

# INTRODUCTION

## 1.1. The Importance of Transformation

Transformation in sport has been the subject of many debates ever since South Africa has become a democracy. South Africa had been reborn into a globalised and highly competitive world, and it is important that equity, equality, excellence, access and good governance is achieved in all sports organisations.

## 1.2. The Transformation Charter

The Transformation Charter for South African Sport was released on the 25<sup>th</sup> of August 2012 by Sport and Recreation South Africa (SRSA).

The transformation model, as outlined in the Transformation Charter, represents an integrated multi-dimensional process based on producing ongoing improvement in seven key strategic areas. Two of these areas reflect contributions to national imperatives related to Black Economic Empowerment (BEE), namely: Employment Equity (EE) and Preferential Procurement (PP). The transformation dimensions described in the Charter relate to:

- Progression to peak performance in all areas and levels of sport;

- Changing the demographic profile of all structural components on and off the field of play in line with national and regional demographics;
- Skill and capability levels as it relates to human capital development;
- Access to infrastructure and equitable participation opportunities;
- Institutionalised governance;
- Employment Equity- promoting equitable representations in all administrative and support structures of sport; and
- Preferential Procurement – ensuring equal access to sport’s total procurement bill.

The goal of the process of transformation is to ensure that the majority of South Africans have the opportunity to participate and achieve equitably in sport on the basis of broader and deeper human capital and structural improvement in all areas and at all levels. The ultimate objectives are:

- For all sport structures to closely represent the regional and national demographics of the country;
- Provide a basis to improve vertical and horizontal alignment and coordination among all role players in sport;

- Improvement of performances at all areas and all levels in sport; and
- To promote acceptance that long term success and sustainability of the sport system requires a focus on school and club sport equal to at least that practiced at the top end of the sport development pyramid.

The process is underpinned by a value set that includes:

- Equitable access to opportunities and resources;
- Sustainable skill and capability improvement;
- Exceptional governance practices;
- Strategic performance management; and
- Pursuance of excellence.

The purpose of the Charter is to guide structured systemic change towards a competitive sport system reflecting a demographic profile that mirrors the national and regional demographics of the country in all areas and at all levels of sport and contributing to the country's economic empowerment initiatives in the process.

## 2. UNIVERSITY SPORTS SOUTH AFRICA

### TRANSFORMATION OBJECTIVES

The University Sports South Africa (USSA) 5 year transformation plan focuses on four areas: Demographic Representation; Employment Equity; Preferential Procurement; and Other Initiatives. The following objectives have been set for each of these areas:

#### **1.1 Good Governance**

As an organisation we shall at all times uphold the principles of Good Governance as required by the Constitution of USSA/NUSA's, SASCOC, FISU, FASU, and CUCSA.

Perform our duties and functions as mandated by the National Sports and Recreation Act and our Constitution Adopt and uphold the values of Good Governance as outlined in King IV report.

#### **1.2 Developmental Programme**

USSA to ensure that there is a synergy in sports developmental programme for athletes who are based at the Sports Focus School as identified by Ministry Sports and Recreation.

USSA to continuously lobby Member institutions to avail bursaries to talented sports men and women to enrol at Tertiary Institutions that are affiliated at USSA.

To improve accessibility to sport at each of the USSA's Member Universities (MU). To promote capacity building as well as community development and social responsibility.

USSA through its Sports Associations to play a critical role in the holistic development of athletes jointly with National Federations. A proper developmental pathway be developed by Sports Association in an effort to grow the sport within Institutions.

### **1.3 Equitable Allocation of Resources**

USSA to lobby Member Institutions to ensure that equitable and just allocation is allocated to Sports Clubs at Universities (Priority vs Recreational Codes) USSA through donations dedicate a percentage to be agreed on a year to year basis to Sports Association that remain under funded.

USSA to jointly with National Federation support USSA Sports Associations that are in financial constraints.

## **1.4 Demographic Representative of Teams**

**USSA** Aims to achieve the 60% target set in the Eminent Persons Group (EPG) report which was published on the 7<sup>th</sup> of April 2016 by SRSA. This would mean slowly increasing the annual targets until the minimum level of 60% is achieved. Please refer to point 3 for details regarding the specific targets set.

USSA as the custodian of University Sport to ensure that Teams that compete at:

World Student Games

World University Championships

FASU Institutional Games

CUCSA Games

As delivered by USSA or on its behalf reflects the true demographics of the population of students based at Member Institutions.

The Sports Associations of USSA to ensure that Club Institutions that participate at USSA National Championships reflect the true demographics of the country.

The demographic will not only focus on issues of colour but of gender as well.

USSA to encourage that persons with disability be accommodated within Team Management of Teams to ensure that there is inclusivity, since there

Are no games that caters for disability at this stage?

**The University Sports South Africa** demographical objectives are as follows:

- Short Term – 40% on-field representation by Players of Colour in 2019.\*
- Long Term – 60% on-field representation by Players of Colour in 2020.\*

\*Subject to approval by the relevant National University Sport Associations (NUSAs) and National Federations

## **1.5 Empowerment & Employment Equity**

To create a workforce at all occupational categories and levels that is representative of the country's demographics. More importantly to ensure equal employment opportunities for everyone within **University Sports South Africa**.

USSA Sports Association to engage South African Sport for Physically Disabled (SASAPD) and work on a joint programme in developing Disability Sport within Institutions.

USSA to strive for empowerment opportunities for all its Members serving in committees be it:

Coaching Coursers

Administrative Courses

Leadership Seminars

USSA to ensure that it abide to the guidelines as provided by the Department of Labour in relation to Employment Equity.



