

**REPORT OF THE FACT FINDING COMMISSION  
RELATING TO VARIOUS MATTERS IN THE GAUTENG  
CRICKET BOARD.**

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**SUBMITTED BY:**

**THE HONOURABLE JUSTICE P.N. LANGA: THE FORMER CHIEF JUSTICE OF SOUTH AFRICA;  
THE HONOURABLE JUDGE JOHN E. SMITH: JUDGE OF THE HIGH COURT OF SOUTH  
AFRICA; DR W BASSON: STRATEGIST and MR BERNARD A MATHESON: FACILITATOR**

**PRESENTED TO CRICKET SOUTH AFRICA ON 19 JULY 2010**

## INTRODUCTION AND FFC MANDATE

1. Cricket in South Africa is administered by Cricket South Africa (“CSA”). In order to understand the reasons giving rise to the dispute between CSA and the Gauteng Cricket Board (“GCB”) as well as other complex issues underlying deep divisions within Gauteng Cricket, a decision was taken by CSA to appoint a ‘Fact Finding Commission’ (“FFC”).
  
2. The following persons were appointed to serve on the FFC:  
Justice Pius Langa: Former Chief Justice of South Africa; the Honourable Judge John E Smith; and Dr W Basson. Mr Bernard Matheson was appointed to act as facilitator for the process.
  
3. The FCC was established on 22 April 2010 with the following Terms of Reference: –
  - 3.1 To investigate all matters which, in its opinion may be relevant to the establishment of appropriate and functional administrative and governance structures for Gauteng Cricket;
  - 3.2 To hear such oral and/or written presentations from relevant stakeholders, individual persons and/or organisations, as the FCC may determine and receive such documentation as the FCC deems relevant from individuals and/or organisations;
  - 3.3 To determine the procedures that shall find application in the exercise of the terms as described herein;
  - 3.4 To compile and submit a written report to the President: CSA and the Board within 20 days or as soon as possible after conclusion of the investigation, of its findings, recommendations and any other relevant matter;
  - 3.5 To do all things necessary for the full and complete execution of the mandate of the FFC.

## **METHODOLOGY**

4. An open invitation was extended by the FFC to all and any stakeholders to make representations to the FFC on the underlying reasons for the dysfunctional state of affairs in Gauteng cricket and the possible solutions. A list of attendees is annexed hereto marked "A".

## **GUIDING PRINCIPLES**

5. It is necessary to give context to the events that gave rise to the appointment of the FFC and the mandate for it to furnish a report to CSA. This will be against the background of the place of Sport and Cricket in particular, in South Africa's democratic and constitutional era and the critical need for transformation in all sport. In traversing the events and making its' recommendations, the FFC has taken into account the factors and considerations reflected below.
6. Cricket in South Africa is an important National Asset. The complex difficulties that have enveloped it are not dissimilar from the intractable problems that continually confront us in other spheres of the life of a developing nation, particularly in view of the challenges posed by the legacy of our past. It is a legacy of disempowerment and inequality, glaring imbalances and underdevelopment.
7. Sport, like the rest of society in general, has to transform to meet the often difficult decisions necessary to ensure that sport survives, develops and prospers in a new and open democratic state.
8. In dealing with the challenges in the administration of sport, we bear in mind the nature and objectives of our constitutional order, namely, that it is founded on the values of equality, human dignity and the achievement and advancement of freedom and human rights in a non-racist and non-sexist democratic state that upholds the Rule of Law.

## THE GENESIS OF THE DISPUTE

9. Before detailing the nature and extent of the representations made to the FCC by the numerous stakeholders, who are clearly very passionate about cricket, it is necessary to furnish a broad overview of some of the relevant events that have contributed to (“CSA”) deciding to undertake a comprehensive fact finding exercise.
10. Cricket is administered in each of the 9 provinces with varying degrees of success in relation to the implementation of comprehensive transformation processes. Following the pending Indian Professional League tour (‘the IPL tour ‘) of South Africa by the Indian Cricket League several months ago, a dispute arose between the administrators of Cricket in Gauteng (referred to hereafter for the sake of convenience as “the Gauteng Cricket Board” or GCB. Detailed reference is made to the relevant events of the dispute later in this report.
11. The dispute referred to above evidenced the nature and extent of the significant division that existed between the stakeholders charged with the proper and fair administration of cricket in Gauteng as well as critical divisions within the ranks of certain of the stakeholders themselves.
12. Following Ministerial intervention, the dispute was subject to a mediation process between CSA and GCB resulting in a mediation agreement (“the Mediation Agreement”) to which detailed reference will be made later in this report.
13. The Mediation Agreement represented common ground between CSA and the ‘GCB’).There is nothing to suggest that this agreement, with certain amendments should not continue to find application today. Put differently, there is no basis to believe that the Mediation Agreement was revoked, cancelled or annulled for any reason.
14. Unfortunately, the Mediation Agreement once launched following the successful conclusion of the IPL tour, stalled almost immediately. The varied reasons for the

absence of the successful and full implementation of the Mediation Agreement are complex and require greater consideration elsewhere in this report.

15. The Mediation Agreement did however meet with partial success with the implementation of certain of the terms agreed to by the parties, including the critical and inescapable need for transformation, the urgency that attached to establishing the transformed organisational framework and the realisation that the stakeholders themselves were required to co-operate and join hands to produce the new dispensation. The conclusion of the Mediation Agreement also produced a more equitable representation regime of previously advantaged and previously disadvantaged clubs, and the establishment of a Change Management Committee to give impetus to the important matter of transformation and other terms.
16. Significantly, the GCB appointed in terms of the Mediation Agreement, was deposed. The merits of this action are similarly dealt with elsewhere in the report. Many of the complex matters relating to, inter alia, representation, voting rights, Constitutional amendments and transformation arose once again following the replacement of the GCB with a different Board ('the current GCB').
17. Once the current GCB took office an alarming chasm developed amongst the stakeholders who each held significant and different values, cultures and fundamental interests. The following main stakeholder groupings emerged with a variety of splinter interest groups :
  - 17.1 The Concerned Cricket Fraternity (CCF) comprising essentially the Indian and Coloured Clubs with sectional support from some of the Black African Cricket Group;
  - 17.2 The Black African Cricket Forum comprising essentially the Black African Cricket Clubs with the Soweto Cricket Club playing a dominant role;
  - 17.3. The current GCB essentially representing the previously advantaged Clubs.
  - 17.4. Other organisations like the Former Players, Coaches and Administrators with cross representation in the Alexander Cricket Club, the Soweto Cricket Club Executive Committee and the CCF (Concerned Cricket Fraternity) also stepped

forward as representatives with interests in cricket matters in Gauteng. There is however no fully inclusive body that represents all former players, coaches and administrators; and

- 17.5 The classification of the groupings above on the basis of race is unfortunate but, in current circumstances, unavoidable. The classification has its genesis in geographical and historic events and practices still evident amongst the stakeholders today. It is however encouraging to see evidence of this practice facing relegation to the past in the form of the united forum of the CCF.
18. In addition to the FFC receiving comprehensive and helpful oral representations and documentation from the stakeholders referred to above, many individuals, in their personal capacities or as representatives from various clubs, also made representations to the FFC as appears more fully from the schedule of participants attached as “A” to this report.
19. It was against the background sketched above that CSA mandated the FFC to comprehensively investigate the administration of cricket in Gauteng and make findings on the facts that underpin these matters and to make recommendations for the achievement of a functional, transparent, equitable, democratic and transformed administrative structure.
20. The FFC had as its objective the establishment of the factual basis and the extraction of matters common to the various stakeholders. In pursuit of the above objective extensive hearings were undertaken over a considerable period of time. During the hearings, representations were made, both orally and in writing from all stakeholders who accepted the written invitation to appear before the FFC. Certain of the participants made more than one appearance and the central issues were debated with enthusiasm and impressive realism.
21. As appears more fully from the more detailed analysis of the proceedings which follows below, ultimately the stakeholders had to give deep and informed consideration to the form and structure of the inevitable organisational changes that

had to come about to ensure the future of cricket in Gauteng. In many ways the opportunity to be heard and to hear other stakeholders represented a diminishing opportunity to rise above narrow interests and to put the interest of Gauteng cricket first.

