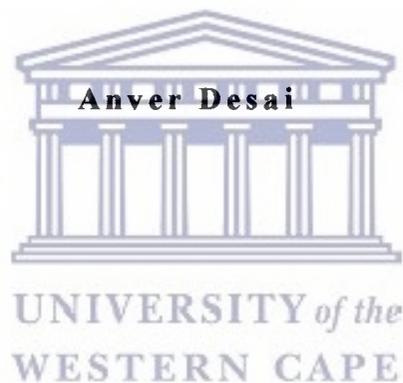


**THE TRANSFORMATION OF SPORT IN SOUTH AFRICA :
A CASE STUDY OF THE WESTERN PROVINCE CRICKET
ASSOCIATION**

By



**A mini-thesis submitted to the School of Government Faculty
of Economic and Management Science, University of the
Western Cape, in partial fulfilment of the requirements for
the degree of Master in Public Administration.**

October 2002

Supervisor : Professor Chisepo J.J. Mphaisha

DECLARATION

I declare that this mini-thesis is my own unaided work. It is being submitted for the degree of Master in Public Administration (MPA) at the University of the Western Cape.

I further testify that it has not been submitted for any other degree or at any other university, or institution of higher learning.



Anver Desai

ACKNOWLEDGEMENTS

I would like to express my gratitude to the following people and organizations for their valued contributions to this dissertation:

The Western Province Cricket Association for allowing me to evaluate its Transformation and Reform programmes.

Nabiel Dien, Firoza Karriem and other employees at WPCA for their assistance and input.

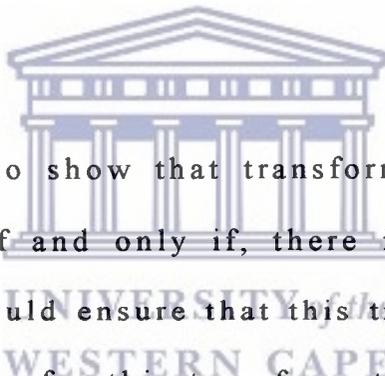
My wife, Rhoda, for her encouragement, patience and support.



My supervisor, Prof Chisepo J.J. Mphaisha, for his patience, guidance and academic assistance, which enriched the research.

ABSTRACT

It is my intention to research the transformation of sport in WPCA with particular reference to the role sport can play as catalyst to reconstruction and development, national reconciliation, nation building, community empowerment, democratic participation, politics and administration reform, transformation economics and resource allocation and management.



Furthermore, wish to show that transformation in sport can only be successful if and only if, there is transformation of public policy that would ensure that this transformation would take place. Moreover, for this transformation in public policy to be successful, appropriate measures have to be put in place, which would ensure that the proper management and training needed for the successful implementation of new public policy is in place. In addition that it is not sufficient to transform sport among race groups alone, there should be blatant transformation among gender groups as well, from players to top management. In other words there should not only be a greater presence of male in sports (amateur and professional)

but also a greater presence of female “sportspersons” in the entire sports hierarchy.

The focus of my research will pay special attention to the transformation in sports, particularly at a local level. This study attempt to show how national and regional policies have been implemented and the effect they have in transforming sports at local level using the Western Province Cricket Association (WPCA) as a case study to show how much or how little transformation has taken place at an institutional level as well as cricket at a local level. Whether transformation has taken place at all will also be investigated.

In conclusion, from the results achieved, make some policy proposals as to how the transformation process can be bettered and how this can positively affect growth in South Africa and particularly the WPCA.

ABBREVIATIONS AND ACRONYMS

AAD	Affirmative Action Document
ANC	African National Congress
CEO	Chief Executive Officer
CTCC	Cape Town Cricket Club
MDM	Mass Democratic Movement
NSC	National Sports Council
SACA	South African Cricket Union
SASA	South African Sports Association
SANROC	South African Non-Racial Olympic Committee
SACBOC	South African Cricket Board of Control
SPCC	Sea Point Cricket Club
TMC	Transformation Monitoring Committee
UCBSA	United Cricket Board of South Africa
UDW	University of Durban Westville
USSASA	United Schools Sports Association of South Africa
WPCA	Western Province Cricket Association
WPCB	Western Province Cricket Board
WPCF	Western Province Cricket Federation
WPCBOC	Western Province Cricket Board of Control
WP	Western Province
YMCA	Young Man's Christian Association

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CHAPTER ONE

INTRODUCTION

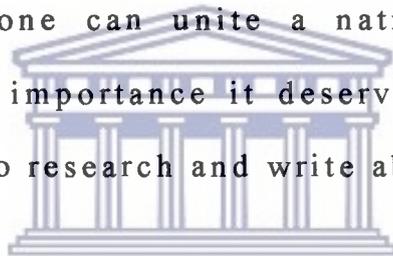
In this study, the focus is on transformation in sport, particularly at a local level, using the Western Province Cricket Association (WPCA) as a case study. This will be done by looking at the historical background, the formation of the WPCA and then looking at Institutional and Cricket transformation and reform. I will also investigate what National and Regional policy interventions were used to effect transformation and reform and to investigate how the UCBSA'S Transformation Charter was implemented and how successful the WPCA'S Affirmative Action Document was? Were targets achieved by the WPCA as set out in the UCBSA'S Charter as well as WPCA'S AAD?

STATEMENT OF THE PROBLEM

Most of the unemployed form part of the youth of this country, thus if it is possible to absorb these youth into a sport's programme, be it cricket, soccer, etc. it would act as a 'dampener' on crime rates. The reason being that if youths are now playing cricket for example, they have less time to spend on the streets, thus having less of a motivation to commit any crimes. Subsequently the reduced crime levels

will have a positive effect on investment in this country that in turn leads to an increase in GDP and ultimately economic growth. Once economic growth is evident the country will be able to absorb the unemployed, reduced poverty, provide better education, better the living standards of the poor and so on.

In retrospect then sports and the transformation thereof has taken a back seat for far too long. It has always been seen as a less important criterion of development. However, recent events such as the cricket and rugby World Cups have shown that sport alone can unite a nation and therefore should be given the importance it deserves. It is for this reason that I intend to research and write about the issue.



Furthermore, my close affiliation with the WPCA has exposed me to the transformation process and the effect it has on our community. This gave the motivation to research this area and attempt to highlight all the shortcomings or positive aspects presently in place in WPCA. I merely intend to provide some sort of constructive proposals on how they can enhance transformation in sport so that the entire community benefits there from.

In 1995, the Unity Talks, that was a merger between, the Western Province Cricket Board (WPCB) and white Western

Province Cricket Union (WPCU). The WPCB was aligned to the South African Council on Sport (SACOS), which said that we would not have “normal sport in an abnormal society”. They represented the majority of the oppressed. It was through the campaigning of SACOS that South African sport was isolated from international sport.

Did this unity between WPCB and WPCU lead to the transformation in cricket in all its facets? Was it successful? WPCA claims it has transformed the most in respect of player representation and administration. Is this true?



How has the WPCA transformed and reformed according to the legislative and policy instruments introduced to drive the transformation process? The new government’s commitment to reconstruction and development, national and local reconciliation, and the democratization and community empowerment placed considerable emphasis on the need for the transformation of sport nationally and locally from the instrument of discrimination, control and domination to an enabling agency which serves and empowers in an equitable, responsive, accountable and transparent way. A major component of the transformation process was the

introduction of more equitable, efficient and effective provision of services.

External pressures have reinforced internal pressures for Change. In recent years many citizens have embarked on a thorough re-evaluation of the role of sport for reconciliation in their societies. This has been in response to a number of factors, including:

The growing impact of cricket internationally and financial mobility (sponsorship, TV rights, etc)

There is an increasing trend towards economic liberalization and political democratization.

The increasing international spread of communications and information technology.

Sport is seen as entertainment and not only as recreation.

People can represent their country and have National Pride irrespective of race.

To help to ensure that the various decisions required to address AAD are consistent with each other.

Did the AAD address what it set out to do?

Were all the targets of the AAD achieved?

Were there implementation problems with the AAD?

Was there the establishment of clear criteria and indicators for the monitoring and evaluation?

Did policy makers mobilize support through stakeholder involvement?

Did the organization have the time, capacity and costs to implement the AAD?

Is the AAD still valid?

Were effective monitoring and evaluation mechanisms put in place? If so, were results fed into an ongoing process of policy reformulation, planning and review?

Was there effective consultation during all stages of the policy process with internal and external stakeholders?

OBJECTIVES OF STUDY

A number of policy frameworks were published to guide the introduction and implementation of new policies and legislation aimed at transforming South African Cricket.

The areas of Transformation:

Institutional Transformation and Reform – creating a unified and integrated WPCA.

Rightsizing – Strategies outlined for creating a leaner service, efficiency savings, realigning personnel. Co-ordination and Inter-provincial Relations – how does WPCA fit in the broader picture?

Transforming service delivery at the organization.

Representivity and Affirmation Action and Women Empowerment in WPCA and how policy interventions were implemented.

How WPCA is democratising the workplace, promoting external involvement and accountability, building organisational capacity and good governance.

The Building of Human Resources Capacity and Employment policies and Industrial Relations within the workplace.

To see if it is developing a professional service ethos with good Codes of Conduct and Discipline and Combating Corruption.



RELATED RESEARCH

Ms Lynette Steenveld's preliminary analysis of the media's treatment of Cricket Transformation (1999) looks basically to how the different print and visual media report on Cricket Transformation. She concentrates on articles that highlight problem areas and what discourse is taken by the specific media.

The Transformation Monitoring Committee of the United Cricket Board's half yearly reports mainly monitors the implementation of the ten thrusts of the Transformation Charter and how the different affiliates implement these interventions. It also gives the Targets and quotas to be

achieved by the different sections of its affiliates as well as the targets achieved by them. The TMC is the monitoring section of the Transformation process of the UCBSA. The TMC relies on information supplied by the different Provincial Monitoring Committees.

There is no research being done, or study in the past that looked at the Transformation and Reform of Sport by looking at how policy interventions are used to achieve institutional as well as Cricket Transformation. Thus, there is a need to research about this because of the situation we have in sport at the moment. The Sport's Administrators want to scrap quotas and targets, whereas the politicians, who have a mandate from the people, want it to remain. Transformation and Reform has not achieved the quotas and targets in many sporting codes, especially representivity at Provincial and National level. Cricket is definitely one of these codes.

RESEARCH DESIGN (METHODOLOGY)

The research design or methodologies of this study focuses on examining the transformation of sport in South Africa a case study of the Western Province Cricket Association.

The research will start with the historical background to the formation of the WPCA, institutional transformation and reform and then investigate transformation and reform of cricket. The WPCA will be looked at. How it has evolved, the policy interventions on a national and institutional level, its business plan and composition of the organization.

I am specifically looking at the Transformation Charter of the UCBSA and the AAD, and how it was implemented and if the WPCA has reached the set targets and goals from 1995 to 2001.

My focus will be AAD of the WPCA and its implementation in the cricket, development and administration of the organization.



SAMPLE OF SUBJECTS

Interviews were held with key role players who were involved in the WPCB and WPCU. Those administrators involved in the unification process, educators involved in the WPCA structures, Senior and Junior Youth Committee members, Nabeal Dien cricket manager, coaches, players, cricket correspondents and staff at the WPCA were all interviewed.

The Policy Documents of UCBSA and WPCA with specific reference to AAD of WPCA will be researched by having consultation with role players, interviews and data collection,

The collecting and analyzing of the data will be transcribed into meaningful information in order to complete the empirical study. It will be presented as statistics, graphs and descriptive presentations.

SIGNIFICANCE OF STUDY

The youth of this country is the majority and form the greatest percentage of the unemployed in this country. Sport is something that most youth are able to express themselves in. If the appropriate sport facilities are made available to the youth they will be able to redirect their time constructively. In that way the youth feels as if he/she has accomplished something and the confidence and morale that has been robbed from them by racist policies is now re-instilled. The result is a better more positively reinforced person who can now contribute to the building of their country through their experience.

A study of this nature is important to the WPCA. It will be able to evaluate its progress since unity. This information

is also beneficial to the TMC, PMC and the Sports persons who struggled to rid sport of racism and inequalities.

Regional and National sports divisions of government will get an insight into the complex challenges, problems and highlights of Transformation and Reform in Sport.

Policy makers will be able to evaluate their policy frameworks and be able to improve or introduce new policies and legislation aimed at transforming South African Cricket.

My investigation would provide decision-makers and other people within the organization involved in the policy process to evaluate the progress made since 1995 with regard to AAD.

Help policy makers in the organization to identify a clear course of action to promote AAD.

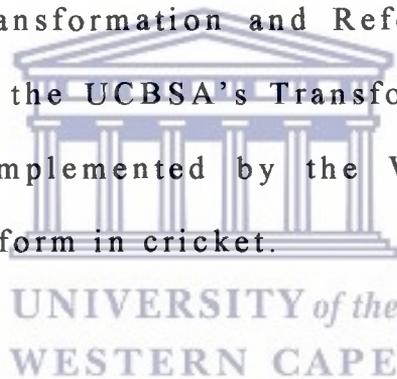


STRUCTURE OF THE STUDY

In Chapter 2 we have the historical overview looking at the WPCU and the WPCB. The merger of the two bodies and finally the formation of the WPCA in 1995.

Chapter 3 the WPCA as an institution is investigated and if the unity process has been successful. I also look at institutional transformation and reform of the WPCA and the AAD policy.

In Chapter 4 the Transformation and Reform of Cricket is focused on, and how the UCBSA's Transformation Charters' Thrusts are being implemented by the WPCA to achieve transformation and reform in cricket.



CHAPTER TWO

HISTORICAL BACKGROUND

In this Chapter we discuss the origins and merger of the WPCU and WPCB into the WPCA.

Western Province Cricket Union (1890-1900)

The WPCU was formed at a meeting in the Thatched Tavern, Greenmarket Square, in the centre of Cape Town, on 5 September 1890. There were four clubs represented namely Western Province Cricket Club, Claremont, Cape Town Cricket Club and Sea Point.



In his book *WP Cricket 100 – not out* (1999), A.C. Parker quotes the resolution taken at Cape Town Cricket Club’s meeting, which read as follows” that during the past season the necessity has been frequently urged on members of your committee by members of your club to wrest from the Western Province Cricket Club the apparent monopoly which they held in the administration of cricketing matters in the Western Province and obtain equal representation for all first-class local clubs on a duly constituted board in whose hands the sole management should rest.’

The formation meeting agreed upon the following rules at the September 5 1890 meeting that:

The local cricket union be called Western Province Cricket Union and be affiliated to the South African Cricket Association.

Western Province Cricket Club, Claremont Cricket Club and Sea Point Cricket Club to be admitted to the WPCU.

Affiliation fee be one guinea, annual subscription for each club be one guinea for each representative. The fee and subscription to be paid on admission to the WPCU and, thereafter paid at the Annual General meeting.



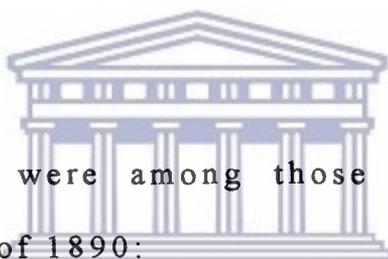
A committee, consisting of the president, the secretary who also acted as treasurer and representatives from the various clubs affiliated to the WPCU, manage the affairs of the Union.

WPCC had four representatives, CTCC two and SPCC one, a quorum to consist of representatives of at least three different clubs.

The AGM be held not later than the third week in September of each year.

Special General Meetings may be called at any time by the secretary and shall be called upon a written request of any three clubs setting out the reasons for convening such a meeting.

Any general meeting shall have the power to add to, alter amend or rescind any of the resolutions aforesaid.



The following clubs were among those affiliated to the WPCU by the summer of 1890:

Cape Town (1857), Western Province (1876), Diocesan College, South African College, Wasps later Mowbray, Woodstock, Garrison, Cape Times, United Services, Simonstown, Letton, Banett, Somerset, Caxton, Adderly, Wynberg Rovers, Central Telegraph, Zingari, Springfield, Reservoir, YMCA, Central, Alfred, Rosebank and Nil Desperandum. Some of these clubs catered for juniors. Most of these clubs had a limited period of existence.

Cricket in those early days was firmly rooted in the country districts. Clubs were to be formed in Paarl, Malmesbury,

Touws River, Worcester, Ceres, Stellenbosch, Swellendam, Robertson and as far as Matjiesfontein and Victoria West.

Part of the farm Mariendal was available for renting or to be purchased. These large tracks of land, was adjacent to Newlands station on both sides of the line. It belonged to Lydia Corrina, Vicomtesse de Montmort who received it as a wedding present from her father. In 1887 the Newlands ground was rented from the Vicomtesse for £50, though erf 27 was part vlei and heavily wooded it was the ideal cricket site. In 1888 the fee increased to £100 and was fixed for the next 25 years. (1903)

On January 2, 1888 Newlands had its first two-day game between Mother Country and Colonial Born. (1888 also saw Cape Town Cricket Club's new home ground at Newlands following an agreement with the Western Province Rugby Union.)

Newlands was purchased by WPCC for a sum of £3 000 on March 4, 1896 with one condition that WPCC forgoes all water rights except 3 000 gallons per week guaranteed by the existing lease.

