

TSA TRANSFORMATION POLICY

1. TRANSFORMATION IN THE SOUTH AFRICAN TENNIS CONTEXT:

One of the challenges¹ facing transformation in the sport sector, is that transformation efforts are largely one-dimensional and targeted at the identification and development of talent in the short term, so as to influence demographic representation in National and Provincial teams.

This narrow approach has led to a number of secondary problems, not least of which is an anti-transformation backlash, a perceived compromise of standards and even the undermining of the growth and development of talent in the very communities that transformation seeks to serve.

The essence of tennis's transformation strategy therefore is multi-dimensional and focused on the principles contained in the TSA Transformation Charter².

At the core of this strategy lie the identification, incubation, nurturing and development of actual and potential human capital to ensure that the human resource base of tennis is optimally skilled and equipped.

The objective of this Transformation Policy is to engage South African society on the broadest possible basis in such a way that it impacts the quality of life within communities through the fun, entertainment and competitive characteristics of tennis as well as to create access to the full extent of the socially based benefits of tennis. At the same time we will be developing the skill base required to breed supremacy over sporting rivals globally.

¹ As identified in the Transformation Charter of SASCOC, which Charter was accepted as part of the National Sport Plan of South Africa by the National Sport Indaba of 2011.

² changing demographic profiles on and off the court, ensuring equitable access and resource availability, skill and capability development on and off the court; extensive community involvement with a view to provide participation opportunities and to identify potential talent; and building and shaping relationships with its future support and spectator base, future leaders and decision-makers on the basis of broad-based community engagement.

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

2. THE INTRODUCTION OF THE MULTI-DIMENSIONAL TRANSFORMATION SCORECARD

Transformation status and progress will be monitored and evaluated on the basis of trends in overall transformation achievement (sum of the weighted contributions of each of the selected Focus Areas identified by TSA³) as well as the trends in each one of the Focus Areas.

FOCUS AREA	' PROPOSED' WEIGHTING POINTS
1. Access to Infrastructure and Participation Opportunities	
2. Human Resource, Skill and Capability Development	
3. Demographic Profile	
4. Performance	
5. Contribution to Government priorities	
6. Good governance	
TOTAL	

Figure 1

³ As contained in the TSA Transformation Strategy Presentation posted on the TSA website in April 2017. These Focus Areas are also referred to as Dimensions in the SASCO Transformation Charter.

Figure 1 represents the **Primary Scorecard** and incorporates a 'Weighting' factor for each Focus Area, which represents points or a Focus Area's maximum score. The more points allocated to a Focus Area the greater the importance to the Transformation process of that particular Focus Area.

A similar scorecard (adapted where required) will be applicable in all provincial affiliates.

Each of these Focus Areas has a scorecard of its own that feeds the Primary Scorecard. These scorecards are reproduced in Annexure 1.

3. WHAT DEMOGRAPHIC DOES TRANSFORMATION TARGET – A NOTE ON TERMINOLOGY

The SASCOC Transformation Charter, as well as the Eminent Persons Group Report, refer to the following groups of persons as the target of Transformation for purposes of tracking Transformation progress:

- black African
- coloured
- Indian

The term generic black is used in the Charter as an umbrella term that refers to all three groups.

In this policy we use the terminology based on the new TSA draft Constitution, which is based on the definition contained in the Broad Based Black Economic Empowerment Act of 2003 as supplemented by the Codes of Good Practice promulgated under the said Act.

TSA Working Definition of the Transformation Target Population

We have supplemented this definition⁴ for purposes of the demographic aspect and Focus Area of the TSA Transformation Policy and Charter. The TSA Transformation Target Population is therefore defined as follows:

⁴The rationale for this definition is set out in the Transformation Policy Discussion document

Thus defined, it is clear that a player remains a black player if they satisfy the definition, no matter whether they occupy a position at the entry-level, or the elite-level of the player development pathway (or any position in-between).

Terminology is important. It defines how we think. Given the necessity for all to shift their thinking from a compliance- to a commitment-mindset (see Transformation Strategy Presentation – slide 5) it is necessary for us all to use the correct terminology. This policy therefore advocates a departure from the terms “Development Player” “PDI” and “Player Colour”.

