li> <li>» Formally evaluate the CEO on the basis of appropriate performance on a yearly basis</li> <li>» Formally evaluate the each member of senior management on the basis of appropriate performance on a yearly basis</li> </ul>
8. Structured and well-governed Exco meetings, Fincom, Audit and Risk Committee, Transformation, B-BBEE Steering Committee meetings	<ul style="list-style-type: none"> <li>» Functional - Record of agendas and minutes available at all times</li> <li>» Functional sub-committees - Record of agendas and minutes available at all times</li> <li>» Updated Terms of Reference</li> </ul>
9. Structured and well-governed franchise and non-franchise meetings	<ul style="list-style-type: none"> <li>» Functional - Record of agendas and minutes available at all times</li> <li>» Updated Terms of Reference</li> </ul>
10. Achieve B-BBEE Compliance on National and Provincial level	<ul style="list-style-type: none"> <li>» Manage B-BBEE strategies and implementation plan to ensure compliance to the codes of good practice and the strategic objectives of SA Rugby</li> <li>» Ensure optimal and sustainable performance of a Level 4 compliance</li> <li>» Apply the Incentive Policy in the event Provinces and Commercial Unions fail to deliver</li> </ul>
11. Review SA Rugby's Strategic Transformation Development Plan	» Review and update SA Rugby's Strategic Transformation Development Plan annually
12. Completion of Provincial and National data sheets relating to the Strategic Transformation Development Plan	» Analysing, monitoring and evaluating SA Rugby and the Provinces' strategic transformation status Nationally and Provincially
13. Evaluate the Provincial structures	» Formally evaluate the Provincial structures on the basis of appropriate performance on a yearly basis
14. Employment Equity Plan	» Compliance of Employment Equity Plan and ensure it is submitted to the Department of Labour on yearly bases.
15. Work Skills Plan	» Compliance of Work Skills Plan and ensure it is submitted to the Department of Labour on yearly bases.
16. Regulate corporate governance with an Incentive Policy	» Ensure a policy is proposed and approved to reward compliance and sanction non-compliance

## 11

# BLACK ECONOMIC EMPOWERMENT

**S**OUTH African Rugby is one of the cornerstones of the South African society and as such various corporates put their muscle behind rugby through partnerships and sponsorships that amounts to millions of Rands.

SA Rugby has measured BEE compliance for many years. The environment has become increasingly complex and achieving the objectives of transformation is no longer about the BEE certificate but also about participation in the national agenda.

B-BBEE is a crucial part of transformation and has become part of the EPG assessment. Being B-BBEE compliant is not only a regulatory requirement but also a requirement of sponsors and industry bodies who wish to do business with SA Rugby.

The Transformation agenda, including B-BBEE has been identified as a strategic objective and risk area for SA Rugby and is an EXCO reporting issue to ensure that the risk is managed and eliminated.

For SA Rugby to achieve the level of compliance expected by the sponsors and the national government, it is imperative

that a suitable strategy is implemented that will align all activities and budgets over the coming years to meet the outcome of that strategy. The strategy approved and implemented in 2018 shows what is needed to achieve and regularly sustain and improve a Level 4 B-BBEE compliance.

The Strategic Performance Management Department is responsible for driving the entire Transformation agenda. Three committees, with approved terms of references, have been established to manage and drive the transformation agenda for SA Rugby. The committees are responsible for taking holistic approach to ensuring compliance with the objectives of the Broad-Based Black Economic Empowerment (B-BBEE) Amendment Act of 2014, the Employment Equity Act, No 55 of 1998 and Skills Development Act, No 97 of 1998.

The Transformation Committee and the B-BBEE Steering Committee are driven by the Strategic Performance Management Department and the Employment Equity and Skills Development Committee by the Human Resource Department.

## 11.1

## TRANSFORMATION COMMITTEE

**The purpose of the Committee is twofold:**

1. To monitor and oversee the transformation of the game in SA Rugby with regard to the access, growth, skills development, demographic representation, social responsibilities, community involvement and participation at all levels over which SA Rugby has jurisdiction.
2. Recommend interventions, where necessary, to accelerate transformation in South African Rugby based on the principle of broad-based empowerment.