The WPCU was seriously disrupted by the First World War (1914 – 1918) with many cricketers away on active service.

The Western Province Cricket umpires Association was formed on December 20, 1911. In July 1932 the WPCU agreed that its official colours should be light blue and white, with a Protea (*Grandiceps*) as the emblem. January 1940 saw the inaugural Nuffield Week that donated £10 000 for the encouragement and development of white schools cricket in South Africa. The first Nuffield week for white schoolboys was held in Natal and the second one was held in Cape Town.

Eddie Barlow, who was placed in charge of development of White schoolboys as Director of Coaching outlined his plan in 1973:



Boys showing above average ability should have the benefit of expert coaching.

Schools were divided into sections on geographical basis, each having an organizer who reports to the Director and an excellence squad to be chosen for specialised coaching.

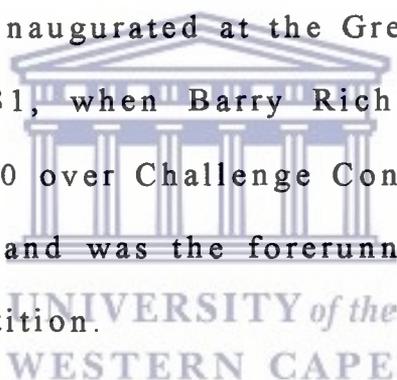
Boys with talent to be selected for Nuffield teams, an u/13 and u/15 provincial junior squad was also selected.

Senior schools were grouped into four sections – Northern, Southern, Western and Central.

Schools like Bishops, Rondebosch, SACS and Wynberg were allowed to employ their own coaches.

Also in 1973, John Passmore was 'Congratulated' on the opening of the first two nets for African cricketers in Langa and also on the introduction of the first John Passmore Week for African schoolboys.

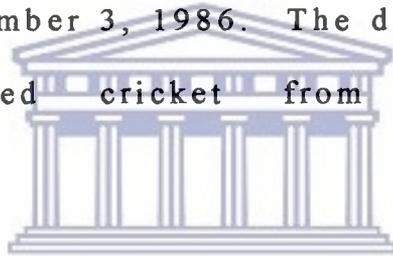
Night cricket was inaugurated at the Green Point Stadium on March 23, 1981, when Barry Richards and Graham Pollock played a 20 over Challenge Contest. It attracted a crowd of 8 000 and was the forerunner of the Benson and Hedges Competition.



The 1982/83 season was controversial because of the impact of the 'rebel' tours of the unofficial Sri Lankan and West Indian teams to South Africa. Notice was given that "Monorgan" had to be vacated by April 1984. It was later purchased by WPCA. Recommendations were accepted by the Commission aimed at broadening the scope of coaching, to include pupils at Coloured and African schools. A.C. Parker (1999) writes that at this stage the system of Zonal coaching had been attended by 3

510, of whom about 800 were Coloured and African scholars. It was agreed in 1984 that WP should participate in a Bakers Biscuits Sponsorship scheme of R 7 500 for the promotion of Mini Cricket.

On October 8, 1986, an agreement was signed between WPCU, WPCC and Benson & Hedges for the actual construction and installation for the flood lighting system to be installed at Newlands. This was used for the first time for the first day – night match at Newlands against Transvaal on December 3, 1986. The day – night cricket format transformed cricket from a sport into entertainment.



Development Of Black Cricket In South Africa And The Formation Of SACBOC

In 1926 the South African Independent Cricket Board broke away from the South African Coloured Cricket Board. Black cricket had been played along religious and ethnic lines in the Western Cape and throughout South Africa.

In 1945 the first steps to reunite black cricket were taken when the South African Indian Cricket Union muted the

idea of forming the South African Cricket Board of Control (SACBOC). SACBOC was formed in Johannesburg in July 1947, consisting of the SA Indian Cricket Union, SA Coloured Cricket Association and the South African Bantu Cricket Union. The SA Barnato Board was allowed to join, subject to changing their name to the SA Malay Board. SACBOC staged its first inter-racial tournament in Johannesburg in 1951 with the Dadabhai Tournament. Two more biennial tournaments were held in Johannesburg before the final inter-race tournament was completed in Cape Town in 1958. These tournaments provided cricket lovers with the opportunity to see the best cricketers compete against one another.



UNIVERSITY of the
WESTERN CAPE

SACBOC was severely criticized for its makeup within its controlling bodies. Mogamad Allie in *More Than A Game* (2000) refers to A.E. Docrat's secretarial report to the SA Coloured Board in 1954 to the tensions between the various groups when Docrat writes that there was however one aspect of SACBOC's activities in which the Board of Control apparently had failed, in that it was not able to unite to any great measure the feeling of racial harmony amongst the various groups participating and to a greater degree among the spectators. Docrat strongly recommended that the Board of Control should rather

attempt to stage the tournament on provincial lines rather than ethnic lines.

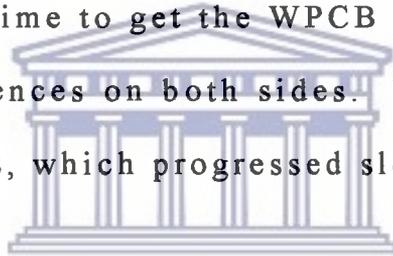
The WP Cricket Federation (WPCF) arranged a series of inter-union matches involving Central, the WP Coloured Cricket Union (Malays), the WP Bantu Cricket Union, the WP Indian Cricket Union, Stellenbosch District and Hottentots Holland. In order to consolidate this unity, the WPCF undertook a tour of the eastern Cape and Natal in December 1953.

For the first time a mixed Western Province Team was selected and left on the back of a lorry as it was felt to be a good way of getting players from various backgrounds to bond. The WPCF played a friendly at the Vineyard in Claremont against a "European XI" two weeks after the teams returned from the tour. Playing on a turf wicket was a completely new experience for them.

The WPCF only lasted two years (1953 – 1955) before it disbanded due to financial reasons; and Peninsula and Western Districts Cricket Board refused to join them.

SACBOC's big breakthrough eventually came when Kenyan Asians toured in 1956. This was the first tour to South Africa organized by black cricketers. The Western

Province Cricket Board of Control was specially formed to organize the visit of the Kenyan Asian team to Cape Town. Hartleyvale was eventually chosen as the venue as the WPCBOC turned down an offer from the white WPCU to use Newlands. Mogamad Allie in his book quotes Seegers as saying that the process of unity gained momentum when they succeeded in moving the headquarters of the SA Coloured Cricket Board from Kimberly to Cape Town and in addition the Kenyan tour made everybody realize that they had to unite. However, it still took some time to get the WPCB off the ground due to religious differences on both sides. This hampered the unification process, which progressed slowly.



Basil D'Olivera's side reciprocated and toured Kenya in 1958. SACBOC wanted to keep the momentum of international tours going and a tour in November and December of 1959 by a West Indian side took place.

South African Sports Association (SASA) which was a federation of non-racial sport organizations formed in 1958 was faced with its first crisis. The agreement by the apartheid government was that blacks would play test matches against blacks and whites would play against whites. This would, of course, protect white South

African cricketers, as they would play the white cricketing nations of England, Australia and New Zealand. The blacks would play Kenya, Uganda, West Indies and other black nations. It was seen by SASA as a way to consolidate apartheid. It took SASA one year to get the tour cancelled. The ANC played a significant role when Ahmed Kathrada said that the organization would call out the ANC Youth league to disrupt the game. Eventually SASA, the ANC, the SA Indian Congress, the Congress of Democrats as well as other groups both in South Africa and abroad, exerted sufficient pressure on SACBOC to force the cancellation of the tour.

It was a combination of pressure from players who were keen on playing together after having had the taste of playing against each other at the inter-racial tournaments and also during fund-raising friendlies and a new breed of politically aware young administrators that paved the way for the eventual formation of the WPCB in 1959.

Western Province Cricket Board (WPCB)

The WPCB was established at the Immaculata High School in Wynberg on Sunday, 1 February 1959. The WP Indian Cricket Union affiliated as the United Cricket Union, WP Bantu Cricket Union affiliated as Langa

Cricket Union. The Green Point Track home to Western Province Coloured Cricket Union (Malays) had to change their name to the Western Province Cricket Association while the WP Cricket Union became the Paarl Cricket Union.

Cape and District, Central, Cosmopolitan, Maitland, Parow, Paarl Prolific, Stellenbosch, Wynberg and District, Hottentots Holland and Somerset West were the other founder members. The formation of the WPCB brought to an end the racially - based organizations and was in keeping with the increasing political awareness of the disenfranchised at the time. One of the major decisions taken was an agreement by unions not to participate in national racial tournaments any longer. Units were accepted on the principle that they in no way have any racial affiliation. This was a major step since several units still belonged to their national racial bodies when the WPCB was formed. WPCB's first Annual General Meeting was held in the City Hall on 25 October 1959. In his 1959/1960 secretarial reports to the AGM, the secretary reported that the WPCB's fostering of unity between the different ethnic groups had worked on and off the field.

Langa failed to register for the 1960/61 seasons due to administrative difficulties. United and Cosmopolitan ceased to exist while Paarl Prolific and Paarl Union were instructed to merge. All unions had to register their players at a cost of 5 cents per player and a fine of R2 for late registration. A total 3 383 of players were registered in the WPCB in 1960/61.

WPCB had unified the various racial bodies under one umbrella in 1959, the national controlling body SACBOC (est. 1947) still comprised of the various racial bodies. At a conference held in Johannesburg on 9 April 1960, SACBOC appointed an eight-man committee to draft resolutions relating to the formation of a single, national non-racial controlling body. The committee recommended.

That SACBOC consist of provincial units and that these units be non-racial entities.

That SACBOC demarcates the playing area of each province and strives for international recognition.

The following methods were to be used to effect the changes:

The provincial units draft and accepted a constitution to be approved by SACBOC

That SACBOC convenes a meeting in Cape Town in January 1961 for the express purpose of transferring control to the provincial units.

That the national units cease to exist henceforth but that they be given a further period of six months to conclude their business.

In 1961 at the Cape Town meeting, a decision was taken that membership to SACBOC became only eligible only to provincial boards or federations, which had discarded the racial set-up.

In an effort to stimulate interest in the local game and provide opportunities for club players, the Fester Trophy for Champion clubs in the respective unions was re-introduced in the 1965/66 seasons. A two-day Super League Competition was introduced for the respective units in the WPCB in an effort to improve the quality of the game and to provide more players with an opportunity to play at higher level.

The first junior games in the WPCB were organised during the 1966/67 season. Allie quotes the Cape Herald of 17 December 1966, which reported that cricket for juniors, was rapidly becoming the rule rather than the exception. Most of the leading unions had commenced to cater for the need of the youngsters and that Metropolitan had staged their first junior fixtures a week prior to the 17 December 1966. Prior to the official junior fixtures there had been no formal cricket for juniors and that youngsters who wanted to play had to play in their senior side. An u/21 section was introduced and ran on the same basis as the super league. This proved a great success and was an important motivating factor for emerging players. A one-day consisting of two innings for the B-section was established for unions unable to participate in the A-section for domestic reasons.

The Western Province Board (1968-1987)

The first attempt to bridge the Apartheid divide and struggle for non-racial sport

International condemnation of the National Party's Apartheid system grew stronger. White South African sport found itself isolated from the international sporting arena. South Africa was expelled from the International Olympic

Committee and the Imperial Cricket Conference in 1961. This was due to the efforts of Dennis Brutus – London based SA Non-Racial Olympic Committee (SANROC), which was the major force in isolating South African Sport.

White South Africans were playing test cricket against the fellow white nations like England, New Zealand and Australia. These white sports-persons were unconcerned about the plight and hardships of their fellow black cricketers. England cancelled their proposed tour to South Africa in the late 1960's. This tour was cancelled because of the inclusion of Basil D'Olivera in the England team.

Black cricket had unified under the banner of the SA Cricket Board of Control (SACBOC), the next step would be to unite black and white under one banner. The white SA Cricket Association made attempts at unity in conjunction with the government that announced new multi-national sports policy. This was only to get re-entry into the international arena. But the realities of the South African political situation, which regarded blacks as second-class citizens and disenfranchised, dictated that no true unity would be accomplished unless, and only if apartheid was abolished.

SACA, SA Cricket Board and SABOC led to the formation of the SA Cricket Council, then the committee of nine and eventually establishing the SA Cricket Union (SACU) in 1977. The former SACBOC president, Rashied Varachia led the SACU. WPCB did not accept this "normal" cricket with exception of a minority of players and administrators. This led to the formation of the SA Cricket Board in 1997 to continue the non-racial struggle in cricket.

As the apartheid regime flexed its muscles and became more ruthless in the implementation of its racist policies, which saw people forcibly moved from their homes, political opponents banned and exiled, comrades murdered and exiled, internal and international opposition to white South Africa began to intensify.



Bill Lawry's Australian side had the last official tour to South Africa in 1969/70. It was to be the last official international South African cricket had until unity in 1991. In April 1971, sports minister Frank Waring made the moves toward integrating cricket. Mr Hassan Howa then coined the phrase "No normal sport in an abnormal society".

In 1972 SACA agreed to meet SACBOC. One of SACBOC's demands was for merit selection to the national team following mixed trials. In the 1972/73 season, SACBOC

rejected SACA's offer to select its own team. After the failure to establish a trust fund in 1972, which offered SACBOC equipment and coaches, SACA with the help of the South African Cricket Board formed the Cricket Council of South Africa. The Council's purpose was to create a liaison between SACA, SAACB and SACBOC and to have consultations on matters concerning cricket. SACA insisted that each body should retain its identity and that cricket should continue to be played as in the past. SACBOC refused to be part of the Council, as this would have meant acceptance of cricket played along racial lines.

In a major development, which was to have far reaching consequences for the international sports boycott for White South Africans, was when several non-racial sport organizations got together to form the South African Council of Sport (SACOS) on 17 March 1973 in Durban. SACOS adopted the following resolutions at the Conference:

To attempt for international recognition by making sincere overtures to White - controlled national bodies to work with non-racial bodies.

To attempt to resolve the problems confronting non-racial sport through the lack of facilities and adequate sponsorship.

To urge the private sector to look at the disparity of sports sponsorships.

To stop the practice of applying for permits to play sport as it was considered degrading and humiliating.

The slogan of “**No normal sport in an abnormal society**” was to become synonymous with the non-racial sports movement. SACOS became a powerful force by articulating the ideas of the non-racial fraternity in international forums, while at the same time developing policies such as the double standards resolution internally. These policies were to have a profound effect on the isolation of White South African sports as well as providing direction for the non-racial sports movement within the country. SACOS was instrumental in bringing white South Africa’s sporting isolation onto the world agenda.



The presidents of SACBOC (Hassan Hawa), SACA (Boone Wallace) and the South African Cricket Board (H.M. Butshing) met on 25 March 1973 in Cape Town to discuss the issue of merit selection and South Africa’s admission to the International Cricket Council (ICC). After several years of negotiations, SACBOC, SACA and the South African Cricket Association agreed to play underneath one banner on 18 January 1976 at a meeting held in Johannesburg.

WPCB and the newly formed SA Cricket board struggled to find their feet after the loss of several key players and top administrators to the SA Cricket Union. Many WPCB players went to play in the WPCU leagues. Hassan Howa was forced to leave WPCB through a vote of no confidence after refusing to disclose details of meetings with Ali Bacher, the Managing Director of SACU.

There was a tense political atmosphere in the country with Sharpville (1976), anti-apartheid protests from students and the labour sector. Since the ANC had been banned the labour sector took over the internal resistance. The contradiction of playing normal sport on a weekend and then returning to the townships and the reality of apartheid, was what many of these WPCB players faced when they played in the WPCU leagues. Not only was this the dilemma but also the community, friends and family ostracized them. 1984/1985 saw many players return to the WPCB as the police killed 955 people due to political events.

Conflict and Unity (1987 – 1991)

1989 saw the emergence of the National Sports Council (NSC) as an alternative to SACOS. The NSC was the sport

wing of the ANC as both the ANC and PAC were unbanned. The ANC was still in exile but the Mass Democratic Movement (MDM) planned mass marches. It was clear that the liberation forces wanted to replace SACOS with the NSC as the representatives of non-racial sport.

The unity process forged ahead to meet the ANC and the NSC demands. At a meeting on 13 January 1991 at UWC, a WPCB meeting succeeded in passing a motion to review and rescind the resolution to bind the WPCB to SACOS, thus paving the way for the NSC to get a foothold on the WPCB. This opened the way for unity talks and finally unity with the WPCU.



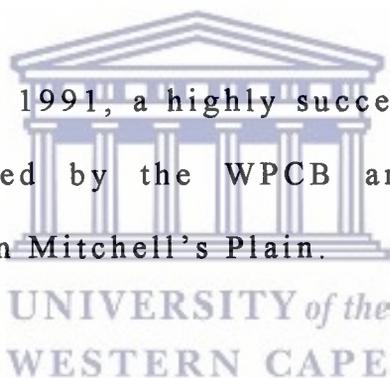
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The ANC played a key role in getting the SACB and SACU together. While the movement towards unity was proceeding smoothly at national level, there was disagreement within the WPCB by certain clubs that the time for unity was not appropriate as there had not been sufficient change in the political situation in the country. But the WPCB listened to the ANC, which said that they should start unity negotiations. They accepted this as the ANC was at the forefront of the liberation struggle. The WPCB was finally granted authorization on 20 February 1991, to proceed with unity talks with the WPCU.

