

INTEGRATED REPORT 2020/21



CRICKET
SOUTH AFRICA
30 YEARS
PLAYING IT FORWARD

ICONS USED IN THIS INTEGRATED REPORT

Strategic Pillars



Access



Excellence



Sustainability

Six Capitals



Financial



Human



Manufactured



Intellectual



Social and relationship



Natural



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ABOUT THIS REPORT

Cricket South Africa (CSA) is pleased to present its 2020-2021 Integrated Annual Report as we refocus our efforts to ensure sustainability.

With a focus on creating a sustainable, non-racial sporting culture, we continue to improve access and opportunities for talented South African cricketers.

For all our stakeholders, this report highlights how we delivered our strategy and achieved our mandate for the financial period from 1 May 2020 to 30 April 2021.

Integrated reporting is primarily guided by the recommendations of the International Integrated Reporting Council (IIRC). This report highlights the results of our value-creation process according to six capitals: financial, human, manufactured, intellectual, social and relationship, and natural. We believe that this approach demonstrates CSA's ability to deliver our mandate through our business activities and create value for our stakeholders.

We report CSA's ability to create and sustain value, based on the principle of materiality. We deliver against the material matters aligned to our organisation's strategic objectives and risk management framework.

CSA's material issues are:

- Brand and reputation
- Financial sustainability
- Improved governance and accountability
- Talent identification, retention and development
- Transformation

We present information in this report relevant to stakeholders and partners, but include information

of interest to the broader community. This report lays out how CSA responds to our diverse stakeholders through meaningful engagement. We encourage feedback on this report from our stakeholders. Respond on our website: www.cricket.co.za

CSA follows a combined assurance model based on three lines of defence, which include internal controls and systems supported by external verification. Our summary financial statements were prepared from CSA's audited annual financial statements adhering to International Financial Reporting Standards (IFRS), as required by the Companies Act 71 of 2008 of South Africa.

PricewaterhouseCoopers Inc., our external auditors, expressed an unqualified opinion for the reporting year, included in this integrated report on page 76. Accordingly, based on the review and recommendations of the Audit and Risk Committee, the Board of Directors (Board) has approved the audited annual financial statements.

Reporting requirements and frameworks that informed this report include:

- Report on Corporate Governance for South Africa (King IV™)
- International Financial Reporting Standards
- International Integrated Reporting Council's Integrated Reporting <IR> Framework (<IR> Framework), January 2021
- The Audit and Risk Report

ASSURANCE REPORTS CONSIDERED BY THE CSA BOARD COMMITTEES

Aspect	Requirements	Status	Assurance provider
Fair presentation in all material aspects of annual financial statements	External audit report	Assured	PricewaterhouseCoopers Inc.
Transformation B-BBEE compliance	B-BBEE verification report	Assured	Express Verification Processes

The reporting team worked with internal content owners and the senior leadership team to structure, collect and approve content for this report. The Board approved the final report, assisted by the Audit and Risk Committee, whose members collectively assessed and confirmed their satisfaction with the report's integrity, accuracy and completeness. The Board acknowledges that the report reflects continued improvement towards compliance with the <IR> Framework. The report was approved on 4 October 2021.



L Naidoo
CSA Chairman



DSS Lushaba
Audit and Risk Committee Chairman



Black Day Kit worn by the Momentum Proteas to create awareness of Gender Based Violence
Women's International Newcomer of the Year

WHO IS CRICKET SOUTH AFRICA [CSA]?

CSA is the custodian of cricket in South Africa and was established in 1991 (previously known as the United Cricket Board of South Africa) as a non-profit company.

It is an affiliate of the South African Sports Confederation and Olympic Committee (SASCOC) and a full member of the International Cricket Council (ICC).

As the national governing body for the sport of cricket in South Africa, CSA administers all aspects of South African men and women's cricket, both in the professional and amateur spheres.

CSA's intention and purpose is to deploy its capital and income, from whatever sources, solely towards the promotion of its objectives and the advancement of cricket in South Africa. This contributes towards the sustainability and growth of cricket.

OUR BUSINESS ACTIVITIES

- Custodianship, promotion and administration of cricket in South Africa
- Control all South African representative teams playing inside or outside of South Africa
- Arrange tours of overseas cricket teams to South Africa
- Arrange and participate in international cricket matches and tours both within South Africa and overseas
- Promote, organise, control and administer all aspects of cricket in South Africa
- Co-ordinate and facilitate the development of cricket in South Africa
- Make, adopt, vary and publish rules, regulations and conditions for the management of cricket
- Encourage and promote cricket as an activity which supports the health and safety of all participants
- Promote the spirit of the game and manages its governance and administration
- Maintain membership of the ICC and relevant regional associations
- Adopt Good Governance Codes as set out in King IV™

Aiden Markram
SA Men's Cricketer of the Year and
CSA 4-Day Domestic Series
Cricketer of the Season



ORGANISATIONAL STRUCTURE

The Company's Memorandum of Incorporation (MOI) adopted on 25 April 2021 provides that its members will consist of only Affiliate Members. At the date of reporting the Company had 14 Affiliate Members. The MOI also provides for Associates and Ancillaries. At the date of reporting the Company had no Associates and seven (7) Ancillaries. The Affiliates administer amateur and senior provincial cricket in their respective regions. Affiliates are collectively known and constitute the Members' Council.