22. It is necessary to examine the chronology of events leading to the establishment of the FFC, its full mandate, the events that shaped the prevailing situations, the thrust of the presentations made by the stakeholders to the FFC and some of the underlying factors that influence the current state of affairs.

#### **CHRONOLOGY OF RELEVANT EVENTS.**

- 22.1 The Indian Professional League (“IPL”) tournament precipitated the declaration of a dispute regarding hosting rights at the Wanderers Stadium between CSA and the GCB; 22.2. The lack of transformation in Gauteng cricket was pertinently raised by, inter alia, (“the CCF”);
- 22.2 Following Ministerial intervention, the disputing parties submitted voluntarily to a facilitated mediation process. The mediation process culminated in a signed, ratified and accepted Mediation Agreement between CSA and GCB dated 19 September 2009;
- 22.3 The signed Agreement of Settlement was subsequently procedurally ratified and accepted at a special general meeting of the GCB on the 19<sup>th</sup> September 2009;
- 22.4 In terms of the Settlement Agreement directors were duly elected together with two co – Presidents. With a new and agreed board in place, the parties further agreed to that the new Board should stay in place until the holding of the annual general meeting (“the AGM”);
- 22.5 By late October 2009 a number of sub committees contemplated by the parties in terms of the Settlement Agreement had been established.

## THE MEDIATION AGREEMENT

23. The critical features agreed to between CSA and the GCB established in terms of the Mediated Settlement (“the Mediated GCB”) may be summarized as follows: –

- *The establishment of a restructured Board comprising of a 50/50 Previously Disadvantaged clubs (“the PDC”) and Advantaged Clubs (“the AC”) representation profile;*  
*The PDC was to decide on the Board size and to advise the Mediated GCB accordingly;*
- *The ACs and the PDCs were to separately and independently determine and nominate their respective Board representatives to the Board at the forthcoming AGM;*
- *The newly elected Board would have the responsibility to determine the process for the election of a Chairperson as well as the process to be applied in the event of a voting deadlock;*
- *The establishment of a **Change Management Committee** (‘the CMC’) comprising three representatives from the PDCs and three representatives from the ACs and including a representative from the provincial Minister for Sport (MEC for sport) for sport in the Gauteng Province;*
- *The newly elected Board could, upon a request from the **CMC**, provide additional expertise, including facilitators if needs be, either from within its ranks or in terms of an external appointment;*
- *The mandate of the CMC was to address the following urgent, fundamental and critical issues –*
  - ***Constitutional Reform** including matters such as demographic representation, voting rights and office bearers e.g. life presidents;*
  - *A **Transformation Charter** and*
  - ***Hosting Rights.***



- *The Modus Operandi of the **CMC** was to:*
  - *Convene meetings with stakeholders and to manage the necessary conversations;*
  - *Develop proposals on issues discussed;*
  - *Present proposals duly motivated to the Board for discussion and decision-making; and*
- *The tenure of newly structured and elected Board was to continue until the next AGM.*
- A 16 person Board (8 members nominated by ‘advantaged clubs’ and 8 by ‘previously disadvantaged’ clubs) together with two co-presidents agreed and ratified the terms of ‘Mediation Agreement’ and proceeded to give effect to its terms by practical implementation.

24. The new Board became operational, leadership appointments were implemented and relevant sub committees (including the **Change Management**, **‘Stadium’**, **‘Commercial’**, and **Transformation Committees**) were established.
25. The Constitution under which the ‘Mediation Board’ board was to function was however left unaltered. The prevailing perception gained from the stakeholders who presented before the FFC was that any constitutional amendments would be effected following debate and discussions by the newly appointed Board. It followed that the processes contemplated by the Mediation Agreement would take precedence and any other founding document, like the unaltered Constitution, would be amended in line with the framework contained in the Mediation Agreement.
26. At a ‘Special General Meeting ‘convened in terms of the GCB Constitution, which had not been altered, the weighted and disproportionate voting power which existed in the GCB was used resulting in six black members (from the ranks of the 16 Board members created as a result Mediation Agreement removed and a ‘smaller’ 6 person board (4 white and 2 black members) were constituted as a Board. We henceforth refer to this Board as “current GCB”. In addition an ‘acting’ Chairman was appointed.

27. The new smaller 'Board' co-opted two additional black members to meet the stipulated 50% Black representation requirement in terms of the Mediation Agreement.
28. The new 'Board' proceeded to appoint a 'Management Consultant' – the previous CEO of GCB, to undertake and fulfil the functions of a CEO at GCB. The appointment was not voted upon by all the representatives of clubs within the Gauteng region and accordingly did not enjoy inclusive support.
29. Various sections within Gauteng Cricket voiced their opposition to the appointment and the legitimacy of the current GCB. Similarly, the legality of all of the acts of the current GCB was questioned from the time when the "mediation" GCB was deposed.
30. The developments gave rise to the perception of mala fides and the abuse of the disproportionate voting power by some stakeholders'. The development was seen as unilateral and alienated some of the stakeholders. In the view of the FFC a major contributing factor to the full potential of the Mediation Agreement not being realised was the absence of an independent body to oversee the implementation of the framework set forth in the Mediation Agreement.
31. CSA has been criticised for not having intervened at this stage. It is possible that an intervention by CSA at that stage may have had legal implications which in turn, may have had greater ramifications for Cricket and perhaps set back the progress that had been made. Whatever the reasons, CSA seems to have chosen the route which has led to further examination of the relevant developments and this has led to the appointment of the FFC.

#### **SUMMARY SITUATIONAL DIAGNOSIS**

##### **General**

32. The representations made to the FFC reflect an 80%/20% ratio between submissions on 'Transformation' as against those on 'Hosting Rights' by Gauteng Cricket constituent members and stakeholders.

33. Transformation appears to be of higher priority to constituent/stakeholder groupings compared to the Hosting Right issue.
34. The original Mediation Agreement' agreed between Cricket SA and GCB is generally acceptable by the majority of the constituent members/stakeholders. The consensus appears to be that with certain modifications and amendments it can remain as the basis up on which the stakeholders can move forward.
35. Within the ranks of the DA clubs the consensus appears to be that the implementation of the Mediation Agreement has deliberately frustrated. A viewpoint that is not necessarily shared by the AC's.