Committees were formed to formulate WPCB position in their respective areas of administration before commencing with negotiations with WPCU. An icebreaker meeting was held at the Newlands Hotel on 22 February 1991 between the WPCB and WPCU.

On 4 March 1991 the two executives met formally at Newlands, where the meeting adopted the Declaration of Intent to put the unity process in the Western Province on track.

On Sunday, 10 March 1991, a highly successful mini cricket festival was organized by the WPCB and WPCU at the Stephen Regan Oval in Mitchell's Plain.



The Western Province Cricket Association (WPCA)

Through the process of negotiation, Clem Druker of the WPCU was eventually elected President of the Unified body called the Western Province Cricket Association (WPCA).

It was agreed that there would be 50 – 50 representation at executive level and on all committees.

The issues of development and redressing the imbalances in facilities were seen as priorities.

Status quo to remain for two years as far as the executive and Premier League was concerned.

The Presidency would rotate annually.

First Constitution to recognize blatant inequalities and address these inequalities and to actively combat racism and this was reflected in the representation of the first WPCA committee.

The table below represents the representatives of WPCB and WPCU members on the first WPCA Committee:

Committee	Representation	
	WPCB	WPCU
Executive	10	10
Local League Committee	7	7
Constitution Committee	2	2
Selection Committee	3	3
Facilities Committee	3	3
Coaching	4	4
Development	3	3
Playing Affairs	2	2
Disciplinary	1	2

Source: WPCA AAD

The new Western Province Cricket Association (WPCA) was inaugurated at the Protea Suite, Newlands on Tuesday, 25 June 1991.

Why Transformation and Reform within the WPCA

The new Government of National Unity in 1994, through the Constitution of the Republic of South Africa, was committed to reconstruction and development, national reconciliation, democratization and community empowerment, which placed

considerable emphasis, by the need for the transformation of our sporting bodies from an instrument of discrimination to an enabling agency which serves and empowers in an equitable, responsive, accountable and transparent way. A major component of the transformation process was the introduction of more equitable, efficient and effective provision of services and service delivery to all South Africans. External pressures had reinforced internal pressures for change. In recent years many sporting bodies and codes have embarked on a thorough re-evaluation of their role and function in society.

Trends and themes that have emerged in the process include the redefinition of the functions and role of the WPCA.

Achieving representativeness, particularly through affirmative or corrective action.

Creating a unified and integrated and cost effective organization, through processes of restructuring, rationalization and right sizing.

Promoting greater accountability, managerial responsibility and organizational development through processes of institution building, managerial reform, decentralization and cultural change.

Democratizing the organization by having internal democracy and external accountability.

Promoting human resource development and training for all employers.

Improving employment conditions and labour relations and

Promoting a professional service ethos.

In order to apply all these processes the organization WPCA had to develop certain policy interventions in order to align it with national policy frameworks.

These Priority Transformation Areas had certain key points:

It had to be based on new strategic change approaches based on state policy to be implemented.

Emphasis was placed on new enabling structures such as transformation units and forums to monitor Transformation.

Goals should be compatible and mutually reinforcing. Thus having an integrated and holistic approach to implementation.

Key processes to be followed are:

Strategic review of an audit of the structures, functions, operation and composition of the organization.

Policy formulation and the development of performance measures, targets and time frames for their achievement.

Strategic planning and implementation of the policy.

Monitoring, evaluation and performance measurement including performance related contracts of CEO's and heads of departments.

Co-ordination between departments and between the national body and the provincial units to monitor targets and transformation.

The development of an effective communications strategy with consultation and participation by all relevant stakeholders.

Policy research on all priority areas of the transformation process, including institutional transformation as well as cricketing teams from youth to senior levels.

Considerations for Successful Transformation are based on the following policy requirements:

Clear and effective communicated vision priorities based on what is desirable and feasible.

Building consensus, commitment and co-determination in the organization about a policy.

Development of an effective partnership with its constituents.

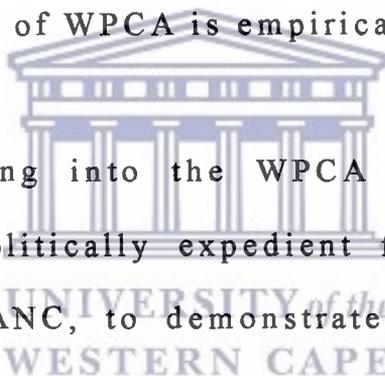
Political and moral will and decisive leadership with.

Flexibility and innovation and

Adequate financial and human resources.

Clear understanding of constraints and opportunities of the policy.

In the light of the above, we are going to investigate the level of Transformation and Reform that has taken place at the WPCA since unity in 1991. One has to seriously keep at the back of one's mind the historical past of the two organisations, namely WPCU and WPCB, when a study of a Transformation of WPCA is empirically looked at.



The basis for unifying into the WPCA at the time was political. It was politically expedient for the NSC, the Sports wing of the ANC, to demonstrate to the apartheid government that it had the power to open doors to international sport. All major sports were likely to be influenced by sport's politics.

Sport, therefore, had to play a major role in unifying the nation with all its cultures and backgrounds. Sports and politics were one and could not be separated. The old order wanted it separated but it is conjoined like Siamese Twins. It was difficult for SACOS administrators as well as those of the white apartheid body to believe that the unity process

would place the different cricket boards (WPCU, WPCB) on equal footing as they had played as separate racially divided unions for more than 100 years.

Therefore a sound policy framework had to be devised so that the imbalances of the past could be addressed. Administrators, officials, players, umpires and other role players involved in cricket spent many hours in discussing how the imbalances and injustices of the past would be addressed, the more relevant of which related to redress and representivity. It was agreed that there was a moral duty based on cricketing and economical reasons that cricket be exposed at all levels of the game in line with the new culture and ethos operating in a South African context.

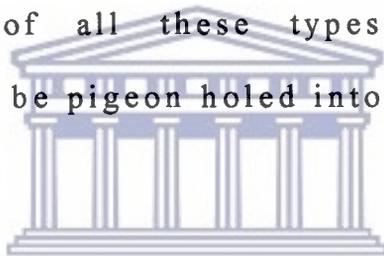


Paradigm shifts and mindsets had to be changed. Change itself is difficult. Therefore in December 1995, WPCA after broad consultation with all the role players drew up its Affirmative Action Document, which was to be the broad policy framework within which it was going to transform and reform the organisation and cricket in the Western Cape.

CHAPTER THREE

INSTITUTIONAL TRANSFORMATION AND REFORM (WPCA)

In my investigation it was difficult to place WPCA into a specific type of organization. The institutional is neither a public service organization, nor a governmental institution, nor a non-governmental institution, nor a private company. But when one looks closely at the WPCA we notice that it has characteristics of all these types of institutions; therefore it could not be pigeon holed into a specific type of organization.



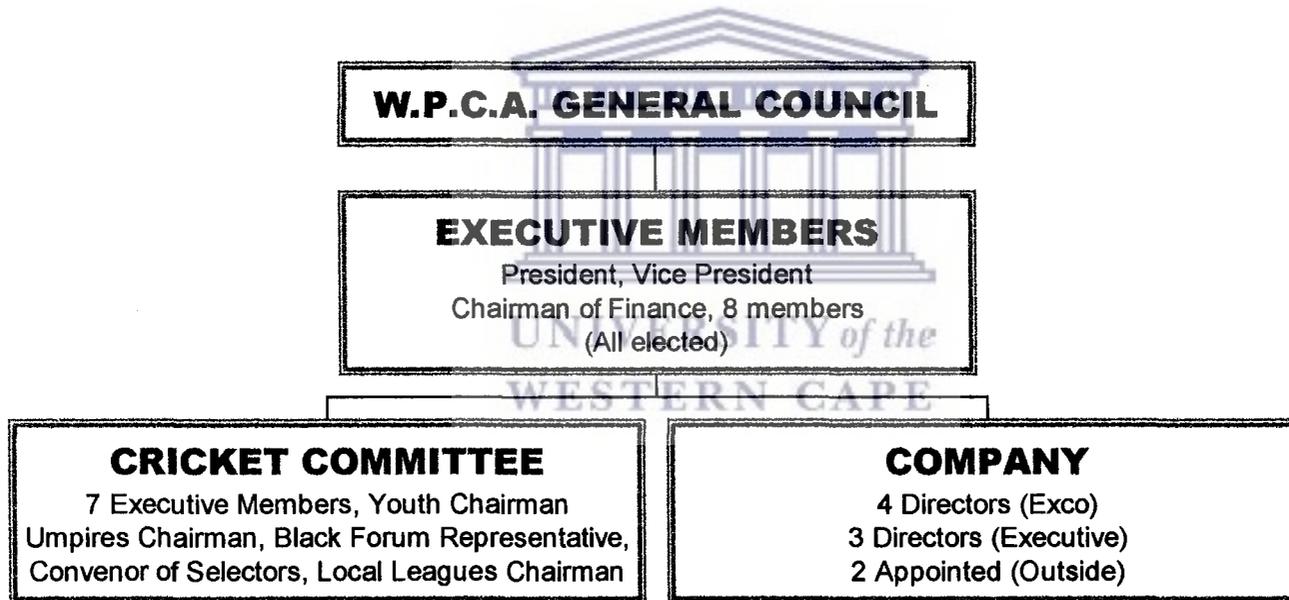
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When we look at the two organograms we notice that there has been a change from the 2000 / 2001 model to the new model adopted by WPCA that is divided into two sections.

The first being the Amateur wing which is a Public Benefit section. The second being a Professional arm that is the Western Province Cricket (Pty) Ltd. Which is a private commercial venture and takes care of the financial side of the WPCA. These two wings share a symbiotic relationship with the CEO as the common head and the Cricket Manager who is the Director of Amateur Cricket.

ORGANOGRAM : ORGANISATIONAL MODEL OF WPCA

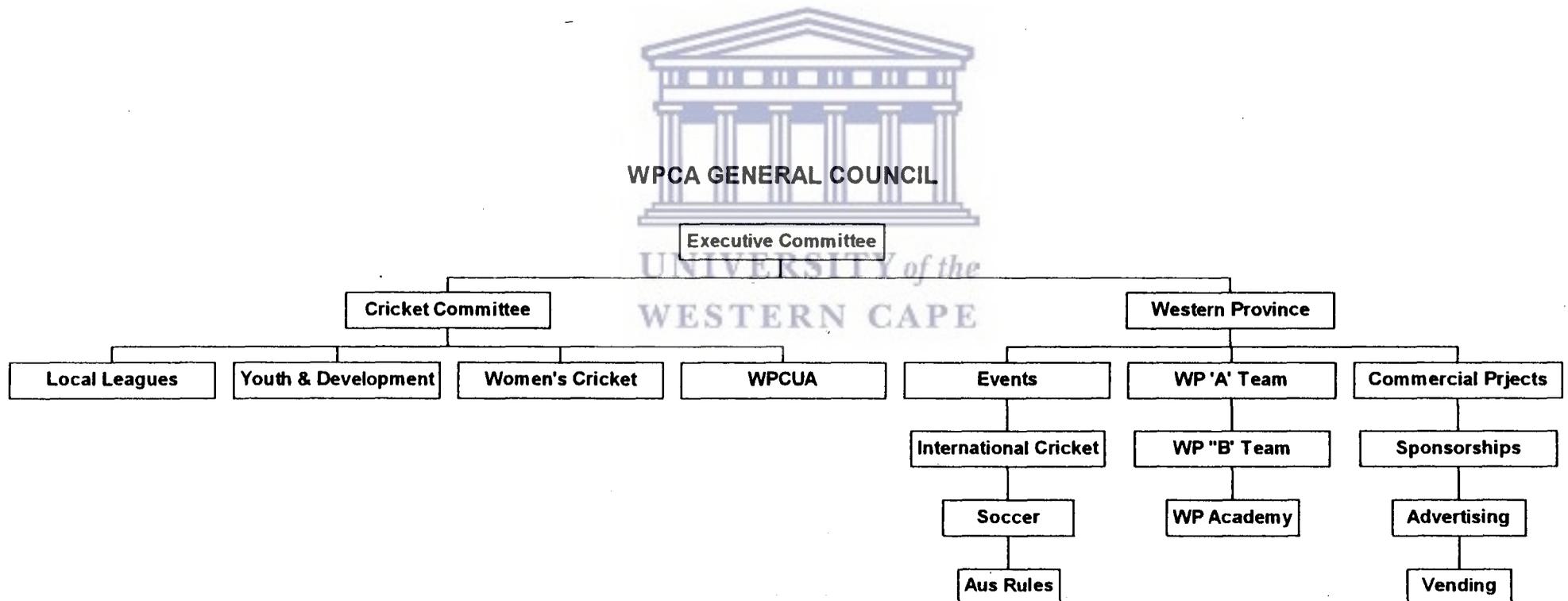
WESTERN PROVINCE CRICKET ASSOCIATION



Source : WPCA Business Plan

ORGANOGRAM : ORGANISATIONAL MODEL OF WPCA

The Western Province Cricket Association (WPCA) 2000 / 2001

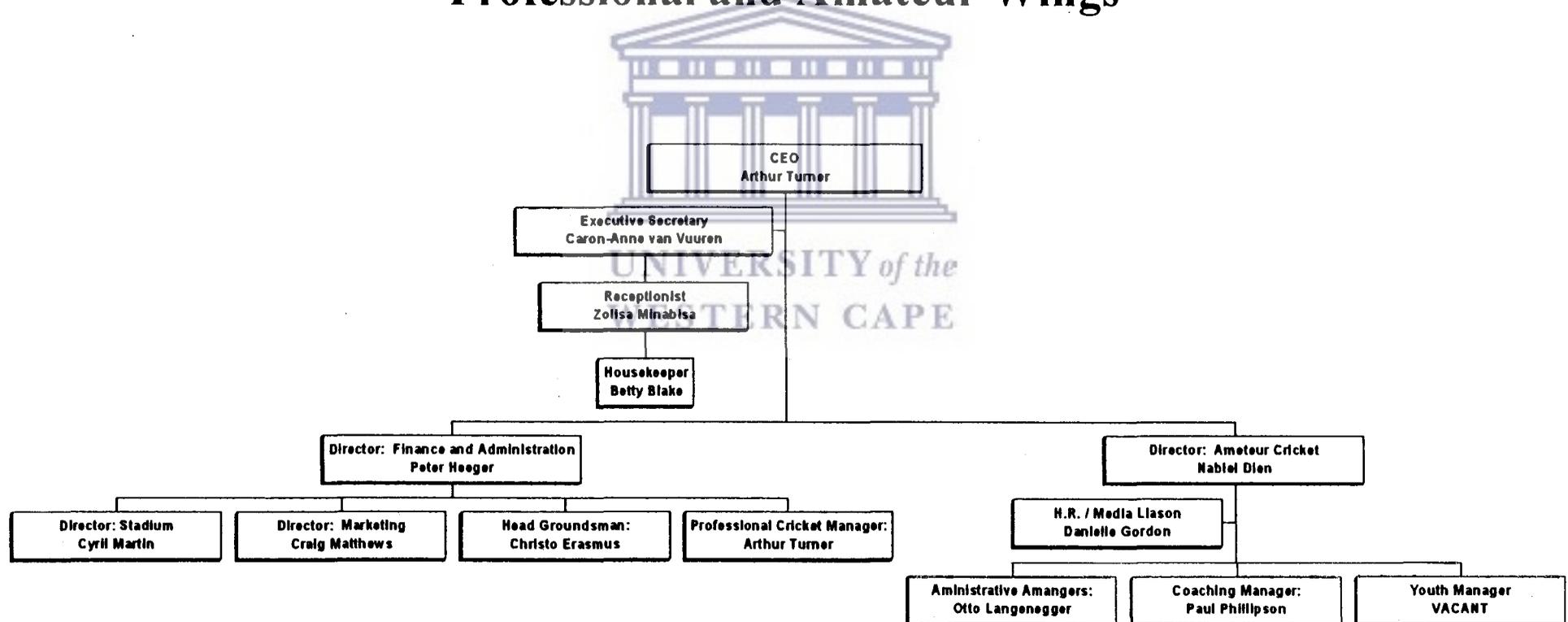


Source : WPCA Business Plan

ORGANOGRAM : ORGANISATIONAL MODEL OF WPCA

2002

Professional and Amateur Wings



Source : WPCA Business Plan

The restructuring of the organization is to streamline it, and for better service delivery. This restructuring was seen to be very effective by the UCBSA, and therefore the model was used to restructure the UCBSA. Even though it was difficult to pigeonhole WPCA into a specific type of organization it is still subjected to the constitution of the Republic of South Africa. Therefore it has to use policy interventions to Transform and Reform Sport on a national and regional level.



From the table below we can see where the WPCA fits in with regard to national and regional policy frameworks.