Black People in South Africa in the sense that the term is defined in the B-BBEE Act¹ as well as descendants of such persons and any South African Citizen born after 27 April 1994 who would have been defined as a black person if they had been born prior to 27 April 1994, and the term “black player” shall have a corresponding meaning;

The terms African, Coloured and Indian referred to in the B-BBEE Act (and therefore forming the basis for the definition of a black person in terms of this Policy) shall have the meaning ascribed to them in South African legislation prevailing on 27 April 1994;

4. THE POSITION OF NON-NATIONALS

A separate policy on non-Nationals will be formulated based on best practice in other codes.

5. FACILITATING ACCESS TO TENNIS FOR BLACK PERSONS/PLAYERS ALONG THE ENTIRE DEVELOPMENT PATHWAY

While the target population of Transformation is black persons (including black players) this policy will place an emphasis on black African players⁵ as well as under-served (particularly rural) communities.

⁵ As is required by the SASCO Charter and the EPG Report, which cites the startling statistic that 84% of South Africa’s population under the age of 18 is black African.

5.1 DEVELOPMENT EXCELLENCE CENTRES

The Programme will be implemented through:

- a) The establishment of 3 Development Excellence Centres (“DECs”) in three Provinces in South Africa where there is sufficient meaningful on-the-ground activity to justify the investment. The Centres would be established in the following Provinces in accordance with the indicated (tentative) time-line.

Priority	Province	Est. Date*	Notes
1	Western Cape	09/2017	The DEC would work with the existing initiatives in the Metro and Winelands area, where development hubs are already in place and coaches are being paid by the District Federations and Provincial Government. The relationship between the Provincial Federation and the W. Cape government is well-established. Winelands and Cape Town Tennis District Federations and well as the W. Cape Provincial Federation structures will be consulted w.r.t. a suitable location.
2	Gauteng	06/2018	Also development activity happening on the ground and relationship with Provincial Government is growing. The DEC will be established at the Arthur Ashe Tennis Centre in Soweto.
3	Eastern Cape	12/2018	This would be aimed at the East London area, and the surrounding rural E Cape areas

* Tentative as subject to available funds

- b) The choice of Provincial Centres (or the implementation dates) are not cast in stone as much will depend on the buy-in of District and Provincial Federations.
- c) The appointment of an experienced, highly qualified coaching team (one head coach and two assistants) whose function will be to run the Programme. Initially, it is envisaged to

appoint one Head Coach (at the first DEC) and thereafter the assistant coaches one at each subsequent Centre).

d) The role of the DECs will not simply be the exposure of tennis at the grass-roots level (thus the intention is not to get 20 kids who are new to the game to attend coaching every Saturday morning at the Centre – as is the model in some development hubs currently in operation in District/Provincial Federations⁶). We mention this specifically as this is the current image of a development centre.

e) Rather grass-roots exposure will be the work of the development hubs serviced by the DEC in the following manner:

This DEC coaching team (initially the Head Coach):

- Develops lesson plans;
- Monitors the performance of coaches through a feedback protocol and site visits;
- Mentors the coaches through occasional refresher courses and visits to the development hubs;
- Assists in talent ID and managing the outreach of development hubs coaches to their catchment areas.

f) Thus, the DEC coach will have a coaching-the-coaches function.

g) The DEC will also assist the development hub coaches in arranging competitions (possibly at the DEC for all the hubs) and arranging regular coaching (both of coaches and of players) on scheduled occasions for selected groups from the development hubs, at the DEC

h) The DEC coach will also establish a training squad at the DEC across all age groups and at all levels of the player development pathway. The DEC will draw deserving players from the hubs⁷ and will also be able to function as a regional training centre for deserving players who are invited.⁸ The possibility of course also exists (depending on the facilities that exist at the DEC) for it to function as a National Training Centre.

⁶ The suggestion is not that there is anything wrong with this; just that it is not the model for the DEC.

⁷ On a voluntary basis, but by invitation; the intention is to get the best players through to the DEC.

⁸ Again, the intention is to get the best players in the region training at the DEC, of course players have the choice to decline the invitation.

- i) While the DEC will have a bias towards black players, it will not be exclusively for black players, particularly insofar as the composition of the regional squad is concerned.
- j) TSA will additionally support the identified development hubs in the form of supplementing coaches' salaries (where required), equipment, clothing, travel.
- k) TSA will, through the Transformation Task team assist in building the relationship with the relevant Provincial Government to access the resources available at Provincial Government level to assist the DEC and the development hubs serviced by the DEC. We will seek assistance from Provincial Governments for coaches' salaries, equipment, transport, tournament entry fees, logistical support for a regional travel squad based at the DEC, amongst others.
- l) TSA will also, through the Transformation Task Group, assist in building relationships with local government for the improvement of facilities in under-served communities where hubs are located through integrating and synchronizing its Programme with that of local and Provincial Government.