#### **Deposed Mediation 'Board'**

36. **The Change Management Committee**, comprising three members each from the ranks of PDCs and ACs board representatives respectively, had one meeting only. The meeting failed to reach agreement on a Chairman and the inclusion of the MEC for Sport's representative as part of the committee. *(No Minutes of this meeting exist or are available)*
37. Two additional sub committees, '**Stadium**' and '**Commercial**', chaired by AC board members, failed to meet.
38. The first **Transformation Committee** was 'ill' attended by AC representatives. The second meeting was not attended by anyone from the ranks of the AC's; consequently no quorum was possible for meeting to proceed.
39. A negotiated settlement between the 'Mediation Board' and GCB CEO results in the latter's departure. The Board remains divided on the issue.

40. The vacant CEO post is advertised. Due process followed but not finalized and no new CEO is appointed.
41. The perceived ineffective implementation of Mediation Agreement in certain quarters is, it is maintained, due to a 'functionally sub optimal subcommittee structure'.
42. The premature collapse of the CMC as a result of the failure to reach consensus on Chairman and membership of MEC for Sport representative had a major effect on proceedings. Key elements of Mediation Agreement, including **Constitutional Reform, Transformation Charter, and Hosting Rights** remain unresolved.
43. **The Stadium and Commercial** subcommittee did not become operational.
44. **The Transformation** subcommittee is non-functional.
45. The Mediation Agreement implementation processes are perceived by some to be 'slow', inefficient and with low impact. Counter arguments suggest that that process was 'deliberately sabotaged'.
46. The Mediation 'Board' was not called upon to provide additional expertise, including facilitators (provided for in Agreement) from within or outside its ranks) to assist in resolving problems emanating from the implementation process. It is apparent that the will to implement, for whatever reasons, is absent.
47. The Mediation Agreement did not incorporate mechanisms to protect the implementation thereof from premature intervention on a constitutional basis.

## Summary and Analysis of the evidence and presentations made by stakeholders

48. There are a number of defined groupings with contrasting cultures, values, objectives, and goals within the Gauteng Cricket and Cricket SA environment precipitating a wide range of potential conflicting situations. The end result is a situation where issues are approached on the basis of each component entity's position being dominated by a particular culture and value set. The following explains the importance of the cricket system envisioning a 'new' future for itself and to agree the dominating culture and value sets that will characterise the 're-invented' organisation.
49. The GCB/CSA 'hosting right' related differences became a catalyst for extending the conflict situation on a wider basis into the GCB. The result was yet another round of exposing the symptoms and sources of those problems that have troubled Gauteng cricket for some time. In the process, opposing views and opinions led to an intensification of conflicting positions. This led to the system spiralling into further division and fragmentation extending into different stakeholder groupings mainly along racial lines.
50. This situation brought about interventions from both inside and outside of the organisation in the form of Ministerial intervention on the basis of a mediation process led by independent facilitators and also involving the Provincial Government's Department of Sport. The outcome was a 'Mediation Agreement' between Cricket South Africa and Gauteng Cricket Board.
51. Submissions received reflected a 80% focus on **Transformation** related issues and the remainder on the '**Hosting Rights**' (Wanderers Stadium) dispute between CSA and the GCB around the allocation of international matches to the Wanderers stadium. The two situations are summarised below based on content of submissions made and conclusions drawn. It is followed by a **reflection** on the impact of *cultural* and *value* set differences and the contribution thereof to conflicting situations.

### ***Wanderers Stadium***

52. The conflict between CSA and GCB arises out of both actual and/or perceived differences in *needs*, and/or *values* and/or goals resulting in a situation where the parties involved could impact each other's goal-seeking capabilities. At the heart of the dispute is the contractual relationship between the two bodies regarding the staging of international cricketing events at the Wanderers Stadium, precipitated by the recent IPL tournament.
53. Conflict related issues and reasons for the different positions have been raised and underlying reasons are in the process of being scrutinised by the parties involved. The process of acknowledging common ground and exploring possibilities to move towards a solution have been bedevilled and are lagging as a result of the collapse of the 'CMC' (agreed upon as part of a Mediation Agreement) and developments at the most recent GCB General Meeting and subsequent leadership changes.
54. Ensuring the operating efficiency of the stadium, optimising revenue generation (through staging and media rights) and financial performance, from a GCB perspective, is seen as core responsibilities. In this regard unqualified submissions made from GCB ranks suggests that -
- "if the asset base to generate revenues is not efficiently and profitably managed, the entire Gauteng Cricket family will be in jeopardy".
  - "profits had to be generated in order to continuously re-capitalise the Stadium to ensure that it maintains its quality as a world-class venue ....."
  - "... profits had to be generated on an annual basis in order to fund development and amateur cricket within Gauteng area of responsibility."
55. Gauteng Cricket further argues that the ability to execute core responsibilities optimally may be constrained because of "the flawed constitutional structure of CSA". The current constitution is purported to grant powers to a subordinate body in

the structure “who is not a member of the ICC; which is superior to the members in general meeting and who cannot ensure in practice that CSA meets its obligations in terms of the National Sports and Recreation Act”.

56. According to a GCB submission “11 CSA affiliates have delegated all their powers, without limitation, to the General Council of CSA. This “reduces the voting power of the GCB from 9, 09% to 5, 88% (one in seventeen).” In the eyes of Gauteng Cricket this has and could “lead to decisions which have and will directly harm their financial interests” thereby impacting on its ability to deliver effectively on their core responsibilities. In particular, “decisions related to the imposition of contractual obligations or restrictions which impair the value of the assets under GCB control”, are of concern.
57. A “continuing disregard for the legal ownership by GCB of the media and broadcast rights attached to the stadium” and the “growing tendency of CSA to force GCB to allow its facilities to be used for the benefit of CSA and national sponsors at the expense of GCB’s own stakeholders, sponsors and advertisers”, are considered major issues.
58. CSA argues that the control of all the stadium rights and revenue streams should be centralised suggesting that this approach will result in more money being earned for the benefit of SA cricket as a whole. The motivation being that exploitation of these rights under CSA’s control will generate more revenue than could be earned collectively by each province exploiting its own rights individually. This is a growing tendency within the world of professional sport and an ICC model for hosting international ICC Tournaments was introduced in 2003.
59. The long-term consequences of this are seen by some within the GCB as “an ever-increasing bureaucracy with growing powers in the hands of employed executives”. The validity of this model for hosting international matches, or matches played under the auspices of another country (as was the case with the IPL), is disputed. The

perception is that “the IPL was granted complete control of all rights to all stadiums, including all suites, all advertising, all hospitality facilities and all gate money”.

60. The IPL model – “*all rights to everything*” – is a model widely used around the world relative to multi-purpose stadia used for different sports and entertainment events. The FIFA Football World Cup Tournament and the Olympic games are two events that sit at the extreme of these commercial models in place.
61. Assertion of one’s viewpoint at the potential expense of another can only be useful when achieving one's objectives outweighs one's concern for the relationship. This clearly is not an option. For either of the two parties to surrender its own needs and to accommodate the other party could also prove problematic. The current situation demonstrates characteristics of avoiding and/or postponing conflict by ignoring it, changing the subject, etc. Avoidance can be useful as a temporary measure to buy time or as an expedient means of dealing with very minor, non-recurring conflicts. In more severe cases, conflict avoidance can involve severing a relationship or leaving a group exposed. In the present situation this has to be avoided at all costs.
62. Resolution of the current conflicting situation has become protracted as a result of too little trust, respect or communication among participants to collaborate on finding a mutually beneficial solution. Under these circumstances bringing the problem into the open and having a third entity involvement to reach agreement on the basis of compromise, represents a way forward and is something that should never have been interrupted/abandoned.