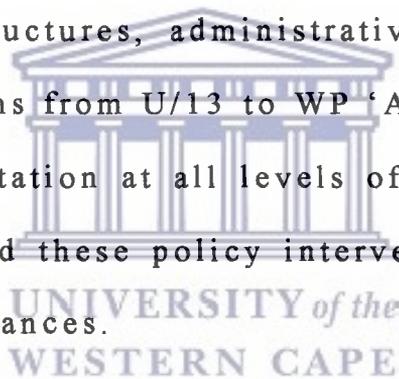
Affirmative Action Document (AAD)

In December 1995, an Affirmative Action Document (AAD) was drawn up by the WPCA. The aim of the document is to transform the WPCA in accordance with South Africa's constitution. It claims that the WPCA should affirm people

without distinction based on colour, race, creed, religion or sex.

The organization should be non-racist and non-sexist which actively addresses the imbalances in cricket by developing, administrating and providing opportunities for all who wish to play cricket.

The document envisages to show the Demographic profile and that the statistics should show affirmative action in the executive committee. Balance between men and women in the different club structures, administrative structures and on representative teams from U/13 to WP 'A' team. There is a vast under-representation at all levels of black cricketers and administrators and these policy interventions are going to address these imbalances.



The WPCA identifies three imperatives for the need for an affirmative action policy.

The **moral imperative** sees a need to redress on racial bias, strive for fairness, attaining equal opportunities for all and contributing towards a meaningful societal change.

The **political imperative** is to see that government policy is implemented, ensure transparency, and have representivity

and open democracy. The constituents of the association are to have a sense of ownership and demographic balancing, furthering and cementing the unification process and looking at the process of redress.

The formation in August of the WPCA (Pty) Ltd is to take care of the financial, television and execution of the WP 'A' Team and WP Academy. Supersport is prepared to come in as a major sponsor for 50% of the ownership of WPCA(Pty) Ltd. All they are asking is for the television rights to the games. One major concern would be that the televised games would not reach all the followers of cricket, but only those people who own satellite dishes and decoders. Thus forcing the lover of the game to subscribe and deprive the masses of national and international games.

It says a lot for WPCA that Supersport decided to invest in WP Cricket (Pty) Ltd even though they did so poorly in the national leagues 1999/2000 season. But when one looks at the infrastructure of the WPCA and its governance it is not surprising that a company like Supersport would invest in it. Supersport sees this as a long term investment.

The **economic imperative** is to see that cricket competes against other codes of sport for resources and support. These institutions would not finance a company or

association that is not aligning itself with national governmental policy.

The purpose of the AAD is to illicit maximum commitment and motivation on the part of all the WPCA constituents, without cultural, racial or gender bias. The implementation period would be between 5 and 10 years at least, keeping in mind that the AAD is dated December 1995. Affirmative action is defined as a deliberate, top management planned and driven process. The process is to be carefully monitored and rewarded. It is also an integral part of the WPCA's strategy. This process should be holistic in an environment free of racial and cultural bias.



Monitoring and evaluating the AAD policy

The CEO monitors the administration and staffing matters. Whereas the convenors of the various committees to supply reports on the achievements and/or progress of affirmative action at the end of each cricket season, commencing the 95/96 season. This information is shared with the clubs and the Black Township Forum. The executive on an annual basis will otherwise review the AAD policy. Affirmative Action Policy is essential in nation building and to the ethos of the WPCA in word and deed. This policy would also give

direction and form and strengthen communication with each other. It also opens the lines of communication and the WPCA is accountable to all its constituents.

Some of the contentious issues around the Affirmative Action Policy

Affirmative action is seen as being contrary to merit. A perception exists that when this policy is applied it lowers the standards of administration and the game of cricket. It is all about quotas and targets. Affirmative action is nothing but tokenism. It is seen as reverse discrimination by white administrators and white cricketers. All or most organizations (public, private, and non-governmental) make use of policies to guide their work. The Western Province Cricket Association will be evaluated by the Affirmative Action Policy to see if it has reached its targets and if the policy has been successfully implemented.

Benefits of Affirmative Action Document

WPCA acknowledges that the policy is aimed at empowering, developing, training and capacity building for the historically disenfranchised. Special emphasis is placed on those in townships like Langa, Gugulethu, Nyanga,

Khyalitsha, Bonteheuwel, Heideveld, Mannenberg, Athlone and Mitchell's Plain. They also recognized the need to aim its AAD policy at all forms of discrimination whenever it appeared including gender discrimination within its administration and playing structures.

Cricket Selection

The target as set out by the AAD document states that there would have been 50% Black representation in WP 'A' team by the year 2000.

The Executive Committee Board had to produce a strategic plan for the 'A' Team to be monitored by the Selectors and Board. This should have been reviewed annually and the redress and Representativity graphs monitored on a regular basis.

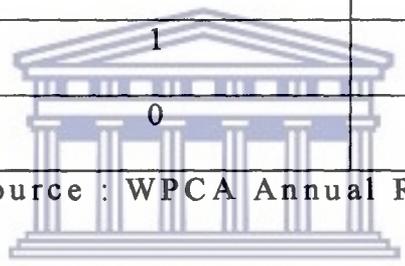


Table 1 : Representativity graph of the demographics of the 'A' Team Squad 2000 / 2001 as well as the Coaches of the 'A' Team.

'A' Team Squad 2000 / 2001		
White	13	61.9%
Coloured	6	28.6%
Black	2	9.5%

Coaches		
White	1	50%
Coloured	1	50%
Black	0	0%

Source : WPCA Annual Report 2000-2001



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When we compare it to the Targets set by the UCBSA we notice that WPCA is well within the UCBSA targets, but still not reaching their own target of 50% as set out by the AAD of the WPCA.

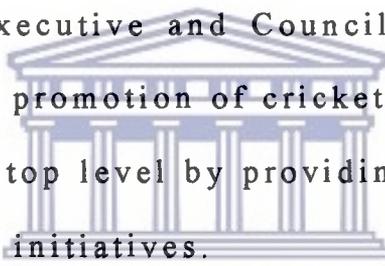
Table of UCBSA Targets for Team Selection and Management

TEAM SELECTION AT PROVINCIAL LEVEL									
		1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
		Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
Provincial Team Selection: Standard Bank & Supersport	Border	1	14	2	11	22 Players Nationally		33 Players Nationally	
	Boland	4	14	4	14				
	Eastern Province	3	9	4	11				
	Easterns	3	12	4	18				
	Free State	1	15	3	14				
	Gauteng	1	13	4	13				
	Griquas	3	15	3	14				
	KWZN	3	11	2	11				
	Northerns	0	15	2	13				
	North West	No figures		2	14				
	Western Province	7	14	6	14				
Provincial Team Selection: UCB Bow;		1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
		Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
	Border	9	11	4	8	3 Players per team		4 Players per team	
	Boland	9	11	9	11				
	Eastern Province	5	7	8	7				
	Easterns	3	12	9	16				
	Free State	5	13	6	14				
	Gauteng	4	13	4	13				
	Griquas	5	12	3	13				
	KWZN	3	9	8	16				
	Northerns	3	12	4	11				
North West	3	13	3	13					
Western Province	12	13							
TEAM MANGEMENT									
		1998/1999 Season		1999/2000 Season		By Year 3			
		Of Colour	White	Of Colour	White	Of Colour	White		
Provincial Team Managers	Border	No figures				50%		50%	
	Boland		100%						
	Eastern Province	No figures			100%				
	Easterns		100%						
	Free State	No figures			100%				
	Gauteng		100%						
	Griquas		100%		100%				
	KWZN		100%		100%				
	Northerns		100%		100%				
	North West		100%		100%				
Western Province	No figures			N/A					

Source : UCBSA Statistics May 2000

'A' team players are offered contracts by WPCA and are therefore in the employ of the WPCA. This is the reason why I am discussing this issue under institutional Reform and transformation. I will further discuss it under cricket transformation. R2 205 000 was budgeted in the 2001/2002 for 'A' team contracts, equipment and other related expenses. (WPCA Income / Expenditure Statements 1999-2000)

The WPCA Board, Executive and Council is taking special steps to facilitate the promotion of cricket, proactively drive transformation at the top level by providing the resources to reflect transformation initiatives.



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Closing The Gap And Development

The WPCA is looking at developing facilities, addressing inequalities and is having uneven development ratified. Development is the program aimed at broadening the culture of the game and democratizing opportunities in all other communities. This program must ultimately assist in establishing cricket as the people's game, which integrates all communities into cricket activities. The program must cover all levels, aspects and parameters of the game.

Closing the gap between school's cricket, provincial cricket and international cricket is minimizing the loss of people with a potential to be good administrators as well as players. This optimizes the return on the investment of cricket's human and financial resources.

From the Schedules to the budgeted income statement 1999-2000 we can see how much the WPCA is spending on developing the game of cricket to the previously disadvantaged section of the cricketing fraternity.

Western Province Cricket Association

Table 3 : Schedules to the budgeted income statement

1999 – 2000 (Source WPCA Income Statement 1999-2000)

	Budgeted 1999/2000	Budgeted 2000/2001	Budgeted 2001/2002
Coaching and Development			
Coaching			
Local coaching programme	160 000	168 000	176 400
Salaries and administration costs	150 000	157 500	165 375
	310 000	325 500	341 775
Development			
Development Coaches	500 000	525 000	551 250
Bakers Mini-Cricket	50 000	52 500	55 125
Equipment and Administration	160 000	168 000	176 400
Mini-Cricket affiliation	(10 000)	(10 500)	(11 025)
	1010 000	1 060 500	1 113 525
Grants			
Club loan scheme	10 000	10 500	11 025
Ground and ball	475 000	498 750	525 000
WP Umpires	120 000	126 000	132 300
Competition Prize Money	105 000	110 000	115 500
Facilities	200 000	210 000	220 500
Women Cricket	25 000	26 250	27 500
	910 000	981 500	1 031 825

WPCA acknowledges that the AAD is aimed at empowering, developing, training and capacity building for the historically disenfranchised. Special emphasis is placed on those in the townships like Langa, Gugulethu, Nyanga, Khyalitsha, Bonteheuwel, Heideveld, Manenberg, Athlone and Mitchell's Plain. It also plans to achieve even representation at the highest level and ensure township representation on the Executive Committee.

Africanization – the Protégé Strategy

Introducing blacks as administrators, coaches, scorers, umpires and players is known as the Africanization or The Protégé Strategy. This is done by capacity building for empowering administrators, coaches, scorers, umpires at zonal and regional level and by establishing structures in zones and regions.

Committees are set up to empower blacks to administer all aspects in the zones and regions.

Having training and refresher courses for these black administrators, umpires and coaches.

Facilitate access for township schools and clubs to participate in the highest leagues.

Langa CC was promoted to 1A League (2000/2001), also the promotion of UWCCC to higher leagues which will be entrenched for 3 years.

Financial support and expertise to assist UWCC.

Composite teams to play in top youth leagues.

WPCA's establishing cricketing schools in the disadvantaged communities, a good example is Harold Cressy High School.

MTN assists with their 3 year programme to identify schools for the MTN Schools project

MTN School's needs and support for the short term and long term is evaluated annually through visits and monitoring performance of these MTN schools.

The development manager and Youth Committee monitors this. A timeframe of 3 years is given to complete the project. The progress is listed at the end of each season.

Administration

It is imperative for the WPCA to broaden its player and support base, especially amongst the black community. WPCA committed to meeting its targets within its committees and administrative structures (especially senior management strata) and have black representation within a period of 5 years.

WPCA wanted to have a gender and race balance in its employee make-up both administrative and at Newlands Cricket grounds and to recruit further and additional or replacement staff to reflect fully representative profile at all levels. The Policy Document commits WPCA to the broader community, devise and implement a sustainable and effective action policy with short, medium and long term objectives. It should also have maximum commitment of all its constituents in implementing the affirmative action policy.

The implementation of the Affirmative Action Policy should have been a planned, integrated and a directed process.

CEO and Administration's Administrative committee was charged with:



Formulating the affirmative action policy in regard to selection, recruitment and training.

Development of staff was to be formulated by the end of 1995/96 and to be implemented during the 96/97-cricket season. This was not executed as can be seen by the demographics audit of employees of the WPCA.

The following is an audit of the demographics of the employees of the WPCA.(Source WPCA Handbook 2000-2001)

EMPLOYEES OF THE WPCA						
Position	W/F	C/F	B/F	W/M	C/M	B/M
Chief Executive Officer				*		
Executive secretary						
Admin Secretary						
Receptionist	*					
General Manager					*	
Accountant		*				
Accounts Assistant			*		*	
Personal Assistant	*			*		
Messenger Driver		*				*

Position	W/F	C/F	B/F	W/M	C/M	B/M
Administration & Local				*		
Leagues Manager					*	
Cricket & Local				*		
Secretary						
Marketing Manager				*		
Marketing PRO Assistant	*					
Marketing Assistant				*		

Position	W/F	C/F	B/F	W/M	C/M	B/M
Stadium Manager					*	
Stadium Secretary						
Stadium Receptionist		*				
Stadium Supervisor		*				
Stadium Security					*****	
Stadium Staff		*****	*		*	****

Position	W/F	C/F	B/F	W/M	C/M	B/M
Youth Cricket						
Manager					*	
Cricket Development						
Coordinator						*
Youth Cricket		*				
Coordinator						
Secretary		*				
Head Coach				*	*	
Asst. Groundsperson					****	
Groundsperson				*		
Beverages Manager				*		
Beverages assistant					*	
Computicket &						
Beverages						
Asst.	*					
Academy Cricket						
Coach				*	*	
Academy Secretary					*	
	4	12	2	10	20	6

% Employees at WPCA			White 18.7		Colored 66.1		Black 15.3	
	Male	Female	Male	Female	Male	Female	Male	Female
Total	41	18	7	4	27	12	7	2
%	69.5	30.5	11.8	6.8	45.8	20.3	11.9	3.4
Management			8	0	5	0	0	0
Percentage			61.5	0	38.5	0	0	0

Human Resources

Position	Total	W/F	W/M	C/F	C/M	B/F	B/M
Secretaries	6	1		3	2		
Coordinators	3			1	1		1
Receptionists	2			1		1	
Messenger	1						1

/Driver	6	2	1	2	1		
Assistants							
Stadium							
Supervisor	2				2		
Security	2				2		
Staff	17		3	4	5	1	4
Groundsperson Asst.	6				5		1
	45	3	4	11	18	2	7

After looking at the organization and how the AAD had been implemented we see that the policy did not provide the focus and direction the organization took.

Firstly, there was no one who monitored the policy to see if the outcomes were obtained. No one employed at the WPCA was informed about the document. It was envisaged that it would be implemented within a defined period of between 5 to 10 years and would have been a deliberated, top management planned, driven, monitored and rewarded process which did not happen.

People are still under-developed and are currently under represented in key areas within the Association. Therefore the Association (WPCA) should draw up an Employment Equity Plan so that people who have been under-developed and who are currently under-represented in key areas with the Association are recruited, selected, trained and

developed to complete equally and to contribute to the further development of the Association.

There is also a shortcoming in the policy for the physically challenged in our communities. Because we are dealing with such large numbers of people from diverse backgrounds, and who spend long hours with each other on and off the field, educators and pupils all involved in the Association's structures, and those employed by the WPCA there is no HIV Aids policy. The Western Cape HIV Aids statistics is one of the fastest growing in the Southern African context and this impacts on the sport. (SA Antenatal Survey 2001)

Even though the WPCA is serious about transforming and reform there is very little happening at club level. No policy is putting pressure on clubs and affiliates to transform at the grassroots level. A typical example is the University of Cape Town who for the past number of years has been playing and sending an all white team to tournaments and in league games. In the 2002 Club Championship they had 1 player of colour. (WPCA minutes 20001)

There is a Policy and Procedure manual being drafted but is staff allowed organizing into a union?

Even though grievances are handled by the Human Resource Officer, there is no provision made for workers to organize into a union or have worker representation.

Great emphasis is placed on people from the townships being under represented at all levels. If poverty relief and the socio-economic conditions do not improve, it will be very difficult to get representation. It is with great concern that we notice less black boys from the township being represented. Firstly, the socio-economic climate they live in is playing a major role in their lack of participation. There is a transport problem and one cannot perform optimally if one's stomach is empty. This is also one of the reasons given by dieticians why these players are so injury prone due to lack of proper diets.



The WPCA is serious about transformation and reform and in order for it to work it should be treated strategically and requires vision, leadership and a high level of commitment within the Association from the CEO, the cricket manager, clubs and those employed.

Most of the cricketing targets set out in the AAD were reached but not at institutional level. The 'A' side was to be 50/50 black/white representation by the year 2000. This was also not achieved. I will be giving my findings in the next chapter when I investigate cricket Reform and Transformation.

The **Employment Equity Document** should be planned, integrated and a directed process informed by a strategic imperative to correct the existing imbalances of the organization.



CHAPTER FOUR

TRANSFORMATION AND REFORM OF CRICKET

In this chapter I am going to investigate how the WPCA implemented the broader policy frameworks in order to Transform and Reform Cricket in the Western Cape.

Ray White delivered the Transformation Charter which the UCBSA formally committed itself to on Saturday, 3 January 1999. The Mission Statement of the Transformation Charter is simply nation building using the country's human resources and assets.



Transformation Monitoring Committee (TMC) was established by the UCB to monitor the implementation of the Transformation Charter. This charter has 10 main thrusts.

The Role of the UCBSA in South African Sport and how it was going to implement Reform and Transformation of cricket by setting realistic transformation targets.