## 11.2

# SOUTH AFRICAN RUGBY UNION EMPLOYMENT EQUITY AND SKILLS DEVELOPMENT COMMITTEE

The committee is responsible for overseeing, monitoring and implementing employment equity and staff development targets by taking into account the legal requirements as prescribed in the Employment Equity Act, No 55 of 1998 and Skills Development Act, No 97 of 1998.

## 11.3

# SA RUGBY B-BBEE STEERING COMMITTEE

The B-BBEE Steering Committee oversees the implementation and monitoring of the BEE codes within SA Rugby.

SA Rugby recognises that the Broad-Based Black Economic Empowerment (B-BBEE) Amendment Act of 2014 seeks to promote the achievement of the right to equality, increase broad-based and effective participation of black people in the economy and promote equal opportunity and equal access to these individuals. SA Rugby supports these imperatives and the accompanying B-BBEE Generic Code of Good Practice including the necessary scorecard and the empowerment elements contained therein.

As SA Rugby is an Association of Persons, and therefore subscribes to the Specialised Enterprises scorecard of the Codes of Good Practice, gazetted in October 2013.

The applicable scorecard for SA Rugby measures:

### 11.3.1

#### MANAGEMENT CONTROL

Encourages the integration and representation of black people in all organisational levels within the organisation. For clarity, all referencing to black people is based on the generic term used to refer to African (A), Indian (I), and Coloured (C) South African citizens.

### 11.3.2

#### SKILLS DEVELOPMENT

Encourages the improvement of skills and capabilities of black people within your workforce and industry.

### 11.3.3

#### ENTERPRISE AND SUPPLIER DEVELOPMENT

Encourages the establishment and development of black SMMEs as well as the procurement of goods and services from these businesses

### 11.3.4

#### SOCIO-ECONOMIC DEVELOPMENT

Encourages contributions that enable black people access to the economy and improves their lives



12

# PREFERENTIAL PROCUREMENT PERFORMANCE

**T**HE purpose of recording provinces’ external purchases from BEE entities is to obtain a measure of sport’s contribution to economic empowerment to further strengthen the case for rugby.

Since inception of the transformation audit process the quality of provinces’ responses to the requests for data required to quantify purchases from BEE entities has been well below standard. Some unions do not submit it at all and therefore the EPG will continue to track this type of objective and procurement spend. The sport sector also has a responsibility to contribute significantly to social cohesion and nation-building as

well as supporting government objectives of redress and equity in the South African Society. Preferential procurement policies on the part of the Provinces are therefore an imperative.

SA Rugby will be required to respond to the greater focus the EPG will place on the accuracy and analysis of financial data submitted in 2018/19. Provincial union presidents and CEOs must annually verify and sign off on the accuracy and completeness of the data packages submitted.

In addition, for data sheets to be accepted, provincial union auditors are also required to verify the financial data sheets completed.

## 13

# EXPECTED OUTCOMES AND “IDEAL FUTURE” FOR SA RUGBY

- 13.1.** The most important outcome wanted, is that the starting line must be the same for everybody.
- 13.2.** In a rugby context, equality of opportunity relates to equitable access to structured and organised rugby participation at school and club level, culminating in prospects for provincial and national representation in parallel with skill and capability development and improvement.
- 13.2.1. Defining equity:** The term equity refers to the system of justice and fairness, where there is an even-handed treatment of all the people. Equity demands fairness in every situation, i.e. whether it is the distribution of benefits or burdens. In this way, equity ensures that all the individuals are provided the resources they need to have access to the same opportunities, as the general population.
- 13.2.2. Defining equality:** Equality is when everyone is treated in the same way, without giving any effect to their needs and requirements. In finer terms, it is a state of getting the same quantity or value or status. It is a situation where each and every individual is granted same rights and responsibilities, irrespective of their individual differences.
- 13.2.3.** Equity cannot be achieved through treating all the people equally, rather it can be achieved through treating all the people in an equitable manner, i.e. as per their circumstances. Like equity, equality aims to promote fairness and justice, but it can only work if everyone starts from the same place and needs the same things. Equity means giving everyone “access to the same opportunities. We must ensure equity before we can enjoy equality.” “Equity is the means; equality is the outcome”.
- 13.2.** SA Rugby, Provinces and Associations working together, in line with agreed roles, accountability, responsibilities, and committed to successfully;
- 13.2.1.** Implementing the Strategic Transformation Development Plan 2030.
- 13.2.2.** Eliminating identified risk areas.
- 13.2.3.** Ensuring that agreed targets are met and that all stakeholders achieve the agreed targets at the end of 2030.
- 13.3.** A long term player development strategy (LTPD) approved and implemented as the blueprint for SA Rugby.
- 13.4.** A strategy for Women’s Rugby to be approved and funded to ensure an improved pipeline and participation opportunities.
- 13.5.** Overall transformation relating to the delivery of rugby achieved with equal access to and increased participation of women, youth and people with disabilities.
- 13.6.** The unique challenges of rugby and the minimal inclusion of women has been addressed ensuring that Management Control targets are set that provide specific opportunities for women, on and off the field of play, in rugby.
- 13.7.** The pipeline of the Sevens System to align with the National Barometre needs to include a SA Under-23 team.
- 13.8.** An improved pipeline and participation opportuni-