### ***Transformation***

63. Submissions received suggest that although there is a general awareness of the principles of Transformation, Affirmative Change, Affirmative Action and Empowerment. The commitment and understanding to translate these principles into real change initiatives differs substantially within both the previously disadvantaged and advantaged communities. The level of commitment of all



decision makers to bring about sustainable change on the basis of these principles, should leave no room for doubt.

64. There is general appreciation of GCB's sound financial and asset base and realisation that without this and the continued strengthening thereof, meaningful transformation cannot be realised. However, the size of the resource pool required, considering the magnitude of the problem and the number of people not being reached, and the actual resources flowing into the transformation pipeline may not be fully appreciated. Resource distribution policies and/or changes may also not have been sufficiently transparent and appropriately communicated.
65. Most constituent members consider CSA's and GCB's Transformation policies as good enough to bring about effective transformation within GCB structures but that implementation processes are flawed and ineffective. Results achieved are perceived to be out of kilter with the resources historically deployed and Transformation initiatives are viewed with suspicion. Reasons raised were that 'black' communities and their leadership are not sufficiently empowered to deal with the management and allocation of resources. Historically control has been exercised from the GCB offices. This then is interpreted by those mostly affected as a reinforcement of the view that blacks are not "capable or qualified enough" to deal with this responsibility.
66. It is generally accepted that the GCB historically had one of the most intensive, promising and best resourced development programmes to take cricket into previously disadvantaged areas. Today however, these programmes are considered to have delivered only in terms of unfulfilled promises. In certain areas the end result has been poorly maintained and in some instances abandoned structures and diminishing human and financial resources. Morale, motivation, attitude and commitment were inevitably affected. There is a feeling that the 'White' cricket establishment "has a deeply racist inheritance" in that for some, cricket transformation and changes to redress the inequalities of the past automatically go with the assumptions that it is anti-merit or a system that excludes excellence.

67. It is acknowledged that there are well-meaning cricketing people across the racial divide that have moved with the times, but that old attitudes still unhealthily permeate cricket in the area, muddying debates and holding back the transformation process targeted at redressing historical inequalities of the past.
68. An environment characterized by a slow rate of transformation manifested in the “absence of locally produced players at a Franchise level despite the resources invested in the past” and the “rich history of black cricket in the area”, is seen as an enigma. Inequitable resource distribution, low intensity affirmative change and empowerment initiatives have contributed to an emotionally charged and conflict ridden situation. Disadvantaged communities feel let down and disempowered. People are losing heart and as motivational levels move in the wrong direction player numbers and number of schools playing cricket are in sharp decline in disadvantaged areas. In many black communities this “has indirectly led to an increase in drug and alcohol abuse among the youth”. The extremely low percentage of schools catered for in the disadvantaged areas compared to those in advantaged areas further contributes to accusations of inequitable resource distribution.
69. Demographic transformation on the playing field within advantaged communities is advancing rapidly and is driven by increased accessibility for black children into old Model C schools and in particular the declining growth rates among whites. However, perceptions exists that these demographic changes are not mirrored within decision-making structures at primary and senior school level.
70. Suggestions were made that the gap between cricket in advantaged and disadvantaged areas has widened as resource allocation declined and talented cricketers and coaches (trained and resourced by GCB) from disadvantaged communities migrated into the advantaged cricketing environment. While this was hugely beneficial and life changing events from an individual perspective the impact on the human capital base within disadvantaged communities was significant. In the

absence of a 'replacement' strategy DACs were consistently denuded with respect to its human capital base and subsequently its competitiveness.

71. Amalgamation of clubs in disadvantaged areas as a result of a "lack of facilities" and an attempt to "improve levels of competitiveness" are seen by some to have had negative consequences. Growth in numbers was negatively impacted as a result of reduced participation opportunities as clubs disappeared and facilities, in certain instances, fell into disuse. In addition, entry into the Premier League was not possible because of a "lack of facilities".
72. Although the leagues and competition structures are administered effectively the quality of general support and communications from and with the office, received criticism from both the advantaged as well as disadvantaged communities. The junior leagues in particular appeared to be affected. CEO accessibility was raised as a particular problem.
73. Government's 'provision' role in sport with respect to facility provision appears to have been suboptimal largely as a result of this responsibility having been assigned to different levels of government in the Department of Sport and Recreation in recent years. The effectiveness of these facility provision programs with respect to positioning, ongoing maintenance and management has resulted in numerous challenges for communities.
74. Against the background of declining financial support to clubs the resource base of most clubs is stretched to breaking point resulting in some facilities simply being abandoned. This saw some black clubs moving away into other communities (to the detriment of their own communities) where there are more favourable facility related situations. The end result is further reduced accessibility and opportunity to participate to even lower levels.
75. The dynamics between Department of Education, the Department of Sport and Recreation and Provincial Sporting organizations is not conducive to an optimal sport

provision and delivery structure. The Education Department is ultimately in control of the education 'sandbox' and the resources therein. Teachers in black communities generally do not see sport as part of their responsibilities unlike their compatriots in advantaged communities where schools have a long history and tradition in sport. This only widens the gap between sport in advantaged and disadvantaged communities. Role definition, program design and coordination between provincial and local governments and provincial sport specific organizations have to be improved if the province's sport related human resource base is to be successfully brought into the mainstream. The 'provision' and 'delivery' roles of Government and voluntary based sport organizations has to be reviewed and areas of overlap identified and clarified. Grey and overlapping areas will result in continued uncertainty and duplication of effort.

76. The widely differing cricketing infrastructures and historical backgrounds within the advantaged and disadvantaged components have a significant impact on accessibility and opportunity for cricketers from disadvantaged communities. The diversity and number of stakeholders involved bring about unique control and coordination challenges. This results in a range of sub groups each with interests, goals and objectives that are at times in direct conflict with each other. Ultimately the effect on the long term future of Gauteng cricket should not be ignored. One way of addressing this is to intensify involvement and focus on cricket at school level – the real future. The fact that the white component of Gauteng's population is declining at a rate of 0.5% per annum (death rates has just recently started to exceed birth rates), while the 'black' population growing by 1.5% and the 0-15 year old component of SA society is 84% (of which only 15 out of a 100 is either White, Coloured or Indian!) highlights an important strategic reality to take on board as part of long term plans. Schools cricket has to be elevated on the strategic agenda and as an area of strategic focus.

### ***Reflection***

77. The situation described above against the background of the dispute between Cricket SA and GCB, Transformation related issues among GCB constituents and the events leading up to the establishment and implementation of the Mediation Agreement, has resurfaced and intensified many grievances. The intensity of the feelings as a result of the levels of disempowerment, perceived and real, the slow rate of transformation and insufficient and declining resource support led to the Fact Finding sessions being dominated by community (mainly transformation and facility) related issues.
78. This resulted in the dispute between Cricket SA and GCB 'stadium and hosting rights' issue featuring much lower down on the agenda of most submissions made. Although there appears to be general consensus that the preservation and growth of GCB's capital base and the balanced deployment thereof to ensure Gauteng cricket' long term future has to be protected, concerns surrounding the slow rate of transformation dominates.
79. All round there was strong support for the 'Mediation Agreement' as a basis for moving forward and re-inventing Gauteng cricket, which in the minds of some, has become 'dysfunctional'. If there was a flaw in the agreement, there is near unanimity that the current Constitution/Articles should have been dealt with differently before and during the process. Other than that, despite the current state of affairs, there is general consensus that the Agreement (modified in terms of the potential impact on proceedings is removed) is an acceptable instrument to shape a much needed new future.
80. Events surrounding the implementation of the 'Mediation Agreement' resulting in a so-called 'deposed board and a 'new' board have increased the degree of disillusionment, reinforcing feelings related to a dysfunctional organization. Personal images and relations have been bruised and will not be repaired easily. Question marks have been raised against the names of individuals with respect to ability,

personal agenda, motive, commitment and understanding to bring about meaningful change in the way in which the GCB operates. In certain instances there were suggestions of attempts to “delay” and “sabotage” the process of implementing the mediation agreement.