Democratization of the different affiliates so that all role players have a say in the organization.

The UCB has a moral duty to **Redress** and see that the majority of the people of this country are **represented** within an African Context. UCB has a moral duty to ensure that cricket grows and flourishes among the black African communities and reaffirms its mission to bring cricket to all the people of South Africa. They should also **facilitate a culture of non-racialism and non-sexism.**

A **new constitutional dispensation** is to be established which is a unifying force reflecting the sentiments of a modern organization, promoting sound governance



Cricket should be **competitive and generate revenue.** This should be sustained through its ability to compete effectively in the entertainment and sport industry and to maintain and grow its market share.

The **development** of a programme to establish cricket as the 'Peoples Game'. It must cover all levels, aspects and parameters of cricket, **Closing the gap** between school's

cricket, club cricket, provincial cricket and national cricket in order to minimize loss of human potential, and optimize the return on cricket's human and financial investment.

The UCBSA will **distribute and fund** stable affiliates. This is to be achieved by establishing a fair and equitable policy for the distribution of funds.

Black cricket has a rich and comprehensive **history that should be recorded**, acknowledged and respected recognizing its diversity as a source of strength.

A mechanism established for the **monitoring** and implementation of the Transformation Charter, and to establish **joint accountability** amongst the UCB and its affiliates.

WPCA's Business Plan reflects the UCBSA's Charter. This document was drawn up to align itself with the Charter.

WPCA's Business Plan

The thrusts and responsibility of the Business Plan of the WPCA is to see the role of the WPCA in Transformation and Development, and Closing the gap between those who have

been disadvantaged and those who have benefited from the old system.. It has to record the full history of cricket in the WP and SA Cricket. Change its constitution to promote sound governance and be accountable to democratize its organization and affiliates and see to Redress and Representativity.

Competitiveness and Revenue from cricket is to be used to develop the game.

Funding and distribution distributed to its affiliates so that they can be operationally viable and stable.

There should be Accountability and Monitoring of policies amongst its affiliates during this transformation process.

Role of WPCA's Executive Committee/Board



WPCA needs to be a dynamic body with leaders continuously defining their roles to the changing demands and realities in the province. The role of the Executive Committee/ Board is the maintenance and growth of sport in the province, the control and enhancement of human assets and strategic opportunities of cricket.

The goals of the WPCA and its relevant sub-committees are to set targets and schedules to ensure the success of all the transformation thrusts.

The CEO, Board, Executive Committee reports on an annual to the Provincial Monitoring Committee (PMC).

Competitions and Sub-Structure's goals are to evaluate present league and club structures and improve where necessary. Ensure that each club structure is sensitized and understands the national, as well as the provincial transformation goals. To develop structures and systems which could facilitate the 'best' players in the club structure to come through into the various provincial sides.

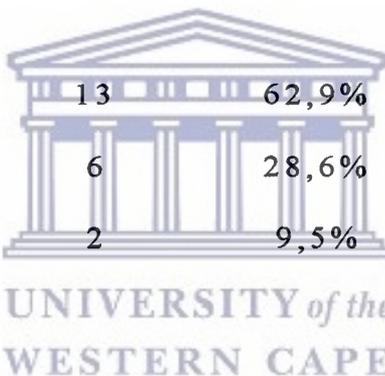


The Local Leagues Cricket Committee, PMC, Selectors and Cricket Committee will monitor these league and club structures. This evaluation is done annually and it will also be reviewed on an annual basis. All goals have time frames set to them. The WPCA Board, Executive and Council is taking special steps to facilitate the promotion of cricket, proactively drive transformation at the top level by providing the resources to reflect transformation initiatives.

Provincial Team: 'A' team on WPCA

The Executive Committee/Board has produced a strategic plan for the 'A' Team to be monitored by the Selectors and Board. This is reviewed annually and the redress and representivity graphs are monitored on a regular basis.

Table 4 : 'A' Team Squad 2000/2001 Demographics



White	13	62,9%
Coloured	6	28,6%
Black	2	9,5%

Coaches

White	1	50%
Coloured	1	50%
Black	0	0%

Source : WPCA Handbook 2000-2001

Junior Youth

Fast Tracking of Players

Players who have potential are fast tracked through establishing academies. This fast tracking is monitored and managed by the Youth Committee and Coaching Manager. The progress of these players is listed and reviewed annually and checked according to the Redress and Representivity graphs.

Table 5 : YOUTH PROVINCIAL TEAMS 2000

Representativity

	Black	Coloured	White	Total
Players	12 (9.8)	59 (48.4)	51 (41.8)	122
Coaches	2 (18.2)	9 (81.8)	-	11
Managers	1 (10)	5 (50)	4 (40)	10

(Percentage in brackets)

Total number of players = 122

Percentage of players of colour = 58.2%

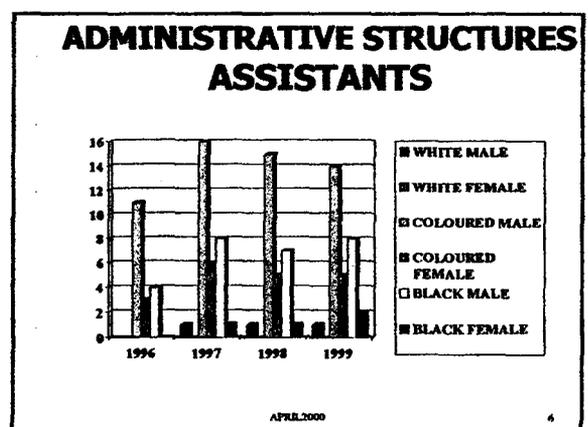
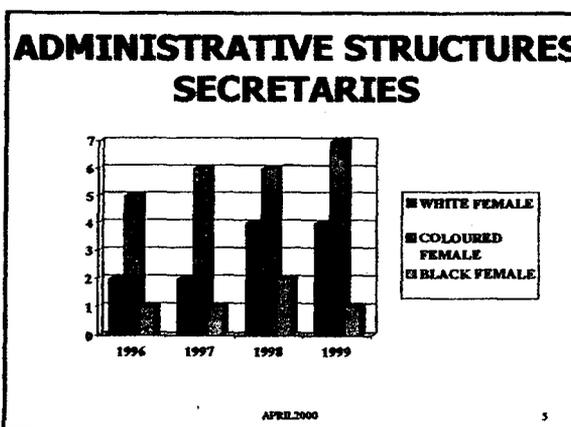
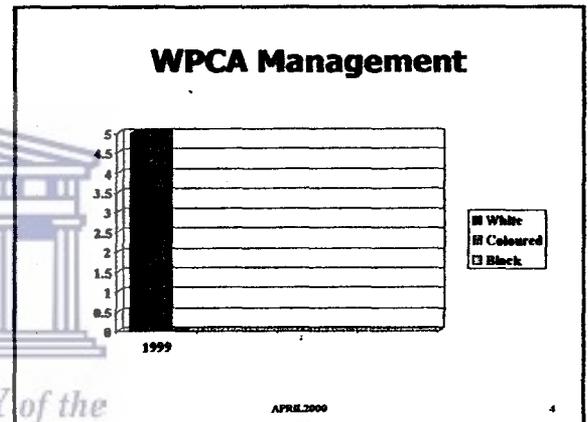
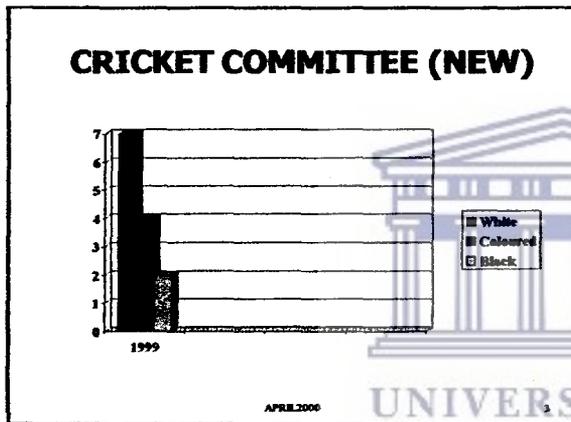
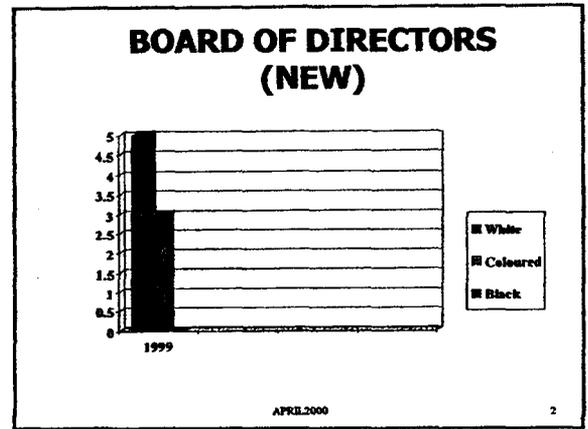
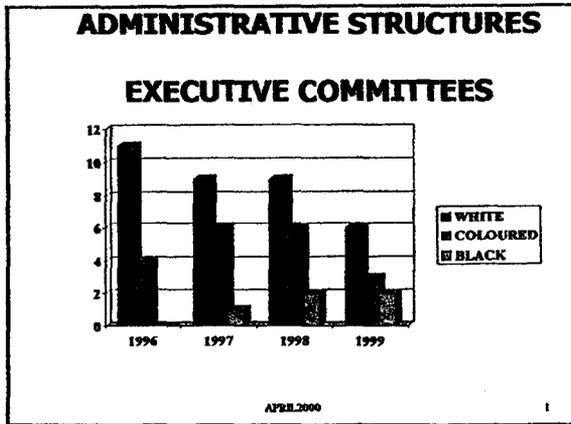
Source :USSASA WPCA Handbook 2000-2001

SCHOOLS REPRESENTED IN YOUTH PROVINCIAL TEAMS

Boys Schools (30 players)	Model C Schools (38 players)	Townships Schools (20 Players)	Other (34 Players)
Bishops Prep Bishops RBPS RBHS Sac Jnr WPPS WBJS WBHS	Bellville H.S. Bellville Technical H.S. Boston P.S. Brackenfell H.S. Cape Town H.S. Edgemoed P.S. Fairmont Fairbairn College Fish Hoek H.S. Gardens Commercial H.S. Kenridge P.S. Kronendal P.S. Milnerton H.S. Pinelands H.S. Plumstead H.S. President H.S. Somerset College Stellenberg H.S. Tafelberg H.S. The Grove P.S. Tygerberg H.S. Westerford H.S.	Arcadia H.S. Bulumko H.S. Elsies River H.S. Hlengisa P.S. Isimela P.S. Khayelitsha CC Langa CC Langa H.S. Luhlaza Malibu H.S. Mandalay CC Montevideo P.S. Oaklands H.S. Oscar Mpeha H.S. Princeton H.S. Sarept H.S. Sibelius H.S.	Athlone H.S. Athlone North P.S. Avendale CC Bellville CC Blue Bells CC Cravenby CC Cravenby H.S. Goodwood Pk P.S. Harold Cressy Helderkruijn P.s. Islamia College Livingstone H.S. Milnerton CC Parow H.S. Primrose CC Ravensmead H.S. St Andrew SS Strand SS United CC Wittebome H.S.
9 Schools	23 Schools	17 Schools	21 Schools

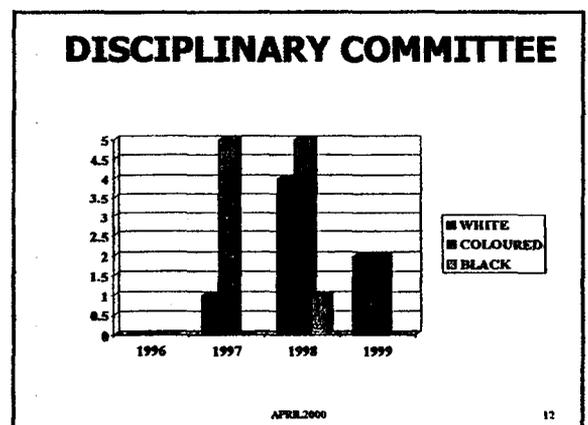
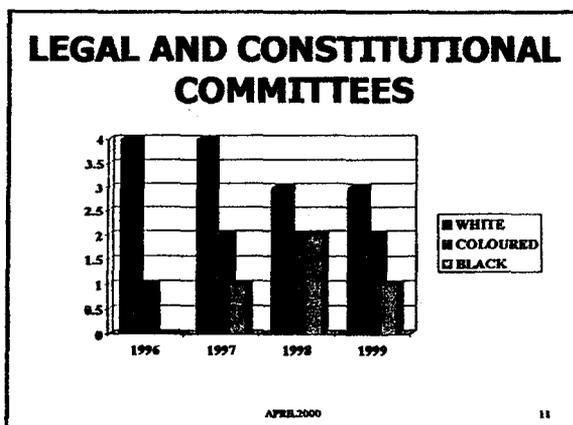
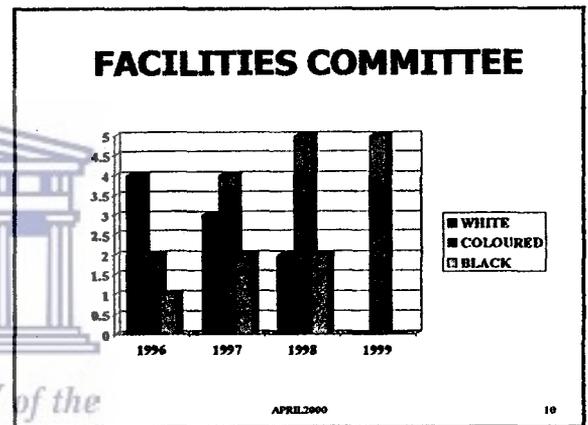
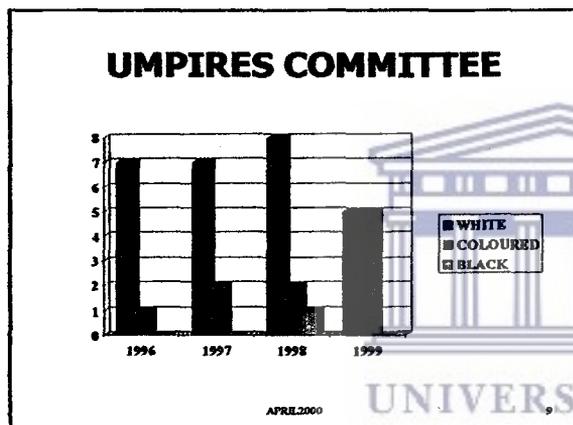
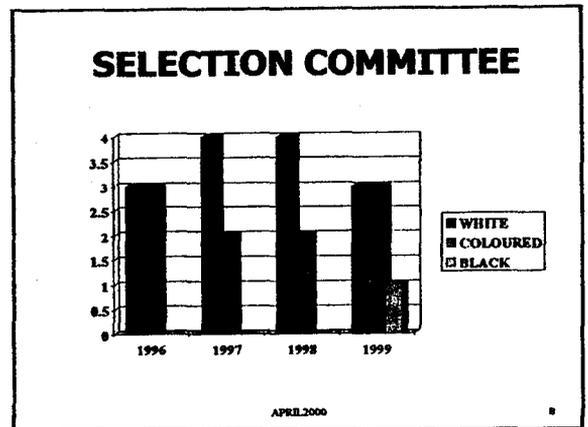
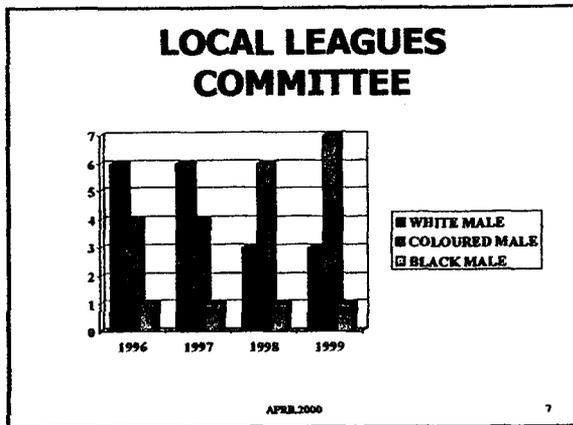
Source : WPCA Youth Annual Report 2000-2001

