The Regulatory Framework

Adopted by Nat. Sport and Rec. Indaba

- Constitution of RSA
- Transformation Charter
- SRSA Barometer
- Prevention of Unfair Discrimination Act
The Case for Transformation

- Transformation is both “the right thing to do” (the moral imperative) due to the impact of past social engineering initiatives on South African Society as well as a strategic imperative in an increasingly globalised and competitive world.

- The white population group is the only group demonstrating a negative growth rate while 84% of all under 18-year-old South Africans are black African, with the remaining 16% being white, coloured or Indian. The strategic importance of focusing on black African representation as a component of sport’s longer term human capital development strategy in order to build a sustainable competitive advantage is obvious.

- The bar of excellence is rising relentlessly. We need to be more effective and creative in developing strategies, practices, processes, talent, and skills that will make us winners in a hyper-competitive world. Transformation, correctly defined and utilised, is a powerful tool not only to correct injustices of the past, but also to establish a sustainable competitive advantage targeted at enhancing overall competitiveness globally.

“We are not asking for hand-outs... nor are saying that just as a white skin were a passport to privilege in the past so a black skin should be the basis of privilege in the future.... What we are against is not the upholding of standards as such, but the sustaining of barriers to the attainment of standards”
Principles of the TSA Transformation Strategy

- TSA’s transformation strategy will be multi-dimensional and focused on changing demographic profiles on and off the field of play
- It will ensure equitable access, participation and resource availability through extensive community involvement
- It will develop skills and capability on and off the field
- It will build and shape relationships with future support and spectator base, future leaders, and decision-makers on the basis of broad-based community engagement
- As an organization, TSA is committed to practicing Employment Equity, Gender Equity, Preferential Procurement, and the Promotion of Disability Sport
- The Strategy will be underpinned by Good Governance
- It will uphold standards, while at the same time removing barriers to access, thus creating a system that is accessible, demographically representative, sustainable, and competitive
- The Strategy will seek to co-operate with government initiatives and to align its portfolio of programmes/projects with that of national, provincial, and local government and sport structures
The Individual Change Journey

When organisations go through large scale organisational transformation, it is important to note that a considerable portion of change needs to happen at an individual level. The people who are charged with “transforming” the organisation need to move from merely complying with the new way of doing business to behaving in ways that show commitment and therefore ensure sustainability. The diagram below shows the individual change journey.

To help enable sustainable change it is imperative that individuals move along the commitment curve and commit to the new way of working rather than merely comply.
Multi-dimensional transformation framework

Accessible, sustainable, and competitive sport system

Effective change in participation demographic and competitive profiles

Access to infrastructure, resources, and participation opportunities

Skill and capability development (on and off the field of play)

Integrated and aligned Sport Federation and Government Sport structures executing synchronized programmes/projects focused on enhancing **Access** and **Skills** and **Capability Dimensions** at Community-based School and Club level

Institutionalised governance processes

Economic Empowerment – preferential procurement

Employment Equity compliance
Transformation Governance within TSA

TSA CEO (Accountable to the Board)
Richard Glover

TSA Transformation & Development Sub-committee (providing Board oversight)
Chair: Tony Loubser

Transformation Task Group
Responsible for roll-out of Programme

Gugu Ntuli, Cliffie Swartz, Xolani Montsi, Ridhwaan Dawood, Mpho Makhoba, Andre de Beer

Fundraising
Programs to Support Government Initiatives
Development Centre Programmes
Communication
Skills Development
Disability
Transformation Roadmap

31 March 2017
Draft Strategy
- Consult key Individuals, Bodies
- Sub-committee & board approval

16 March 2017

30 April 2017
Internal Transformation Conference
- Present Strategy
- Workshop aspects of policy (selection, on/off-court demographics, Definitions)
- Identify Charter Content
- Development Pathway

11 April 2017

31 May 2017
Finalise Documentation
- Strategy
- Policy
- Charter

30 May 2017

30 June 2017

31 July 2017

30 July 2017
Public Launch
- Strategy
- Policy
- Charter

11 April 2017

30 July 2017

Tennis South Africa
Key Transformation Focus Areas

- Infrastructure and Participation Opportunities
- Human Resource and Skills Development
- Demographic Profile
- Performance
- Contribution to Government Priorities
- Good Governance

Other Courses
(e.g., Support Services)
Key Principles for the Development Pathway

▪ The most important requirement for the success of the Development Programme is **The Provision of Coaching** and the **Level of Coaching** provided

▪ The Programme needs to start around existing initiatives and expand based on the success of these initiatives and the support of government and the corporate sector

▪ The Programme needs to be driven and managed centrally by TSA
Development Pathway
Off Court

- Enhance (reinvent) the appeal of the game; thus attracting sponsors
- Tailor programmes to support government initiatives.
- Build relationships with tennis schools
- Diversity training
- Partnership with educational institutions
- Reduced cost of courses; look beyond the tennis fraternity for officials to travel with touring squads.
- Revise costing model of courses; partnerships with local and provincial government.
- Used equipment banks; engaging with local provincial government for facility upgrade

Denotes areas where government Support is available
Development Pathway

On Court

- Tournament Fee Subsidy
- Incentive for Private Travel
- Travel sponsorship
- Reduction of entry fee
- Camps
- Training Centres

Affirmative Selection Policy

- **Elites**
  - Tournament Fee Subsidy
  - Incentives for Private Academies
  - Tournament Fee Subsidy
  - Regional HP Squad

- **High Performance**
  - Tournament Fee Subsidy
  - Regional travel Squad
  - District HP Squad

- **Intermediate Level**
  - Entry level ranking bar tournament
  - (lower entry fee)

- **Ranking Tournament Entry Level**
  - Formalise red, Orange, Green ball Tournaments
  - Create “ranking” incentive

- **Entry Level (ages 5 – 9)**
  - Training Centres supported/run by TSA

Denotes areas where government Support is available
Development Pathway
Tier 1

Coaches’ salaries
Training Camps
Travel

Head Coach

Admin
Assistant Coach
Assistant Coach

TSA Development Centre
TSA/Prov. Development Centre

Reporting
SLA
Mentoring
Monitoring
Funding

Prov. Hub
Prov. Hub
Prov. Hub
Prov. Hub

Funding

SASCOC  SRSA  Lotto  Sponsors

Funding

Lotto  Prov. Feds  Local & Prov. Govt.
Tennis South Africa

Development Centre
A Closer Look

Focus on the entire player pathway from entry to elite levels

Service Level Agreement

TSA/Prov. Development Centre

Stakeholder engagement (e.g., Prov. and Local Govt.)
Lesson plan development
Competitions
Coach mentoring

High performance coach; able to manage the players as well as the stakeholders

Focus on the entire player pathway from entry to elite levels

Reporting

Selected players offered opportunity to join the centre

Hubs selected on basis of set criteria to be set by Task Group

Schools

Prov. Hub

Prov. Hub
Questions

1. Who benefits from the T&D plan? (Definition of the beneficiary class)
   - PDI?
   - Development player?
   - Black player?

2. What is your view around whether we should have a quota system (or targets) in the selection of National teams
   - At all age groups? Or should it differ from junior to senior age groups?

3. What is your view around the inclusion of non-nationals in Junior National teams?
**Transformation Roadmap**

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Tennis South Africa