- ties for SA Under 16 / 17 male squads.
- 13.9.** An improved pipeline and participation opportunities for SA Under 16 / 18 girls squads.
- 13.10.** The demographics of coaches and referees reflects the commitment of SA Rugby and the constitution.
- 13.11.** An increased number of suitably skilled and qualified sport practitioners to meet the human resource and capacity needs.
- 13.12.** Effective and constructive engagement with SRSA and DBE in close and integrated partnership, strategising to increase the number of primary and senior schools playing rugby.
- 13.13.** All schools reflecting non-racial team demographics.
- 13.14.** All clubs reflecting non-racial team demographics.
- 13.15.** Achieving and maintaining top 3 positions in World Rugby for male and female teams.
- 13.16.** Good corporate governance in SA Rugby, including among other things:
- 13.16.1.** Improved organisation, development, coordination, management and delivery of rugby on and off the field of play.
- 13.16.2.** Properly constituted Member Unions and Associations and structures that are functioning at optimal levels of efficiency and effectiveness.
- 13.17.** Preferential procurement policies are in place at all provinces and transactions are appropriately recorded, monitored and reported on.
- 13.18.** B-BBEE rating is optimised at a minimum Level 4 at national and provincial level.



**SA Iqhawe Impi team:** The appearance of the Iqhawe Impi team is an historic first as they play in their first Grant Khomo Week in 2019. The team is made of players selected from the Carfind.co.za Iqhawe Week for non-traditional rugby schools. The Carfind.co.za Iqhawe Week for Under-15 boys has established itself as one of the top development competitions over the past six years, and their inclusion in the tournament will serve as a huge boost for the players and for transformation in South African rugby.



## 14

# INCENTIVE POLICY

**T**HE performance of the Provinces in relation to the STP 2015 - 2019 targets was unimpressive; and most probably for the reason that it was not regulated with a memorandum of agreement.

The performance of SA Rugby showed significant progress. One of the principle reason for which was the memorandum of agreement that was concluded between SARSA, SASCOC and SA Rugby on 14 April 2015 with a penalty clause stipulating severe consequences for non-compliance.

Concluding a memorandum of agreement between the provinces and SA Rugby has become crucial.

Provinces can expect intervention from SRSA and SASCOC where they are clearly failing. The EPG will also evaluate and write an overview of each provincial union going forward.

In the event provinces fail to satisfactorily deliver on its self-determined targets and agreed undertakings in terms of the mutually agreed acceptable and reasonable Provincial Transformation Performance Agreement; SA Rugby may, subject to the exhaustion of the processes indicated, in the policy, implement the disincentives for failure to achieve provincial targets.

In the event provinces equal or exceed national targets; SA Rugby may, implement the incentives part of the policy.

## 15

# ANNEXURES TO THE STRATEGIC TRANSFORMATION DEVELOPMENT PLAN 2030

15.1. Annexure A	Provincial Transformation Performance Agreement	15.4. Annexure D	EPG Provincial Data Sheets
15.2. Annexure B	Provincial Transformation Barometre	15.5. Annexure E	As Is Report
15.3. Annexure C	Provincial Strategic transformation plan (PSTP)	15.6. Annexure F	Incentive Policy
		15.7. Annexure G	National Transformation Performance Agreement





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