WESTERN PROVINCE CRICKET PROFILES



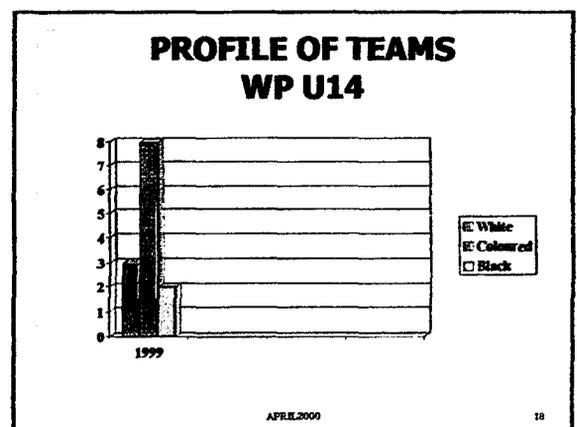
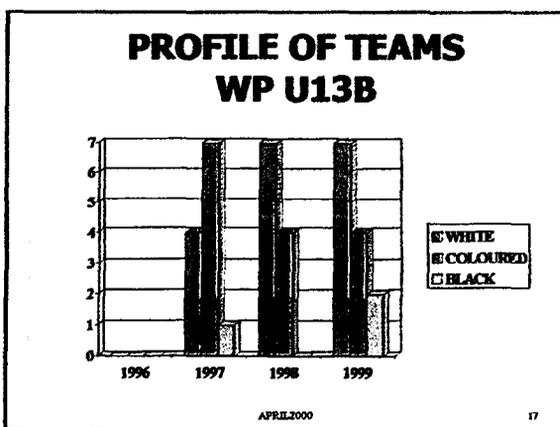
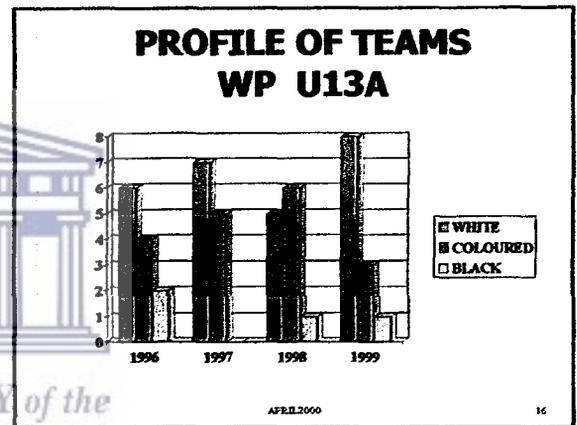
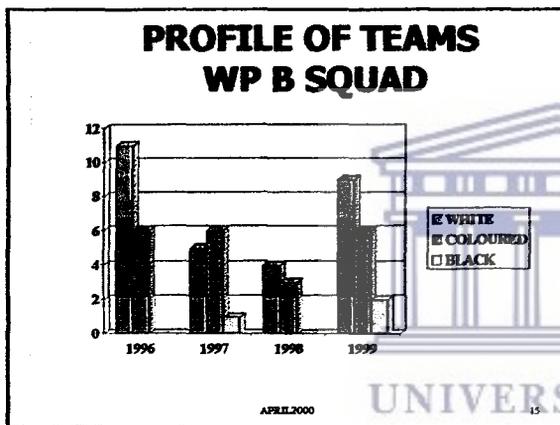
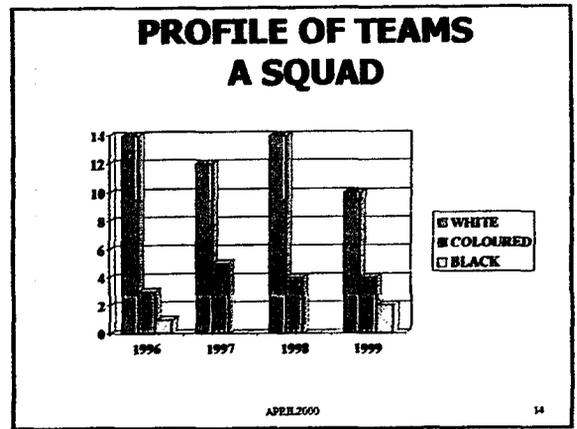
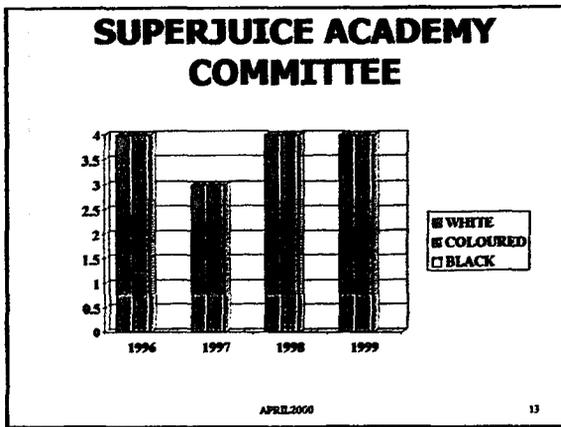
SOURCE : WPCA ANNUAL YOUTH REPORT 2000

WESTERN PROVINCE CRICKET PROFILES



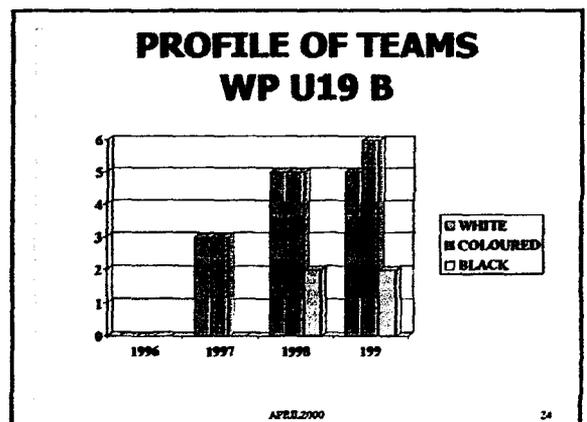
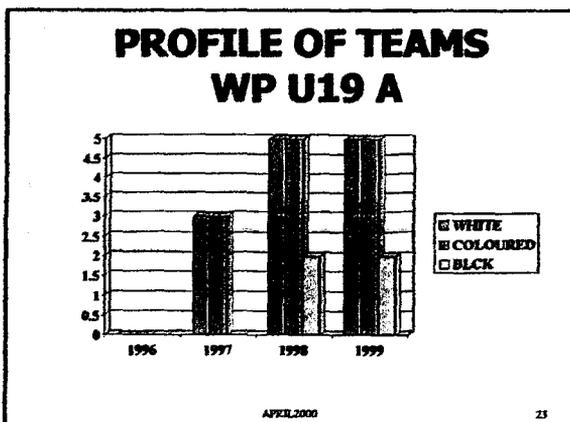
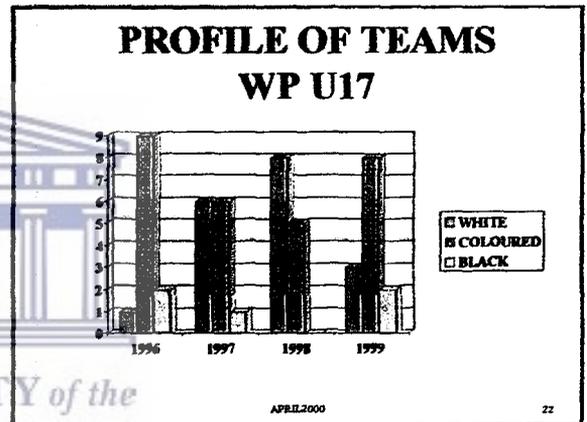
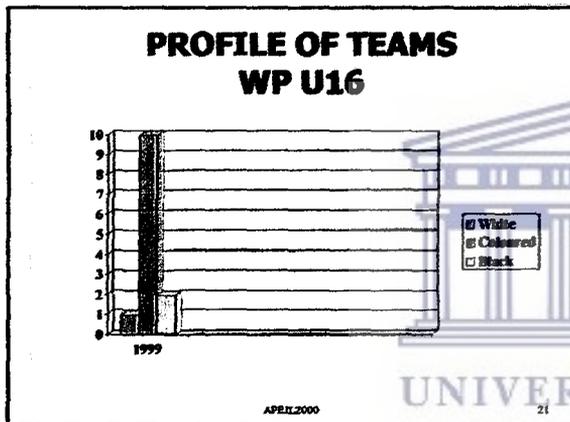
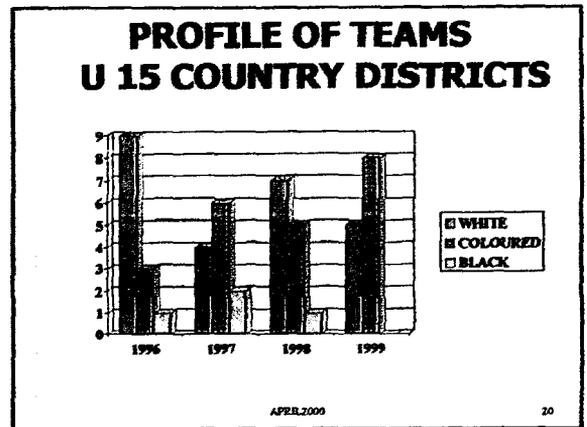
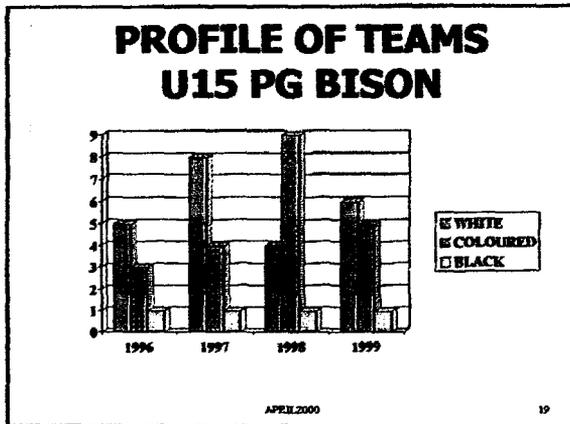
SOURCE : WPCA ANNUAL YOUTH REPORT 2000

WESTERN PROVINCE CRICKET PROFILES



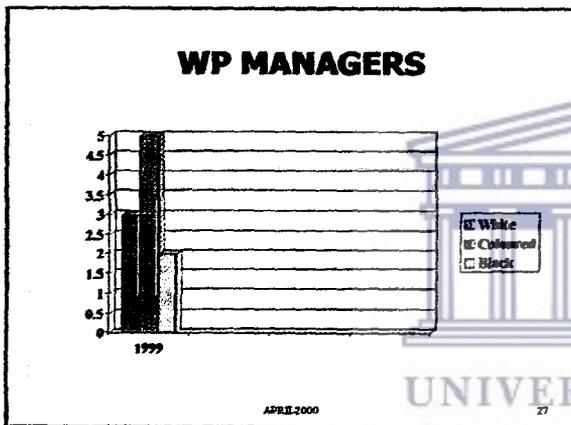
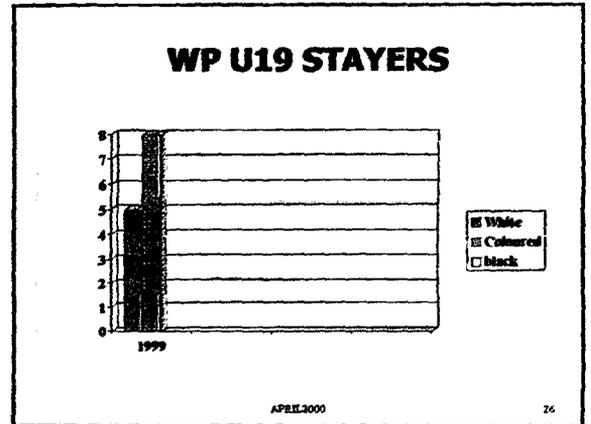
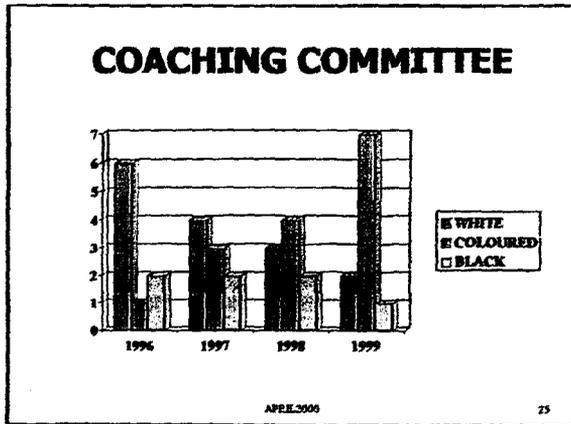
SOURCE : WPCA ANNUAL YOUTH REPORT 2000

WESTERN PROVINCE CRICKET PROFILES



SOURCE : WPCA ANNUAL YOUTH REPORT 2000

WESTERN PROVINCE CRICKET PROFILES



SOURCE : WPCA ANNUAL YOUTH REPORT 2000

Facilities

The Development Manager and the Facilities Committee drafted a medium term framework to provide facilities to schools and clubs in disadvantaged areas. These schools and clubs have to then take ownership of these facilities. The provision of facilities is reviewed annually and amounts spent is budgeted and listed.

Financial Assistance



Disadvantaged clubs and universities are assisted to enable them to play in top leagues. Langa CC was subsidized for the 1999/2000 season for R100 000. This amount is for the next three seasons and will be reviewed. UWC CC was given a donation for the 1999/2000 season of R20 000. Bursaries of R10 000 are given each year. The WPCA is negotiating additional financial assistance with an outside source for 2001 and beyond. The WPCA facilitates this whole process.

Closing the gap and development

Development is the program aimed at broadening the culture of the game and democratizing opportunities in all other communities.

This program ultimately assists in establishing cricket as the people's game, which integrates all communities into cricket activities. The program covers all levels, aspects and parameters of the game.

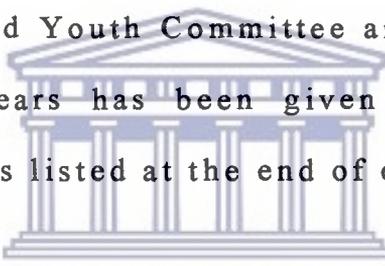
Closing the gap between school's cricket, club cricket, provincial cricket and international cricket minimizes the loss of people with a potential to be good administrators as well as players. It optimizes the return on the investment of cricket's human and financial resources.

The goals of the Thrust of closing the gap and development is to facilitate access for township schools and clubs to participate in the highest leagues. Langa CC was promoted to 1A league (2000/2001), also the promotion of UWCCC to higher leagues – this is entrenched for 3 years. WPCA is

giving financial support and expertise to assist them with their 3 year programme and is providing monetary assistance to schools.

WPCA has identified schools for the MTN Schools project. MTN School's needs and support for the short term and long term is evaluated annually through visits and monitoring performances.

The cricket manager and Youth Committee are monitoring this. A time frame of 3 years has been given to complete this project. The progress is listed at the end of each season.



Africanisation -The Protégé Strategy – HAMBIA QAKAMBA PROJECT

Introducing blacks as administrators, coaches, scorers, umpires and players is known as the Africanization or The Protégé strategy. This is done by :

Capacity building for empowering administrators, coaches, scorers, umpires at zonal and regional level by establishing structures in zones and regions.

Committees have been set up to empower blacks to administer all aspects in the zones and regions.

WPCA is having training and refresher courses for the black administrators, coaches, scorers, umpires and players.

Strong Inter-relationships between clubs and schools to ensure continuity when players leave school.

This is done by linking clubs to surrounding schools who share and take ownership of the facilities.

Financial help is given to clubs who accommodate school players.



The youth committee, Black Township Forum, Coaching Manager, Development Manager and Umpires Committee, will monitor the Africanization. Progress reports and reviews are to be given annually. This process is well on track and the word Africanization has been changed to the Hamba Qakamba Project.

Strong Zonal and Regional Structures

The strong and operating regional structures increase the base from which the talented under-privileged cricketers are being developed whilst still at school. The regional and zonal structures are in place already with the Western Cape being divided into 5 regions, namely The Athlone, Bellville, Kuilsriver, Mitchell's Plain and Wynberg regions. Each region is then divided into zones.

The WPCA has set up a sustainable structure for girls cricket by incorporating the girls under the same umbrella of WP Youth Cricket. The 2000 Youth Season presently has 29 Girls' Cricket Teams.

Table 6 : Demographic representation of Girls Cricket

	Teams	
Coloured	16	55,2%
Black	6	20,7%
White	7	24,1%

Source : WPCA Youth Cricket Handbook 2000-2001

Table 7 : Girls Cricket Committee Demographics

	BM	CM	WM	WF	BF	CF	
Chairperson		1					
Secretary						1	
Senior Youth Rep						1	
Junior Youth Rep		1			1	1	
Additional Members		1		1			
	0	3	0	1	1	3	

Source : WPCA Youth Cricket Handbook 2000-2001

A Girl's Cricket Committee represents girls cricket. The Girl's Cricket Committee, Youth Committee and Women's Cricket Association monitor this process.

The role of the Western Province Women's Cricket Association (WPWCA) aims to promote cricket amongst all female cricketers and has committed itself to the transformation process. Two major aims of the WPWCA are to correct representation and composition of sides, and administrators (executive).

Fast tracking previously disadvantaged groups into decision-making positions.

WPWCA wants to have transparency and accountability within the WPWCA, and to setup structures for full consultation and communication.

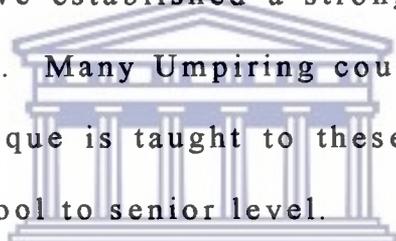
WPWCA is not looking at the gender inequality and how as an organization they are going to correct the gender and race imbalances in their administration.

Cricketers with special needs

The WPCA has made provision to support cricketers who are physically and mentally handicapped. They also offer support to the visually impaired. The Development Manager and the Facilities Committee review this provision and support annually. These cricketers are not represented at WPCA at any level or committees. They should at least have a representation on the TMC so that cricket for cricketers with special needs can also transform in the Western Cape and be integrated into the WPCA structures.