5.2 CREATING OPPORTUNITIES FOR BLACK COACHES

There is a dearth of coaches who provide services in under-served communities⁹. Opportunities for black coaches will be addressed through the following:

a) Apprenticeship Centres

Existing private academies will be afforded the opportunity to upgrade the status to that of Apprenticeship Centre provided that they satisfy requirements in respect of mentoring new coaches. Also, the coaching department will be asked to look at other incentives to encourage experienced coaches to share their experience with less experienced coaches, particularly those who operate in black, under-served communities such as the award of CEP points as well as linking TSA Travel Coach status to mentoring work with less experienced coaches.

⁹ See Discussion Document

b) Restructuring of Course Content

Diversity will be added as an element of the course content. Additionally, we will look to package course content in a way that makes it convenient for various levels within the target audience. For example, teachers who do not have any intention of coaching tennis, but who would be interested in only that content of the volunteer/teachers' course which relates to tennis administration (organizing teams, basic rules etc.) need only complete that component of the course. Courses will also be delivered over extended periods (e.g. 4 x 4,5 hr sessions spread over Saturday mornings as opposed to 1 x 18 hr session over one weekend).

c) Accessing Provincial Government Funding for Training of coaches and officials

Provincial Government Sport Departments have budgets for the training of coaches and officials. The T&D Task Group will prioritise establishing relationships with the tennis officials in the Provincial Government Departments (initially focusing on the Departments where we have DEC established) in order to access this funding. Also, we will synchronise the schedule of training courses to align with government priorities (so that sufficient time is allowed for the submission of project proposals in terms of Provincial Government processes).

d) Facilitating the delivery of coaching courses (decentralization and use of technology).

The T&D Task Group will prioritise the identification of candidates to be trained as coach trainers in the various regions (with priority to the DEC Provinces) to facilitate the regular roll-out of courses for coaches and officials. Also, the coaching department will be tasked with investigating the use of digital technology and the linking of coaching qualifications to the NQF.

5.3 SKILLS DEVELOPMENT OF OFFICIALS

This will be addressed in the same way as for coaches (see 5.2 above.)

5.4 DEVELOPMENT OF RELATIONSHIPS WITH TENNIS SCHOOLS

The DECs will develop relationships with schools in the area who prioritise tennis as a code with a view to placing deserving students at those schools and recommending students/players for scholarships. Also, the T&D Task Group will formalize the system for the allocation of Ministerial Bursaries with SRSA.

5.5 INTRODUCTION OF GRASS-ROOTS (RED, ORANGE, GREEN BALL) TOURNAMENT STRUCTURE

We will introduce a formal structure for red, orange and green ball tournaments to be held in conjunction with Mini Series events. A uniform tournament structure will be developed by the coaching department and exposure will be given to these events through the TSA website and tournament platform.

5.6 HIERARCHICAL TOURNAMENT STRUCTURE (WITH RANKING BAR)

We will introduce intermediate level tournaments on an exclusive basis (open only to players with a ranking below a certain level) and give exposure to these tournaments through the TSA website and tournament platform.

5.7 TRAVEL SPONSORSHIP FOR BLACK PLAYERS

We will investigate using our leverage with travel agencies / airlines to obtain discounts on flights, which we can allocate to transformation spend in our development programme.

5.8 GOVERNMENT'S NATIONAL SCHOOL SPORTS CHAMPIONSHIP

We will elevate the National School Sports Championship to a prestige event on the National Tennis Calendar. We will engage with SRSA to sort out substantive and logistical issues.

6. TRANSFORMATION AND THE SELECTION OF PROVINCIAL AND NATIONAL TEAMS

6.1 NATIONAL TEAMS

Clearly, the Transformation requirement must feature in the selection of teams. However, in our view we need to redefine the qualities that we look for in a player who is chosen to represent South Africa and we need to give a weighting to each of those qualities so that we have a "formula" for what constitutes the best player to represent South Africa.

Fortunately, the SASCOC Transformation Charter contains the necessary learning in this regard in the form of the balanced scorecard. Using this tool, it becomes easy to manage not only the back-lash from excluded players (the score-card presents a transparent methodology) but also critics who would accuse us of giving white players no chance because of the over-powering guarantee that a black player has.