81. A number of possible reasons offered for the Mediation Agreement implementation process being derailed included:
- The slow rate of implementing the agreement.
  - Power struggles and suggestions of gamesmanship.
  - The opportunity for implementation proceedings to be overthrown on the basis of the biased voting rights structure in the existing Articles of Association.
  - Failure of the CMC to become operational and to act as a driving force for the process.
  - Election of office bearers by their respective constituencies along racial lines
  - Division within the ranks of the disadvantaged grouping.
82. The process and the subsequent fallout thereof have led to an increasingly divided cricketing system with greater racial undertones. The extent of this division is such that cracks are appearing within component constituencies. The system is in danger of moving into a state of semi paralysis reinforced by an environment characterized by feelings of uncertainty, lack of direction and diminishing trust translating into elevated levels of mistrust, reduced transparency, avoidance of accountability, rising suspicion levels, and reduced communication. Symptoms that strengthen perceptions among some constituent members are that the weaknesses GCB cricket can only be countered by purposeful and visionary leadership.
83. The GCB cricketing system comprises a group of individuals with differing perspectives, and back-grounds who come together to share their expertise in pursuit of a single goal. It is clear, however, that the diversity amongst people, while a benefit in terms of solutions, in this case also yields a high potential for conflict

mainly because of frustration as a result of slow change and underperformance. Conflict management requires enlightened leadership.

### ***Conflict***

84. Conflict is the natural result of diversity because people have different values, self-interests, and points of view. And it seems to follow that the greater the diversity of membership, the greater the potential for conflict. It should be noted though that conflict arising from differing perspectives may however be beneficial..
85. Through conflict constructive results are possible – prevention of stagnation, decrease in groupthink, interest is stimulated, problems are aired, people change, opinions are re-examined, creative solutions come to the fore, new cohesiveness is established, feelings of hostility are openly discussed, successful resolution leads to greater commitment, different positions are articulated, better understanding of the problem.
86. Presentations made to the Fact Finding Commission demonstrated some consequences of conflict situations being present in the GCB system. The conflict situation is further complicated as a result of large cultural differences and understanding and commitment to the implementation of the driving principles of re-organizing and re-inventing (transforming) the overall organization among its constituent members. If not understood the negative impact of conflict cannot be managed.

### ***Change***

87. The GCB is caught up in a process of protracted *change* that is damaging the organization.
88. The spectre of *change* produces uncertainty and doubt among constituent members which, if not dealt with, will contribute to change efforts failing. The complexities associated with change implementation and management processes will, particularly

in the GCB system, will be foolish to ignore. It will not just happen on the basis of words and ideas captured in a document. It requires a carefully thought out plan professionally driven, promoted and led.

The psychology map of change suggests that:—

- To change is to suffer 'losses' of several kinds - Certainty, the comfort of the known and the failure, the sense of competency, security and status that goes along with the existing order of things and when change is being imposed upon people the sense of control and personal choice is lost.
- Because change involves perceived loss, people must be convinced that the gains will be greater than the losses if they are to embrace change.
- To succeed, therefore, the driving forces in support of change must be greater than the restraining forces of fear, uncertainty and doubt.

89. When people feel threatened they tend to retreat to their comfort zones for “safety” and will cling to it more fiercely than before. However, the comfort zones can actually be the most dangerous of all for both individuals and the organisations as a whole. Threatened people have to be factually convinced about the consequences of retreating to comfort zones. The landscape is littered with failed organisations that retreated into comfort zones and not dealing with those uncomfortable sources threatening survival and prosperity.

90. The potential benefits of changing are clearly understood by the disadvantaged component of the GCB constituency but the consequences of not changing appear not to be sufficiently well enough understood within the advantaged component of the GCB system. Although there is a degree of understanding for the moral need for transforming, the organisation the strategic need for transformation is generally not clearly understood.



91. Above average leadership potential and understanding of the challenge involved among people from both disadvantaged and advantaged groupings exist. With the right guidance they are ready to assume increased responsibility to lead and participate in the process. Space and opportunity has to be created for these people to engage and contribute towards taking the organisation forward.
92. On the basis of inputs received there is reason to believe that the present situation characterised by a high level of dissatisfaction with the current situation (re-enforcing the need for change); a not so clear and focused vision for change (leading to a mood of anxiety and confusion) and the absence of a defined process for reaching the ultimate goal are contributing to people not understanding how they will get to the goal. The resulting mood then is then one of frustration and a danger of ultimate rejection of the change effort due to a lack of confidence in the organisational leadership.

### ***Culture***

93. Culture differences have surfaced as a further complicating factor. Culture is most probably the most misunderstood and mismanaged part of an organisational system, yet is also one of the most powerful success factors – or causes of failure.
94. In a broad sense, culture refers to the learned and shared assumptions of a group that produce predictable behaviour and decisions. These behaviours persist because they are rewarded and because failure to practice them is penalised. Culture develops as a *way* of solving problems in an organisation. Thus culture is above all a problem-solving mechanism – a means to an end rather than an end to itself.
95. There are widely divergent values i.e. *beliefs* as to what is important and what is not, what is right and what is wrong, what makes for a good life, success and so on present in different constituent GCB components.

96. Built around values, culture becomes visible to the naked eye influencing behaviours and artefacts. Behaviours of course, are ways of acting or behaving or 'how we do things around here'. Artefacts are physical signs (art, architecture, styles of dress, preferred foods ...) typical of a society. Both reflect the values and underlying assumptions of the people who share a particular culture. A culture is deeply ingrained in the unconscious and is not easily changed. Within the GCB there exists widely differing culture sets. This translates in different constituencies 'doing things' differently thereby contributing to misunderstanding. The single most difficult task facing the organisation could very well be the development of a unique strategy led GCB culture that will guide 'how things are done here'.
97. Culturally determined behaviours tend to persist over time. A culture, then, consists of learned behaviours that have been reinforced in groups of individuals through a lifetime of explicit and implicit lessons. As a result, cultures are relatively difficult to change, yet cultures do change over time, often in response to changes in the environment, demographic pressures, economic and political shifts and other social forces.
98. Different organisations have their own cultures. Over time, any organisation tends to develop assumptions and shared values that deeply influence its member behaviour and the way it is solving its internal and external problems .Organisational culture is a way of answering such questions as 'how do decisions get made here?' 'How is information shared among our people'? 'What kinds of people are given opportunities'? And so on.
99. Organisation culture perpetuates over time. When the culture is beneficial to the organisation, that is, when the behaviours it encourages are supportive of the organisation's strategy - the self-reinforcing quality is the positive force. But when the culture is counterproductive because it conflicts with the organisation's strategy, it can create huge problems for an organisation. The organisation then faces one of the greatest leadership challenges: the need to change an ingrained organisation culture in response to a changed strategy!!! There is reason to believe that this has

been a major contributory factor to the lack of meaningful progress in the GCB system.