## 2.6. Preferential Procurement

USSA to refine its policies to ensure that procurement is done with business from designated groups.

USSA to procure products and services of local suppliers where USSA Tournaments are taking place. (Winter and Summer Tournaments)

To ensure that at least **50%** of Varsity Sports' procurement spend comes from BEE accredited companies. This goal is in line with that which is defined in the EPG report.

## 3. SPECIFIC TARGETS

As mentioned under objectives, **University Sports South Africa (USSA)** has identified four key areas. Each of these areas contain specific targets.

### 3.1. Demographic Representation

For ease of reference, please take note of the following definitions whilst reading the table below:

- Players of Colour: Generic black or African black other than white (i.e. Black African, Coloured or Indian).
- “On field” generic black and black African representation must be for at least 50% of the game, per fixture.

Management target has been set at 25% for all sports codes. The following specific targets have been set (please see next page for table):

#### **USSA TRANSFORMATION OBEJECTIVES:**

#### **TEAMS:**

<b>Games</b>	<b>DISCRPTION</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>World Student Games</b>	Gender		80/20 %		60/40%
	Colour		60% to be Black African / Generic Black		70% to be Black African / Generic Black
<b>World UnivChmapionships</b>	Gender	70/30 %		70/30 %	
	Colour	15 % of each team		25 % of each team	
<b>CUCSA</b>	Gender	60/40%		60/40%	
	Colour	20% of the Team Should be White		25% of the Team Should be White	
<b>FASU (Institutions)</b>	Gender		60/40%		60/40%
	Colour		20% of the Team Should be White		20% of the Team Should be White
<b>USSA</b>	Gender	65/35%	60/40%	55/45%	50/50%

<b>TOURNAMENTS</b>	Colour	90/10% per Institution	80/20 %per Institution	70/30% per Institution	60/40% per Institution
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**TEAM MANAGEMENT**

**(GDM, TEAM MANAGERS, TECHNICAL OFFICIALS & MEDICAL TEAM)**

<b>Games</b>	<b>DISCRPTION</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
<b>World Student Games</b>	Gender	60/40 %		50/50%
		70% to be Black African /		60% to be Black African /
	Colour	Generic Black		Generic Black
	Disability	1%		4%
<b>World Univ Championships</b>	Gender		70/30 %	
	Colour		10 % of each team	
	Disability		1%	
<b>CUCSA</b>	Gender		60/40%	
	Colour		20% of the Team Should be White	
	Disability		1%	
<b>FASU (Institutions)</b>	Gender		N/A	
	Colour		N/A	
	Disability		N/A	
	Gender	70/30%	60/40%	55/45%
	Colour	N/A	N/A	N/A

<b>USSA TOURNAMENTS</b>	Disability	1%	3%	5%
	Student (Official)	A minimum of 1 student per Institution	A minimum of 1 student per Institution	A minimum of 1 stu per Institution

### 3.2. Employment Equity

The aim is to further align the **USSA and NUSA** recruitment strategies with South African demographics. According to Statistics South Africa (Stats SA) in **2017** the South African demographics stood as follows:

<b>POPULATION GROUP</b>	<b>SA DEMOGRAPHICS*</b>
African	81%
Coloured	9%
Indian/Asian	2%
White	8%

### 3.4. Other Initiatives

3.4.1. Improve access to sport (i.e. the USSA sport codes) and to increase participation opportunities at the MU. Unused equipment and apparel are to be donated to MU for use in University leagues, at USSA's etc. This will be measured by calculating the Rand value of donated goods;

3.4.2. The training of officials used in sports codes rests with the National Federations in association with University Sport South Africa (USSA) and the relevant National University Sports Associations (NUSAs). Costs are covered by VS subject to Executive Committee (EXCO) approval. For example: Athletics technical officials etc. This will be measured by calculating the amount of officials that have been trained each year;

3.4.3. Community development and social responsibility campaigns will be advanced throughout. These University specific projects and programmes should demonstrate

alignment to the marketing of University Sport and its possibilities. This will be calculated by measuring the number of campaigns held each year; and

#### **IMPORTANT NOTES:**

- University Sports South Africa can only guide MU strategic planning with regards to student numbers and transformation figures;
- University Sports South Africa cannot influence MU equity planning with regards to staff (including targets, external factors and impact); and
- University Sports South Africa can only guide MU resource support for transformation planning

## 4. MONITORING, EVALUATION AND REPORTING PROCESS

NUSAs to introduce a multi-dimensional Transformation Scorecard formulated and designed to bring about the establishment of a competitive and demographically representative sport system focused on human resource development guided by a value set based on equal opportunity, fairness and just behaviour, equitable resource distribution, empowerment and affirmation.

The USSA Transformation & Development Sub Committee with the High Performance Committee will be responsible for the monitoring and evaluation of the above-mentioned data to ensure that all NUSA's are compliant. The NEC of USSA upon approval of all Teams that are due to represent SA at International Tournaments should submit the approved Teams to the Subcommittee for evaluation. The USSA National Office will on an annual basis submit statistics of participation at USSA Tournaments to the Subcommittee.

## 5. VIOLATIONS, APPEALS AND THE APPEALS PROCEDURE

If a MU does not reach the target specified for the relevant VS sport code, it will be regarded as a Violation. For all information regarding violations, appeals and the appeals procedure, please refer to the Addendum 1 of the Competition Agreement with specific reference to Clause 8: Disciplinary Procedure.