Umpires and Scorers

Players who do not excel or pupils who love the game can make a career out of Umpiring and Scoring. The Umpires and Scorers Committee have established a strong link between the youth and senior body. Many Umpiring courses as well as the Linear Scoring Technique is taught to these aspiring Umpires and Scorers from school to senior level.



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Thrust : Constitution

The Constitution of the WPCA is a dynamic unifying document. It is as inclusive as possible. This document reflects the functioning of a well-organized body setting out the parameters for cricket to be played in the Western Province. It also reflects the democracy, accountability and transparency that exist within the constituents of the WPCA.

The Legal, Constitutional Committee and the Executive reviews the constitutions of UCBSA, WPCA, clubs and other affiliates. Proposals are then submitted to the UCBSA, the clubs and other affiliates. The committee also looks at any amendments to the constitutions.

WPCA's Constitution was drafted on the 24th June 1999

1. NAME
Western Province Cricket Association (WPCA)
2. LAWS
Laws of cricket as adopted by the United Cricket Board of South Africa (UCBSA)
3. HEADQUARTERS
Newlands, Cape Town
4. COLOURS
Royal Blue and White and the emblem should be the Protea with Laurel leaves



UNIVERSITY of the
WESTERN CAPE

Affiliates can amend the constitution at the AGM.

Thrust : Democratization

Democratization is a process ensuring all cricketers and stakeholders are effectively represented in the various structures and activities of the Association via Due Process. The WPCA has regular Annual General Meetings to elect officials to the Cricket Committee. This happens at Youth level also on an annual basis. Whether the WPCA checks if all

its affiliates operate in a democratic milieu is not reflected in this Trust.

The committee of the WPCA is expected to reflect the demographics of the province. This is monitored by the Executive and Council and is reviewed on an annual basis. Corrective measures are presented if necessary and progress monitored by Redress and Representivity graphs. Decisions made must be inclusive, consultative and accountable. A culture of openness and transparency must be reflected in all operations. Employment practices must take cognisance of the demographics of the province.

The WPCA's Affirmative Action Document (AAD) was drafted in 1995. This document was never updated or monitored to see how far it has been implemented. In interviews with personnel, especially female personnel were not aware of the document.

Affirmative Action has transformed to a policy of Employment Equity. The WPCA should transform and reform this very progressive AAD to one of Employment Equity.

UCBSA Transformation Monitoring Committee

Prof Andre Odendaal of WPCA chairs the UCBSA TMC.

There are six additional members to this TMC

The Provincial Monitoring Committee has the following chairpersons driving these committees:

Boland	Aubrey Minnaar	WM
Border	Vido Mgadle	BM
Eastern	Conrad Jantjies	CM
Eastern Province	Rajan Moodley	IM
Free State	Henry Metembo	BM
Eastern	Conrad Meintjies	CM
Eastern Province	Rajan Moodley	IM
Free State	Henry Metembo	BM
Griquas	Ahmed Jhinah	IM
Gauteng	Ram Saloojee	IM
Kwazulu Natal	Sada Govender	IM
Northerns	Grant Weber	WM
North West	Mohamed Nanabhay	CM

WM – White Male

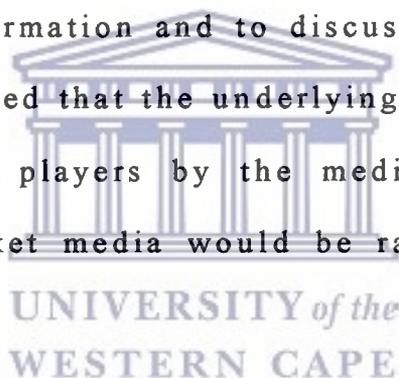
BM – Black Male

IM – Indian Male

CM – Coloured Male

Source : UCBSA TMC Report 2000

Minutes of meetings with Provincial Monitoring Committee Chairpersons dated 15 October 1999 in Johannesburg reported back on Media Transformation analysis as compiled by Journalism Department of Rhodes University. The Chairperson summarized the contents of the document, and came to the conclusion that the analysis had uncovered an inherent racism in the media debates around transformation issues. The PMC's were informed of the TMC's decision to meet with the media to discuss the key findings of the analysis, the role of the media in change and transformation and to discuss the way forward. The meeting also agreed that the underlying issues such as the recognition of black players by the media and the use of 'experts' in the cricket media would be raised in a meeting with the media.



History Writing Process

Recording the Full History of South African Cricket is an important necessity so that black administrators, cricketers and the previously disadvantaged could be aware that blacks also played this game for more than 100 years. The History of Black South African Cricket was one of struggle and sacrifice.

WPCA's historian, Mr M.Allie, and his team have done a great job to record the history of black cricket in the Western Province. This book should be introduced as a reference book to schools and other institutions as part of the struggle for liberation in our country. It also gives players of colour an insight to black cricketing heroes.

Sport and Politics

Lynette Steenveld in her study of Transformation and the Media (1999) states that the announcement of UCB's cricket charter was accompanied by the UCB's president, Ray White, denouncing government 'interference' in cricket, and asserting the UCB's ability to run its own affairs. This outburst at the launch of the Transformation Charter of the UCBSA was related to Ray White's earlier endorsement of an all-white team to play the West Indies, and the subsequent formation of a four-man committee to approve selections. Implicit in this representation is the assumption that sport and politics are two separate domains in which different people have authority. Sports administrators like White have a say in Sport and politician in politics. There is no notion that sport is a social

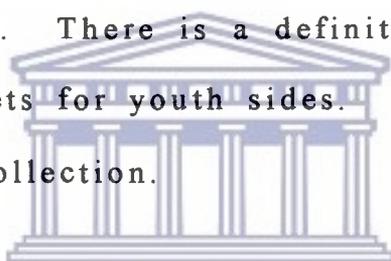
activity, and therefore changes in sport and sport administration are related to social and political changes.

The administration at WPCA realized that sport is a political issue and therefore had to be transformed into the people's game with its priority of redress and representivity with particular emphasis on people from the townships. This was clearly illustrated within the discourse of colour. Who is black? Who is disadvantaged? When the administration understood and rejected terms like development and development players and used them in its proper context. All cricketers are development players, as there were certain aspects of their game they needed to develop. This did not refer to the colour of one's skin at WPCA.



This is where the WPCA's Youth section made such big strides in Transformation and Reform. The Africanization (The Protégé Strategy) was replaced with HAMBAMBA QAKAMBA Project. Here we see a province using politically correct terms and understanding that sport is a political issue. When one looks at the Transformation targets as set out by the UCBSA; we notice WPCA ahead of all provinces (UCBSA TRANSFORMATION TARGETS 2000/2001) WPCA working

within the National Framework are well above reaching targets as set out by the UCBSA . But when one looks at the goals and targets as set out in their own policy framework the AAD document, one of the area's where they have not achieved is in the 'A' side. All the other structures such as the zonal and regional structures are working and producing the Transformation and Reform targets envisaged by the AAD document. The reason being that the policy is being implemented and that there are administrators who are sincere and monitoring policy. There is a definite natural attrition towards reaching targets for youth sides. The data does not reflect in future data collection.



Why has the provincial 'A' team still not reached its target as set out in the AAD document?

PROFILES OF TEAMS AND MANAGEMENT

When one examines the composition of Youth Sides, we notice that the demographics of the province is represented, with boys of colour, and many of them even captaining these provincial sides. We also notice that they have been selected on merit and that the selection process has been one of merit,

rather than looking at targets. Then why is this not happening in the 'A' side?

Many of the 'A' side players are still there before unity. (1995) It is only recently that many new faces are coming into the side.

'A' side players are contracted players. If one looks at the financial statement of the WPCA we will notice that a large amount is invested in these players. They are actually being employed by the WPCA. There is no policy on how these contracts are offered to players. This is a strict business proposition. As cricket is also seen as entertainment, the belief is that we have to field the best to attract the sponsors and crowds to the games. Conservative critics of Transformation say that if players of colour are included in our 'A' sides it would spiral into mediocrity and never again reach the 'net blankes' era.. That, needless to say, didn't happen in the youth sides where they have been doing exceptionally well in the U13 Standard Bank Week, U15 PG Bison Week, U19 Coca Cola Kaya Majola Weeks, as well as the other youth tournaments.

WPCA have produced exceptional players of colour, but are lost to other provinces, because they are not given contracts. Alfonso Thomas is a case in point. When WP 'A' side needed a bowler, Alfonso had been playing in a different province as there was no place for him in WP 'A' side. He had one of the best bowling averages in the Supersport Series (2000/ 2001) and had an outstanding game in the final.

Players are recommended by the Cricket Committee and the CEO then offers them a contract. This phenomenon is present in all the 'A' sides of all the provinces. Even the South African Protea side. The way forward taken by the UCBSA, is one which involves the scrapping of quotas at national and first class level. This has not carried well with the ministry of sport of the ANC Youth League.

Majola the CEO of the UCBSA was utterly convinced that the UCB had made the right and honorable decision. Minister of Sport, Ngconde Balfour, a politician, is not convinced. Sport and Politics opposing each other again, not seen as one? If one looks at WPCA's AAD then we see that WPCA is not ready to discard policy as it has not reached its own targets yet; but we should remember that it has given itself a period of 5-10 years

to achieve this objective according to the AAD. This being realistic in the time frame to transform the 'A' team but achieving representivity in its Institutional Reform and Transformation, the WPCA is falling short of targets.

Another area of great concern is the diminishing number of Blacks playing cricket at provincial level and especially at youth levels. Ezra Cagwe , vice president of Langa Cricket Club and WPCA employee, responded by saying that he believes that black administrators understand black cricketers, because they generally came from the same situation. I quote Ezra, "For instance, here in WP, if a player is experiencing problems, we (black administrators) look at the problem from all perspectives. Perhaps he is late for training because he doesn't have a car, or his parents cannot drop him off and there is no money for public transport. It is not necessarily due to lack of discipline as propounded by the white administrator. Unfortunately, white administrators don't always share the same viewpoints. They have been brought up under different, more privileged circumstances. This makes it difficult for them to identify, with the problems being experienced by a black cricketer."

The socio-economic conditions play a vital role in the lack of interest by township kids. Cricket is far too expensive, played the whole day, takes far too much of one's time and they have not even had a decent meal. Soccer is seen as the better option in many of the instances interviewed.

In the History Writing Process the township kids now have new heroes besides Jonty, Hansie and the Pollocks. They also realize that the oppressed had played cricket as long as their white counterparts.

With the divorce of sportspersons and politicians regarding transformation and reform of Sport, transformation is now left to senior administrators to monitor, a sincere pledge to transformation must be made evident. These administrators must give those who fought to change the status quo hope with sincere, tangible change. The proof will be in the final outcome. But if change is not forthcoming, then government involvement and intervention will be inevitable. This government and the people who voted them in power fought for us to get back into international and national cricket, for all of us to participate again, and not just a select few. There should be no complaints if the government must enforce change.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

Since Unity, WPCA's commitment to Transformation has been demonstrated at policy level through a set of wide ranging policy documents and especially in the AAD drawn up in 1995 and the WPCA's Business Plan, which set out specific interventions and areas to be Reformed and Transformed so that WPCA could actively address the imbalances in its organization, cricket and administrators. They are transparent, representative and have made the paradigm shift as well as achieving the crucial goals set for it in the main thrusts of Transformation Charter of the UCBSA.



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Many of these policy initiatives have been in line with, and in most cases exceeded targets as set out by the AAD and the UCBSA guidelines. When one looks at WPCA's budget one will notice that large amounts are spent on achieving parity, reform and transforming the organization. When we inspect the WPCA statistics on umpires (2000/2001) we notice that many of colour have taken up umpiring and scoring as a career. On the youth level WPCA is far beyond expectation with selection done on merit. Teams have captains of colour

and win tournaments. During the 2001 season the U13, U15 and U19 youth sides won their respective tournaments.

Even though it was difficult to categorise the WPCA into a specific type of organization the symbiotic relationship between the Amateur Public Benefit side and the Private (PTY) Commercial wing is working well. Even the new organogram shows the reorganizing of the WPCA will be beneficial to cricket. This structure has even been adopted by the UCBSA. WPCA has shown its willingness to submit itself to scrutiny by Transformation Monitoring Committees, the free press and some critical investigations conducted by relevant role players and people doing empirical studies.



In translating new policy framework into effective forms of implementation, there remains considerable scope for improvement in this respect.

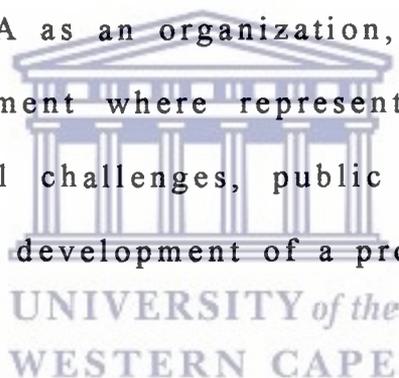
Weakness and limitations

Impressive, though some of these achievements have been, there seems little doubt that in many ways many of the socio-economic problems and imbalances bequeathed by apartheid have to be addressed by ANC government itself. WPCA does not have the scope to see to the serious problems

of unemployment, poverty and inequalities, which still continue to exist and impact on Sport generally.

WPCA has had little impact on the constitutions of their affiliates. They should not divorce sport from politics, as the UCBSA wants to do. There is also no policy for clubs to Reform and Transform.

The Affirmative Action Document of December 1995 has to be revisited and an Employment Equity plan be devised to fully transform WPCA as an organization, into an efficient and effective instrument where representation of women, people with physical challenges, public involvement and participation and the development of a professional service ethos.



Employees of the WPCA have a Policy and Procedure manual; but are not represented or have a voice through which they can channel their grievances.

Towards a Way Forward: From intention to Action.

The persistence and constraints of the UCBSA to drop quotas and let provinces themselves monitor transformation highlights the need for a more determined approach by

government to get the transformation process back on track. A number of new initiatives should be looked at by WPCA.

RECOMMENDATIONS

Talented players of colour should be retained. As far as possible WPCA should keep these players, as their investment will be to the benefit of other provinces especially where they are not as proactive as WPCA. WPCA has to choose these players in their senior sides it will not weaken these sides. This was proven by their youth sides that have more than 50% players of colour chosen on merit. The B Side has been performing exceptionally well over the last few seasons with more than half the number of players of colour. WP has to use the talent of colour available in the province, rather than employing a white player from another province. Give these players the same chances and opportunity afforded to the other players.

The lack of black players should be addressed

Send these boys to cricketing schools with boarding houses. I know that most ex Model C schools only have boarding houses, maybe WPCA should invest in Cricketing Academy's like soccer. The talented boys attend a school, live, play

and receive coaching at the same venue. When they graduate they will then be incorporated into the senior clubs of their choice having received an education, worked on their cricketing skills and have also received coaching skills. The problems of transport, money and food are presently being addressed by the WPCA and the Black Forum members.

An Employment Equity plan should to be drawn up

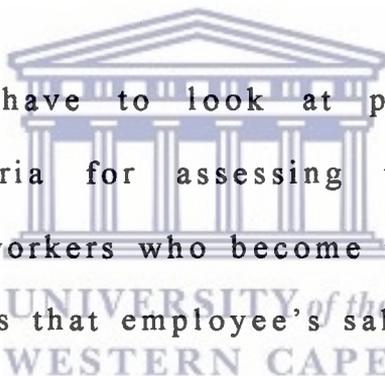
When one looks at the Demographics of the Employees of the WPCA we notice that the AAD was not successful as a policy intervention to redress the inequalities of the past. Since this document was drawn up in 1995 we have progressed to Employment Equity Plans. WPCA needs to draw up an EEP to redress these imbalances.

1% of all salaries should be paid to the Department of Labour for skills development according to the Skills Development Act. The Department of Labour will make money available. 15% of money paid after skills development plan has been submitted 45% after the implementation report for skills development. WPCA should also empower its employees by offering skills development, so that the employees can enskill themselves to improve their situation.

A programme to accelerate the development of previously disadvantaged people, including women, with the potential of becoming managerial leaders should be implemented.

There should be an HIV/AIDS Policy developed

Most organizations have not begun to assess the impact of HIV/AIDS. It is imperative to assess the risk, as WPCA is dealing with such a large number of people involved in playing, administration, coaching and spectators watching cricket games for long periods in large stadiums.



The policy makers have to look at policy concerning HIV/AIDS and criteria for assessing the risk in the workplace. Skilled workers who become infected will cost the company six times that employee's salary every year in medical bills, absenteeism and lost productivity.

There is a need for a HIV/AIDS policy for players in its employ ('A' Team) and all those educators and pupils involved in the game as well as other role players.

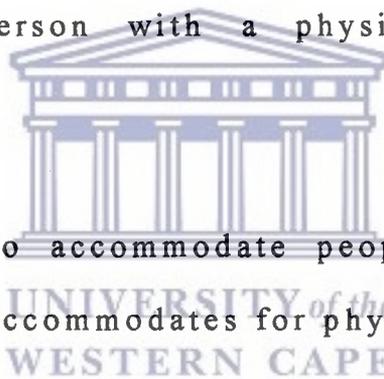
The existing policy should be monitored and evaluated

All policy frameworks in the organization should be monitored. It should be evaluated and implemented. Employees should be made aware of policy.