100. Changing organisational culture does not happen overnight. It requires an unwavering commitment, strong leadership, and continuous reinforcement. This is a challenge many have difficulty with, and one that is bungled by many.
101. Such are the demands of GCB's Transformation strategy and the organisation's constituent makeup a change in culture is required to support the strategy.
102. There are three basic rules of success for creating the right starting point for this task:-
  - The GCB's values should directly support the strategic transformation priorities
  - Values should be described as behaviours and
  - They should be simple and specific
103. A clear definition of the necessary behaviours links behaviours to strategy (new) so that their logic is clear. The wrong question is 'how do we change the *thinking* around here?' The right question is: 'how do we change the *behaviours* around here?' The real task is to get people to *behave* into a new way of *thinking*, rather than to think themselves into a new way of behaving.
104. Without a sustaining process culture change initiatives will probably be no more than a seven day wonder, producing mainly cynism.

#### ***Values/Affirmation/Empowerment***

105. Values rooted in transparency, honesty, integrity, respect, equitable resource distribution, access, affirmation, empowerment, innovation to stay ahead of competition; respect for each other; fairness and just behaviour; and elimination of

inequalities are examples of values that underpins the evolvement of a culture to support a transformation strategy.

106. Any transformation process is underpinned by the principles involved in *Empowerment, Affirmation* and *Affirmative Action*. These principles are highly emotive issues and precipitates conflict across South African society. They lie at the foundation of the fears, uncertainties, anxiety and resistance emanating from the previously advantaged communities. On the other hand it represents the source of hope for a better and improved future based on equitable access to opportunity and resources within previously disadvantaged communities. This set up conflict within any organisation and sporting organisations are not excluded. Oversimplified solutions, plans and processes to deal with the positions adopted by groupings across the dividing line bedevil and delay the visible the impact and rate of progress transformation processes.
107. A deep understanding of the 'why' and 'how' of the principles underpinning 'Empowerment' and 'Affirmation' and an appreciation of the management processes and leadership qualities involved is a pre-requisite for successful organisational transformation. Failure to focus widely divergent groupings on a common goal, spells potential disintegration.
108. Increasing levels of dissatisfaction as a result of a perceived lack of slow progress towards a more equitable system within the ranks one constituent grouping while another constituent grouping is being seen as entrenched into a preferential position, will eventually reach boiling point.
109. The adjective "affirmative" implies both the giving of preference and putting right what have previously been wrong/ unfair - overcoming barriers and creating access to equal opportunity in general. Affirmative action is a conscious process of eliminating discrimination, rather than a process of furthering the interests of particular groups. Typically, activities such as selection, development and training,

and promotion practices are viewed as temporary interventions which will cease as soon as an environment of equal opportunity has been achieved.

110. The process represents a continual improvement of all human resources which is never really complete. The accelerated development of human competence, specifically where a change of heart or attitude is concerned, is a time-consuming process that the Japanese culture, for example, has shown us can take centuries. Indeed, it is a process, and not a once-off task that we have to grin and bear or throw money at without pausing from the business of the organisation.

111. This view is supported by Nelson Mandela in his address to the ANC conference on affirmative action in October 1991:-

*"The primary aims of affirmative action must be to redress the imbalances created by apartheid . . . We are not . . . asking for hand-outs for anyone. Nor are we 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. Nor . . . is it our aim to do away with qualifications. What we are against is not the upholding of standards as such but the sustaining of barriers to the attainment of standards; the special measures that we envisage to overcome the legacy of past discrimination are not intended to ensure the advancement of unqualified persons, but to see to it that those who have been denied access to qualifications in the past can become qualified now, and that those who have been qualified all along but overlooked because of past discrimination, are at last given their due ... The first point to be made is that affirmative action must be rooted in principles of justice and equity."*

112. The on-going process of affirming people is captured in the concept of ubuntu, a Xhosa /Zulu word which is almost untranslatable, but means broadly a quality of "human-heartedness" (the Sotho word is botho, the Afrikaans menslikheid). This African humanism is founded on values of treating others with dignity and respect, empathy, caring, compassion, and love.

113. Empowerment on the other hand is seen as the act of investing and authorizing, where people and organizations are enabled to achieve goals. This involves the sharing of power and authorizing people to think and make decisions. Moreover, empowering emphasizes skilling people in competencies needed to discharge their responsibilities and removing organizational obstacles hindering personal and organizational development. In essence then an empowered person assumes responsibility to initiate change, both in him/ her and within the organizational environment.

## **PROPOSALS AND RECOMMENDATIONS FOR CONSIDERATION AND DEBATE BY THE GAUTENG CRICKET STAKEHOLDERS**

### **General Principles**

1. The need for transformation and organisational change to ensure the survival and prosperity of Cricket in Gauteng as a Province and Cricket in South Africa as a whole is both urgent and inescapable. Equally apparent is the fact that the ultimate administration and management of cricket affairs in Gauteng rests amongst the very stakeholders who stand divided and distrusting in the face of a potential collapse of a national asset.
2. The critical importance of a reformed board depends on the unity of the stakeholders, their joint commitment to place cricket first and their resolve to focus their energies in full co-operation with each other in pursuit of a united, represented and driven Board. Following receipt and analysis of the extensive representations made before the FFC, the CCF, the Current GCB and the Black African Cricket Forum (intended to describe all the Black Cricket Clubs and Interest groupings) were specifically requested to consider what an ideal Cricket Board would comprise. A proposal was made to the 3 interest groups based on the degree of representations made to the FFC that were common to each or the majority of the 3 Groups. The

structure debated and responded to by each of the 3 Groups in more than a single session is annexed to this report.

3. The ideal Interim structure, if acceptable, would consist of an Independent Administrator with a limited tenure. The Interim Administrator would sit as chairman of the Interim Board. The Interim Board in turn would comprise of 2 or 3 delegates from each of the 3 interest Groups identified above. The Interim Structure has to be staffed. Accordingly the members of the 3 Groups were asked to list the general characteristics of potential office bearers without identifying the possible incumbents. The potential office bearers of an ideal Interim administrative structure produced a set of criteria acceptable to the majority, if not the totality of the members of the 3 Groups in principle. These characteristics bear recordal and require some illumination:-

- 3.1 The Administrator must be a person of great integrity and independent ,free of any association, perceived or actual to any of the stakeholders;
- 3.2 The Administrator will act as Chairperson presiding over a new and reconstituted interim Board;
- 3.3 The Administrator and the Interim Board will benefit from independent counsel in the form of an advisory panel;
- 3.4 The interim Board must consist of representatives from each of the 3 Groupings referred to earlier;
- 3.5 The interim Board will set an agenda of critical and important matters for debate and decision making as well as the applicable timeframes for the achievement of defined objectives;
- 3.6 The Interim Board will, in the course of debating and considering various issues, take decisions in relation to the establishment of specific, relevant and appropriate working groups (both permanent and interim as the case may be); and
- 3.7 The Interim Board will, as a matter of urgency, finalise the appointment of an independent Chief Executive Officer in terms of a transparent, fair and democratic process;