This way we can say without fear of contradiction, that we have chosen the best players for the team; and best is defined with reference to the score obtained by that player on the balanced score-card. We would have defined “best” with reference to the elements of the score-card and the weighting afforded to each.

The weighting attributed to the various elements of the score-card are indicative only at this stage.

Score-card element	Explanation	Weighting	Score
Player-Performance Matrix	This is the score given to the player on the Matrix designed by High Performance and represents the view of selectors of this players playing competency. Players would be allocated a score out of 30.	30	
Transformation Target?	This is the determination of whether the player is a black player in terms of the definition set out in this Policy. A player would either score 10 (if s/he is a black player) or 0 (if s/he is not a black player)	10	
Conduct on Court	A score is given from 1- 10 based on the player's conduct on court, which includes reference to the player's disciplinary record and whether the player displays the qualities that are associated with representing one's country on the International stage.	10	
Conduct off-court	This includes factors such as: (a) Participation at SA based team orientated events and tournaments, such as top schools festivals, Inter provincial participation, and league participation. This demonstrates an ability to focus on 'team' rather than individual results. (b) Is the player a good tourist; a team player who enhances the cohesiveness within the team. Here parental interference and the effect of this on the team and coaches is also relevant.	10	
Total		60	

Figure 2: Balanced score-card for the selection of National Teams

6.2 PROVINCIAL TEAMS (INCLUDING PROVINCIAL SCHOOLS TEAMS)

The following quotas shall be applicable in respect of the selection of black players for Provincial teams:

Provincial 1st team: 33,3% or as close thereto as the number of players in the team allows (thus in a team of 6, 2 players must be black players; in a team of 4 the black player requirement is 1 player)

Provincial 2nd team and lower teams: 50%

7. PROVINCIAL SCORECARDS

The Transformation Task Group will devise score-cards for Provinces / Districts, which will be required to be completed at regular intervals and submitted to TSA.

Annexure 1: Focus Area Score-cards

Each of these Focus Areas has a scorecard of its own that feeds the Primary Scorecard. These scorecards are reproduced below.

- Each of the Indicators are given a weighting (the total weighting adds up to the weighting for the Focus Area as reflected in the Primary Scorecard).
- Transformation Focus Area Score = $A \div B \times C$ Where:
A = Actual Achievement B = Target and C = Weighting of Focus Area Indicator
- The 'Robot' column provides a visual representation of performance based on the following schematic colour-coded to reflect the % of Target Value achieved:

0-50% ACHIEVED	51%- 75% ACHIEVED	76%-100% ACHIEVED
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1 Access to Infrastructure and Participation Opportunities

Access to Infrastructure and Participation Opportunities Focus Area (Total Weighting Points:)						
I N D I C A T O R	W E I G H T I N G P O I N T S (C)	T A R G E T	A C H I E V E M E N T	S C O R E A B	% A C H I E V E D (A/B*100)	R O B O T
1) Total number of registered participants.						
2) Number of participants in primary schools (including farm schools).						
3) Number of participants in secondary schools (including farm schools).						
4) Number of participants between 18 and 21 years.						
5) Number of affiliated clubs.						
6) Number of provinces where clubs are fully operational.						
7) a. Number of operational facilities.						
8) % of Facilities accessible to sport persons with a disability.						
9) % of junior athletes participating in a modified version of your sport.						
TOTAL						

2 Human Resource and Skills Development

Skill and capacity development Focus Area (Total Weighting Points:)						
I N D I C A T O R	W E I G H T I N G P O I N T S (C)	T A R G E T	A C H I E V E M E N T (A)	S C O R E	% A C H I E V E	R O B O T
1) Number of accredited training courses conducted annually.						
2) Number of newly accredited administrators trained in the last 12 months at an international level.						
3) Number of newly accredited technical officials trained in the last 12 months at an international level.						
4) Number of newly accredited coaches trained in the last 12 months at an international level.						
5) Number of newly accredited administrators trained in the last 12 months at a national level.						
6) Number of newly accredited technical officials trained in the last 12 months at a national level.						
7) Number of newly accredited coaches trained in the last 12 months at a national level.						
TOTAL						

3 Demographic Profile Focus Area

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

4 Performance Focus Area

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

5 Contribution to Government Priorities Focus Area

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

6 Good Governance Focus Area

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