This can be done via workshops, discussion groups and circulars. People should be trained to manage change and be trained to act as in-house change agents.

Women and people with physical challenges should be empowered

There is a lack of women in managerial positions. Women have to be empowered and enskilled to be able to effectively manage and be promoted to positions where these skills are needed. Not one person with a physical challenge is employed by WPCA.



Stadiums are built to accommodate people with physical challenges. Cricket accommodates for physically challenged and blind cricketers. But WPCA's head office at Monorgan does not allow easy access for the physically challenged in wheelchairs in the event of such a person being employed by the WPCA or ever has business at the WPCA

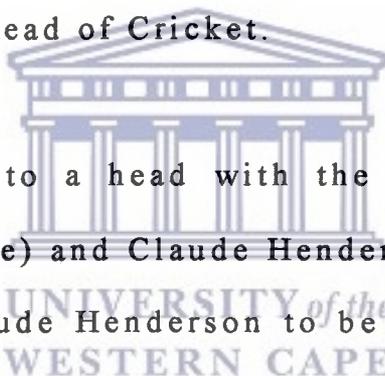
Statistical Data should be complete through the inclusion of 'Indian' category

UCBSA includes Indian in the demographics of their statistical data. Therefore recognizing that they too were oppressed and disadvantaged in the previous dispensation.

WPCA does not include Indian. Some players whose parents had been registered Indian by the previous dispensation, could be included in the Coloured group by WPCA. To get a more accurate demographic picture they should include Indian as is done by the UCBSA.

The power of the CEO should be reduced

When one looks at the structure WPCA we notice that the CEO has 'supreme' power in the Organisation. He should be the head of the Institutional Organisation and the Director of Amateur Cricket the head of Cricket.



This situation came to a head with the selection of Paul Adams (Coloured Male) and Claude Henderson (White Male). The CEO wanted Claude Henderson to be picked in the 'A' team to play in a match, but the Chairperson of the Cricket Committee, Arnold Bloch, insisted that Paul Adams should be chosen. Paul Adams was ultimately chosen to play.

The role of the CEO in the allocation of contracts is also not clear. It is understood that he has the final say in who receives these contracts after a number of players are recommended.

The CEO's role in institutional development and the implementation of policy is not clearly defined. According to the AAD the CEO also has to do selection, recruitment, training and the development of staff. The constitutional committee should on a regular basis monitor, advise and recommend to the CEO where policy interventions are not working.

Human Resource Department should be involved in the nominations and applications for jobs. The HR department must also see that the demographics of the organization are corrected, as this department is aware of the shortcomings with regard to representivity in the organization. In the absence of a union the HR department should be the voice of the workers, using policy as a guideline. Therefore, it is imperative that the WPCA's procedure manual is drawn up as soon as possible and that it covers as many guidelines as possible.

The unity process between WPCU and WPCA has been successful, even though many of the WPCU and WPCB clubs have retained their racial compositions.

In conclusion, the WPCA is ahead of all other provincial unions with regard to cricketing transformation and reform (UCBSA Transformation Targets data 2000/2001) Its

organizational transformation needs intervention to correct the present situation.

Cricket Transformation is simply part of the larger issue, namely political transformation in South Africa. The UCBSA, its affiliates and the WPCA do not operate outside the political process of transformation that is guided by the government.



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APPENDIX 1

**UNITED CRICKET BOARD OF SOUTH AFRICA
DEVELOPMENT CONFERENCE: MAY 2000
TRANSFORMATION STATISTICS FOR DIFFERENT
PROVINCES AND TRANSFORMATION TARGETS**



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		1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
		Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
USSASA: Under-13 Week Management	Border	50%	50%	50%	50%	50%	50%	50%	50%
	Boland		100%	100%	0%				
	Eastern Province	50%	50%	100%	0%				
	Easterns	50%	50%	33%	67%				
	Free State	100%		Did not participate					
	Gauteng		100%	50%	50%				
	Griquass		100%	100%	0%				
	KWZN	50%	50%	71%	29%				
	Northerns	No figures		0%	100%				
	North West		100%	67%	33%				
Western Province		100%	50%	50%					
USSASA: Under-13 Week Players		1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
		Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
	Border	42%	58%	29%	71%	40%	60%	45%	55%
	Boland	42%	58%	67%	33%				
	Eastern Province	58%	42%	42%	58%				
	Easterns	30%	70%	33%	67%				
	Free State	33%	67%	Did not participate					
	Gauteng	50%	50%	46%	54%				
	Griquass	23%	77%	33%	67%				
	KWZN	33%	67%	42%	58%				
	Northerns	50%	50%	33%	67%				
	North West	50%	50%	25%	75%				
	Western Province	33%	67%	46%	54%				

		1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
		Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
Under 15 PG Bison: Selection	Border	40%	60	60	40	50%	50%	50%	50%
	Boland	60%	40	43	57				
	Eastern Province	43	57%	57	43				
	Easterns	100		25	75				
	Free State		100%	33	67				
	Gauteng	60%	40	25	75				
	Griquass	60%	40	40	60				
	KWZN	No figures		67	33				
	Northerns	20%	80%	29	71				
	North West		100	0	100				
	Western Province		17	83%	17				
Under 15 PG Bison: Management		1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
		Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
	Border	100%				50%	50%	50%	50%
	Boland	100%							
	Eastern Province	10							
	Easterns	10							
	Free State		100%						
	Gauteng		100						
	Griquass		100						
	KWZN	50%	50						
Northerns									
North West	No figures	100							
Western Province	100%		100%						
Under 15 PG Bison: Players		1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
		Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
	Border	46%	54			40%	60%	45%	55%
	Boland	46%	54						
	Eastern Province	42	58%						
	Easterns	33	67						
	Free State	17%	83%						
	Gauteng	47%	53						
	Griquass	36%	62						
	KWZN	23%	77						
	Northerns	25%	75%						
North West	25	75							
Western Province	64%	36	58%	42					

Source : UCBSA Statistics May 2000

		1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
		Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
USSASA: Under-15 week Selection Committee	Border	80%	40%	83%	17%	50%	50%	50%	50%
	Boland	80%	40%	80%	40%				
	Eastern Province	no figures							
	Easterns		100%						
	Free State	33%	67%	40%	60%				
	Gauteng	no figures							
	Griquas		100%	20%	80%				
	KWZN	no figures							
	Northerns	50%	50%	25%	75%				
	North West		100%	83%	17%				
Western Province	no figures								
USSASA: Under-15 week Management		1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
		Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
	Border		100%			50%	50%	50%	50%
	Boland	100%							
	Eastern Province	100%							
	Easterns		100%						
	Free State		100%						
	Gauteng	no figures							
	Griquas	100%							
	KWZN	no figures							
Northerns	no figures								
North West	no figures								
Western Province	no figures								
USSASA: Under-15 Country Players		1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
		Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
	Border	83%	17%			40%	60%	45%	55%
	Boland	100%							
	Eastern Province	50%	50%						
	Easterns	20%	80%						
	Free State	18%	82%						
	Gauteng	no figures							
	Griquas	17%	83%						
	KWZN	no figures							
Northerns	30%	70%							
North West	25%	75%							
Western Province	no figures								
USSASA under 15 Country: Selected side for PG Bison Week									
Under 16 Management		1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
		Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
	Border					50%	50%	50%	50%
	Boland								
	Eastern Province								
	Easterns								
	Free State								
	Gauteng								
	Griquas								
	KWZN								
Northerns									
North West									
Western Province			100%						
Under 16 Players		1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
		Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
	Border					60% (tournament is intended to develop dis- advantaged players)	40%	70%	30%
	Boland								
	Eastern Province								
	Easterns								
	Free State								
	Gauteng								
	Griquas								
	KWZN								
Northerns									
North West									
Western Province			92%	8%					

Source : UCBSA Statistics May 2000

	1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2		
	Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White	
USSASA: Under 17 Selection Committee	Border	40%	60%	17%	83%	50%	50%	50%	50%
	Boland	60%	40%	100%	0%				
	Eastern Province	55%	45%	56%	44%				
	Easterns	100%		50%	50%				
	Free State		100%	33%	67%				
	Gauteng	50%	50%	28%	72%				
	Griquas	40%	60%	40%	60%				
	KWZN	No figures		60%	40%				
	Northerns	2500%	75%	43%	57%				
	North West	80%	40%	80%	40%				
Western Province	67%	33%	67%	33%					
USSASA: Under 17 Management	1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2		
	Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White	
	Border	100%				50%	50%	50%	50%
	Boland		100%						
	Eastern Province		100%						
	Easterns		100%						
	Free State		100%						
	Gauteng		100%						
	Griquas	100%							
	KWZN	50%	50%						
Northerns	No figures								
North West	100%								
Western Province		100%	50%	50%					
USSASA: Under 17 Players	1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2		
	Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White	
	Border	62%	38%	40%	60%	40%	60%	45%	55%
	Boland	25%	75%	55%	45%				
	Eastern Province	42%	68%	50%	50%				
	Easterns	25%	75%	47%	53%				
	Free State	15%	85%	33%	77%				
	Gauteng	No figures		50%	50%				
	Griquas	46%	54%	43%	57%				
	KWZN	25%	75%	41%	59%				
Northerns	33%	67%	38%	62%					
North West	25%	75%	28%	71%					
Western Province	48%	54%	69%	31%					
USSASA Under 17 Selected side for Coca Cola Week	1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2		
	Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White	
			47%	53%	40%	60%	45%	55%	
USSASA Under 19 Country Selection Committees	1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2		
	Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White	
	Border	80%	40%	83%	17%	50%	50%	50%	50%
	Boland	80%	40%	60%	40%				
	Eastern Province	No figures							
	Easterns		100%						
	Free State	33%	67%	40%	60%				
	Gauteng	No figures							
	Griquas		100%	20%	80%				
	KWZN	No figures							
Northerns	50%	50%	25%	75%					
North West		100%							
Western Province	No figures		67%	33%					
USSASA Under 19 Country Management	1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2		
	Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White	
	Border	100%				50%	50%	50%	50%
	Boland	100%							
	Eastern Province	100%							
	Easterns		100%						
	Free State		100%						
	Gauteng	No figures							
	Griquas	100%							
	KWZN	No figures							
Northerns	No figures								
North West	No figures								
Western Province	No figures		100%						

Source : UCBSA Statistics May 2000

	1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2		
	Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White	
PG Bison Under 15 Week	Border	100%	100%		50%	50%	50%	50%	
	Boland	100%							
	Eastern Province	100%							
	Easterns		100%						
	Free State	50%	50%						
	Gauteng		100%						
	Griquas	100%							
	KWZN	No figures							
	Northerns	50%	50%						
	North West		100%						
Western Province	100%		100%						
Coca Cola U 19 Week	Border		100%		50%	50%	50%	50%	
	Boland	100%							
	Eastern Province		100%						
	Easterns	100%							
	Free State	50%	50%						
	Gauteng	No figures							
	Griquas		100%						
	KWZN	No figures							
	Northerns	50%	50%						
	North West	No figures							
Western Province	100%		100%						
UCB Bowl Competition	Border		100%		40%	60%	45%	55%	
	Boland	100%							
	Eastern Province		100%						
	Easterns		100%						
	Free State		100%						
	Gauteng	No figures							
	Griquas		100%						
	KWZN	No figures							
	Northerns		100%						
	North West	No figures							
Western Province	100%		100%						
Provincial Selection Committee	Border	87%	33%	87%	33%	50%	50%	50%	50%
	Boland	40%	80%	40%	80%				
	Eastern Province	50%	50%	50%	50%				
	Easterns	87%	33%	25%	75%				
	Free State		100%	20%	80%				
	Gauteng	33%	67%	33%	67%				
	Griquas	40%	80%	40%	80%				
	KWZN	50%	50%	80%	20%				
	Northerns		100%	0%	100%				
	North West		100%	0%	100%				
Western Province	50%	50%	67%	33%					
Provincial Under 19 Selection Committee	Border	40%	80%	50%	50%	50%	50%	50%	50%
	Boland	80%	20%	80%	20%				
	Eastern Province	25%	75%	87%	33%				
	Easterns	50%	50%	50%	50%				
	Free State		100%	33%	67%				
	Gauteng	33%	67%	67%	33%				
	Griquas	40%	80%	80%	40%				
	KWZN	50%	50%	75%	25%				
	Northerns	25%	75%	25%	75%				
	North West	33%	67%	33%	67%				
Western Province	75%	25%	75%	25%					

Source : UCBSA Statistics May 2000

HIGH SCHOOL								
	1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
	Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
Border	80%	20%	80%	20%	50% Must include Black Africans	50%	50% Must include Black Africans	50%
Boland	29%	71%	60%	40%				
Eastern Province	46%	54%	58%	42%				
Easterns		100%						
Free State	22%	78%	43%	57%				
Gauteng	21%	79%	50%	50%				
Griquas	60%	40%	80%	20%				
KWZN	50%	50%						
Northerns	31%	69%	28%	72%				
North West	42%	58%	43%	57%				
Western Province	75%	25%	90%	10%				

PRIMARY SCHOOL								
	1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
	Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
Border	62%	38%	58%	42%	50% Must include Black Africans	50%	50% Must include Black Africans	50%
Boland	60%	40%	60%	40%				
Eastern Province	58%	42%	58%	42%				
Easterns		100%						
Free State	43%	57%	43%	57%				
Gauteng	28%	72%	41%	59%				
Griquas	67%	33%	56%	44%				
KWZN	38%	62%						
Northerns	62%	38%	42%	58%				
North West		100%	25%	75%				
Western Province	66%	34%	68%	34%				
	1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
	Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
Border		100%			50%	50%	50%	50%
Boland		100%						
Eastern Province	50%	50%						
Easterns		100%						
Free State		100%						
Gauteng		100%						
Griquas	100%							
KWZN	50%	50%						
Northerns	no figures							
North West		100%						
Western Province	100%		50%	50%				
	1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
	Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
Border	50%	50%			40%	60%	45%	55%
Boland	34%	66%						
Eastern Province	42%	58%						
Easterns	25%	75%						
Free State	17%	83%						
Gauteng	42%	58%						
Griquas	23%	77%						
KWZN	33%	67%						
Northerns	25%	75%						
North West	25%	75%						
Western Province	58%	42%	40%	60%				

COACHES								
	1998/1999 Season		1999/2000 Season		Target Year 1		Target Year 2	
	Of Colour	White	Of Colour	White	Of Colour	White	Of Colour	White
Border	100%				50%	50%	50%	50%
Boland	100%							
Eastern Province		100%						
Easterns	No figures							
Free State	50%	50%						
Gauteng	100%							
Griquas	100%							
KWZN	100%							
Northerns	50%	50%						
North West	No figures							
Western Province	100%		100%					

Source : UCBSA Statistics May 2000

SCORERS								
	1998/1999 Season		1999/2000 Season		Target Year 1	Target Year 2		
	Of Colour	White	Of Colour	White		Of Colour	White	
Border	3	3	3	3	Develop a provincial structure of autonomous scoring bodies throughout all of the provinces.			
Boland	0	0	0	0				
Eastern Province		6	0	6				
Easterns	0	0	0	0				
Free State		5	0	4				
Gauteng	1	2	1	9				
Griquas	0	0	0	0				
KWZN	2	7	2	7				
Northerns		6	0	6		Production of a national standardized training manual for scorers.		
North West	0	0	0	0				
Western Province	2	2	No figures					
	1998/1999 Season		1999/2000 Season		Conduct an audit of current scorers in each province with the object of placement on a database in accordance with experience and ability.			
	Of Colour	White	Of Colour	White				
Border	50%	50%	50%	50%				
Boland	25%	75%		100%				
Eastern Province		100%		100%				
Easterns	41%	58%	10%	90%				
Free State	no figures			100%				
Gauteng	33%	67%	18%	82%				
Griquas	44%	56%	45%	55%				
KWZN		100%		100%				
Northerns		100%		100%				
North West		100%		100%				
Western Province	50%	50%	50%	50%				

	1998/1999 Season		1999/2000 Season		Each province to embark on a recruitment drive of potential scorers with emphasis being placed on the previously disadvantaged communities.	50%	50%		
	Of Colour	White	Of Colour	White					
Border		100%		100%					
Boland	no figures		64%	36%					
Eastern Province	33%	67%	60%	40%					
Easterns	42%	58%	14%	86%					
Free State	no figures		no figures						
Gauteng	18%	82%	55%	45%					
Griquas	44%	56%	50%	50%					
KWZN	25%	75%	25%	75%					
Northerns	4%	96%	10%	90%					
North West	no figures			100%					
Western Province	60%	40%	40%	40%					
	1998/1999 Season		1999/2000 Season		Each province to conduct extensive scoring courses in conjunction with the recruitment programme				
	Of Colour	White	Of Colour	White					
Border	25%	75%	25%	75%					
Boland	no figures		53%	47%					
Eastern Province	48%	52%	52%	48%					
Easterns	26%	74%	No figures						
Free State	no figures		No figures						
Gauteng	no figures		No figures						
Griquas	no figures		No figures						
KWZN	29%	71%	29%	71%					
Northerns	30%	70%	30%	70%					
North West	8%	92%	7%	93%					
Western Province	no figures		No figures						

Source : UCBSA Statistics May 2000