## **Recommendations**

Encouraged by the extent of common ground amongst the stakeholders (evidenced inter alia by the contents of the Mediation Agreement) and their passion for cricket and in pursuit of a functional, fair and transformed organisational structure representative of all stakeholders, the FFC makes the following recommendations:

### ***ESTABLISHMENT OF A NEW INTERIM BOARD***

1. *A new Interim Board consistent with the proposal attached to this report must be established as a matter of urgency. There would be no reason why the 2 or 3 delegates from each of the 3 Groups may not be nominated by their respective constituencies in terms of fair and democratic elections overseen by CSA;*
2. *The Interim Board may commence dialogue with CSA on matters such as hosting rights pending the appointment of an Administrator. Obviously any decision making in this regard will require the Administrator appointment to have been finalised;*
3. *The appointed Administrator to act as Chairperson of the Interim Board and to hold a vote in the event of a deadlock;*
4. *The process for the appointment of an independent CEO must be finalised as a matter of urgency;*
5. *The establishment of an advisory panel of suitable qualified persons to advise the Administrator and the Interim Board in relation to complex matters and procedures .The advisory panel may also assist in dispute resolution in order that the Administrator and Interim Board focus their joint energies on the important work they are tasked to achieve;*
6. *The Administrator and the Interim Board take decisions in relation to the establishment of both permanent and interim working groups, as the case may be.*



*Possible permanent working groups may include Transformation Strategy and Change Management, Strategic Performance Management, Strategy and Finance, Hosting Rights and Relationship enhancement, Constitution and Governance. Interim working groups may be appointed either internally or externally on an ad hoc basis;*

- 7. The tenure of the Administrator and the Interim Board to be of fixed duration .A minimum period of 2 years will be necessary to ensure the new reformed structures become established and functional;*
- 8. CSA to have an oversight function in relation to the appointment of the Interim Board and to assume responsibility, with input from the 2 nominated delegates from the 3 groups, for the appointment of an Independent Administrator;*
- 9. The oversight function of CSA relates to the fastidious management of the process and the implementation of any agreement or decisions taken by the Interim Board. It was encouraging to learn that CSA took a decision to allocate games to the Wanderers Stadium in circumstances where the representation issue had not been finalised. It will require meaningful acts of trust on the part of all stakeholders and a central and supportive role by CSA if Gauteng Cricket is to escape the quagmires that will envelope it if stakeholders put their own interests before that of Cricket.*
- 10. The stakeholders must expressly accept and endorse any of the recommendations CSA chooses to accept and implement. This acceptance must be formal and in terms of a binding decision making process .The stakeholders must similarly bind themselves to resolve any issues that may arise through the office of the appointed Interim Board or in terms of such dispute resolution processes that the Interim Board may decide upon.*
- 11. The Interim Board and Administrator will assume full and immediate control over the affairs of Gauteng Cricket and, to the extent required, any founding and other legal instruments must be duly amended to reflect this position.*

12. *The responsibility and duty of the Interim Board is to ensure that, inter alia, the tasks designated in the Mediation Agreement and such additional tasks agreed upon are executed through dedicated Work Groups (each functioning on the basis of clearly defined objectives and project plans) lead by experienced individuals reporting to the Board in the following areas:*

- *Governance including Constitutional reform*
- *Strategic Performance Management*
- *Transformation Strategies and Change Management processes*
- *5-10 year financial strategy focused on equitable resource distribution and organisation sustainability*
- *Long-Term cricketing infrastructure development focusing on school and club structures in 'communities of the future' on an 'alliance' basis with Provincial and Local Government Sport and Education structures*
- *Comprehensive Human Capital Development Program at all levels and areas of competency*
- *The 'Business' of cricket from a commercial perspective*
- *Reviewing the roles and functions of the Board, the CEO and Operational Staff*
- *Revisit a functional and current organisational structure as detailed in Annexure "C".*
- *Consider position of 'Management Consultant' within current GCB structure. Until resolved, the current contract in place ought not to be renewed.*
- *Appoint a CEO responsible for policy and strategy execution, direction of day to day activities, and to coordinate:*
  - *Proceedings to establish a comprehensive GCB Strategic Performance Management system,*
  - *Review existing Transformation Plan and Implementation initiatives and to start with the re-alignment of the 'Office staff'. Office has to be an integral part of implementation processes and represented in all relevant work groups to facilitate and accelerate execution.*

- *An audit of current staff component with a view to identify particular strengths and weaknesses and attitudes towards the need for significant re-orientation.*
  - *Revisit policies with respect to fund redistribution to all facets of amateur cricket including transformation/development probing reasons for declining trends and share of total budget.*
  - *Investigate and report on establishing appropriately empowered cricketing infrastructure in black communities.*
- *Review previous Boards compliance with original mediation agreement and progress made to date and assume a greater strategic role as opposed to an operational one*
  - *Ensure organisational structure is not disrupted with respect to day to day administrative responsibilities (league administration, schools, clubs, etc during process of implementing revised Mediation Agreement*
  - *Establish situation with respect to Gauteng Cricket Board's name as reflecting the **whole** of the Gauteng area and municipality borders in relation to cricketing boundaries in the province (raised by government)*
  - *Establish new timeline and GM dates.*
  - *Deciding on a structure that will integrate actions and processes during the interim period.*

13. There are many positive factors that make the resolution of numerous complex challenges possible. These include the very real and passionate desire on the part of the stakeholders to see Cricket succeed and prosper. The ultimate success however depends upon the stakeholders themselves. Unless they rise above the deep divisions that exist, act selflessly and in Cricket's best interest in circumstances that are likely to become very trying, the task of the administration of Cricket in Gauteng may fall to a body outside Gauteng. This will produce an opportunity for the stakeholders to be the author of their own destiny, an opportunity that will otherwise be lost to the stakeholders. As a final recommendation, the FFC has taken the liberty to propose certain critical and key criteria essential to the success of any

reformed structure the stakeholders may ultimately elect to establish. The suggested checklist is annexed marked "C".

14. Ultimately, the creation, establishment, development and transparent administration of a reformed structure for Cricket in Gauteng, lies with the stakeholders themselves. No one stakeholder is able to establish a functional administrative framework without the co-operation participation and support of the other stakeholders. The sooner this realisation becomes vested with the stakeholders, the sooner Gauteng Cricket may rise to take its place in Sport in South Africa.
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**SPECIFIC DATES FOR ATTENDANCE:**

April 2010 - 18 and 21.

May 2010 - 2, 7, 8,9,11,13,19,26 and 27.

June 2010 - 25.

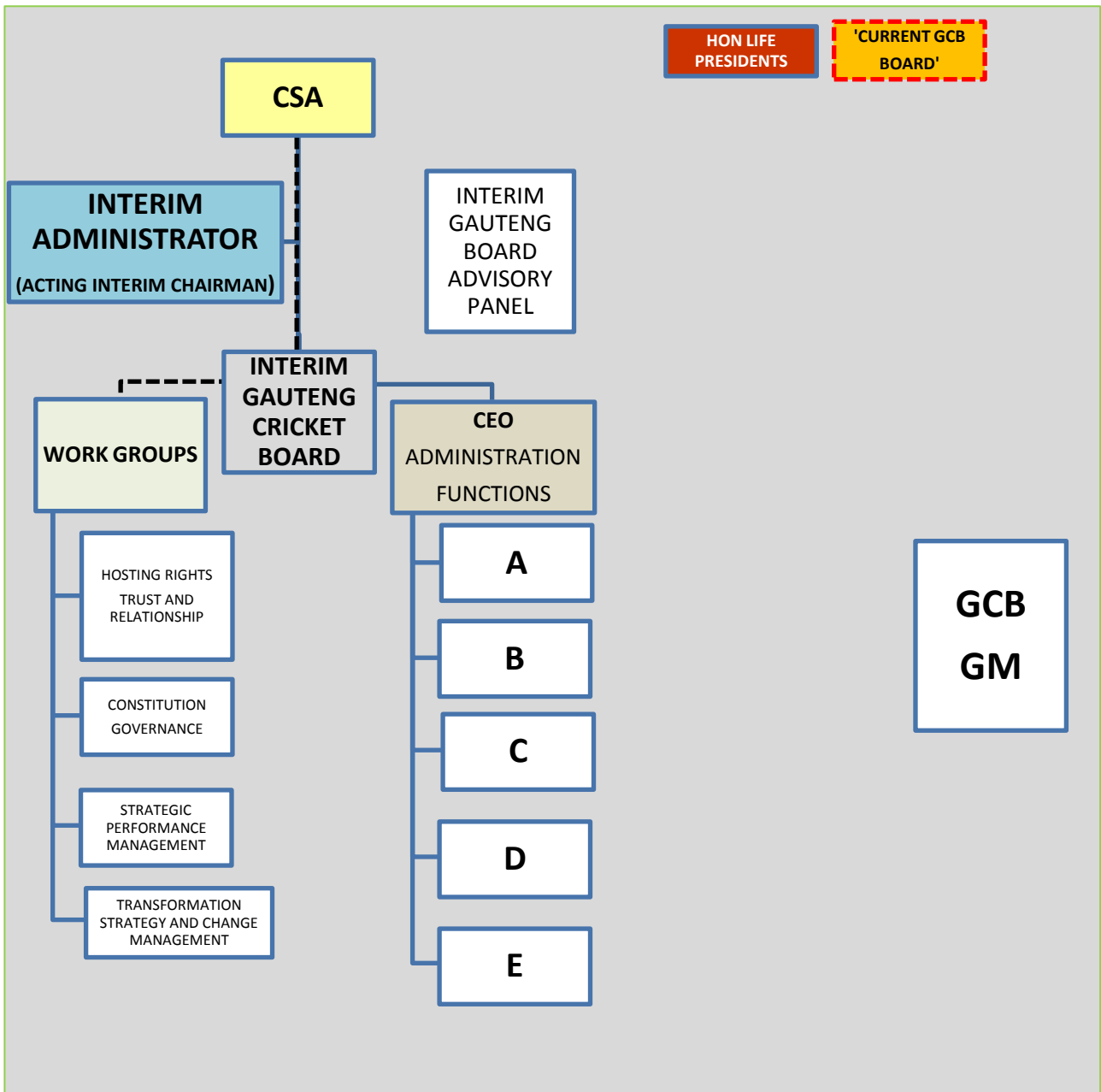
**ATTENDEES:**

1. Dr M Moosajee.
2. Mr K Lister.
3. Representatives of Cricket South Africa.
4. Representatives of the Black African Cricket Forum.( 2 Sessions).
5. Mr Ivor Hoff.
6. Mr M Salojee.
7. Representatives of the Former Players, Coaches and Administrators Forum.(2 Sessions)
8. Representatives of the Current Gauteng Cricket Board.(2 Sessions).
9. Representatives of the Concerned Cricket Fraternity (Incorporation Delfos Cricket Club) (2 Sessions).
10. Mr Clive Eksteen.
11. Mr M Salojee.
12. Mr Reece Rosenberg.
13. Mr FAIZEL Begg.
14. Mr Barry Skjoldhammer.
15. Mr Roshan Naran.
16. Mr A Gandabham (AZAD SWARAZ SPORTS CLUB).
17. Pirates Cricket Club.
18. Mr Essop Pahad.

**WRITTEN SUBMISSIONS:**

19. Ms Odette Alan.
20. Mr Marius Henn (Senior Administration Manager: WITS SPORTS).

21. The Concerned Cricket Fraternity.
  22. The Current Gauteng Cricket Board.
  23. The Black African Cricket Forum.
  24. The Former Players, Coaches and Administrators Forum.
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DECISION REQUIRED

**CRITICAL SUCCESS FACTOR CHECKLIST**

1. Immediate resolution of **'Hosting Rights'** issue at the highest level within CSA and GCB structures.
2. Recognising that 'Transformation' is the **burning issue** on the agendas of majority constituent members and that it has to be dealt with renewed energy, commitment and creativity.
3. GCB/CSA rebuilding trust and relationships and GCB mending bruised relationships with certain constituent members.
4. Building on the general acceptance by majority of the value of the original 'Mediation Agreement'
5. Acceptance and commitment to the establishment of an interim 'Board' led by a capable Administrator supported by a small Advisory Council for a predetermined period.
6. A 'strategy and policy' focused Board in tandem with a policy and strategy implementation Administrative component led by an effective CEO.
7. Establishment of an effective and efficient organisational structure.
8. Neutralising divisions appearing within the organisation along racial lines including division within racial groups as a result of recent events.
9. A more balanced power base with respect to voting rights on the basis of a longer term perspective.



10. Ensuring that a 'Constitution' is in place enabling the interim process to be completed.
11. Viewing and dealing with Transformation in its **broader context** – re-inventing, restructuring and reorganisation of the total organisation, as part of a change management program.
12. Recognising the long term implications of the fact that **84** out of every **100** young South Africans between 0 and 15 years old are black African while **16** are white, coloured and Indian. The white population is declining at a rate of **0.5%** per year.
13. Developing a new **Strategic Framework** based on the principles incorporated into a '**Strategic Performance Management System**' is and ensuring that the Objectives and associated goals and initiatives are implemented on the basis of formal **Project Management** techniques.
14. Strategic Performance Management System to include among others, sub strategies for Finance, Commercialisation, Transformation, Human Capital Development, Schools and Club cricket)
15. A strategy led development and nurturing of an organisation wide **culture** (learned and shared assumptions of a group that produce predictable behaviour and decisions) and **value** (beliefs as to what is important and what is not, what is right and what is wrong, what makes for a good life , success and so on) to bring about unified and focused action.
16. Establishment of key specialist Board **Work Groups** as part of strategy implementation and communication plan focused in the following areas:
  - a) **Strategy** – Development of comprehensive Strategic Performance Management System.

- b) **Constitution/Articles of Association** – review of voting structure, revised promotion/relegation mechanisms, establishment of policies for more equitable resource distribution and cricketing infrastructure in DA's
  
  - c) **Human Capital (Competence) Development** at all levels (introductory, high performance and elite) and in all areas (participants, administrators and officials) on a multi-dimensional basis.
  
  - d) Establishment of sustainable **Cricketing infrastructures** (community involvement, administrative structures, resources) in an alliance with local and provincial government Sport and Education departments in previously disadvantaged areas (communities of the future).
  
  - e) **'Transformation'** processes targeted at re-inventing the organisation in its **totality** based Change Management principles embedded in the **values** of empowerment, equitable resource distribution, affirmation, elimination of all inequalities, fairness, ethically acceptable conduct and player centeredness. Establishment of a revised Transformation strategy and implementation plan.
  
  - f) **Finance** – development of a financial strategy supporting the establishment of the 're-invented' GCB structure over the next 5-10 years.
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