CSA ORGANISATIONAL STRUCTURE



INTERIM BOARD REPORT

“It gives me great pleasure on behalf of the Interim Board (IB) of Cricket South Africa (CSA), to outline the work of the IB since it assumed office on 15 November 2020.



Dr Stavros Nicolaou
Chairperson – Interim Board

Of course, the IB commenced its work well into the COVID-19 crisis and as is the case with many similar organisations, it has not been immune to the social and economic turmoil that has changed the world forever and has required unprecedented responses.

In the midst of a number of administrative and governance failures by CSA in recent times, the IB was mandated by the Minister of Sport, Arts and Culture, Minister Nkosinathi Emmanuel 'Nathi' Mthethwa, to reform CSA's governance structure, while providing the usual oversight function over CSA's operations. It has been essential to ensure alignment between all stakeholders representing South African cricket. Governance and processes were reviewed and, where necessary, either re-initiated or introduced to better serve stakeholders, not least of which is South Africa's cricket-loving public, our sponsors and, of course, the men and women on the field who represent our country.

Immediately following the constitution of the IB, members were formed into relevant groups to complete the work required in terms of the Minister's mandate. This was recorded in the Memorandum of Understanding agreed with the Members' Council (MC), available at: <https://cricket.co.za/csa-moi/>.

Despite some delays, we are pleased with the significant progress made in advancing the critical issues highlighted in the Minister's mandate and the decisive steps taken to reshape the organisation. The IB is pleased that a sound foundation for future sustainability was achieved. There is, however, work that needs to be concluded.

Our former President and great statesman, Mr Nelson R Mandela, said: 'Sport has the power to change the world. It has the power to inspire. It

has the power to unite people that little else does. It speaks to youth in a language they understand. Sport can create hope where once there was only despair'.

Cricket in South Africa is not simply about the sport. It is also about skills development, education, national pride and doing what it can to correct the wrongs of the past in racial and gender discrimination. Once these important elements have been properly formulated, implemented and advanced, cricket can become one of the important recovery catalysts the nation so desperately needs in this current, depressed, COVID-19 environment.

This report will demonstrate that during its tenure the IB not only had to deal with implementing the mandate from the Minister, but also with other important issues which took a considerable amount of time. One such issue was the complexity of restarting cricket during the time of a global pandemic. While the domestic season was completed without a hitch, international tours were the subject of often difficult negotiations.

It is my view that, despite the many obstacles, we have left the administration of the game considerably better than we found it and have put in place important building blocks for the future success of South African cricket.

In conclusion, I wish to express my sincere appreciation and gratitude to my fellow IB members for their considerable contribution to ensuring that cricket in South Africa is the path to recovery.

The members of the IB have worked long and hard to achieve this, and to ensure the newly amended Memorandum of Incorporation includes best governance practice. The future of the organisation

will depend on the new Board continuing the hard work started by the IB. South Africans are resilient, and I have every confidence that a new, skilled Board will do this successfully.

A word of appreciation must also be directed toward Minister Mthethwa, his ministry and all members of his department for the capable leadership and direction that they provided to the IB and its associated mandate.

Notwithstanding, the often-difficult terrain that the IB had to traverse with the MC, we wish to thank the Acting President of the MC and the other Members of the Council for their support, particularly those who were apprehensive about the catalytic change that was required.

To the CSA staff, this has been a difficult and immensely challenging time. The IB is grateful to management and staff of CSA, specifically the Acting CEO, Mr Pholetsi Moseki and the Director of Cricket, Mr Graeme Smith, for steadying the ship during a difficult period. A special word of thanks must also go to CSA's Board Secretary, Ms Alisha James, for going above and beyond the call of duty. Many other CSA staff members have similarly kept the ship afloat. We salute you for your dedication to task.

I request that you maintain your focus on the work to be continued. The reward of an improved cricketing nation, both on and off the field, will materialise and will be sustained well into the future. Thank you all.

In conclusion, I wish to quote from the epic Ithaka by CP Cavafy.

To the outgoing IB members:

'Ithaka gave you the marvelous journey.
Without her you wouldn't have set out.
She has nothing left to give you now'.

To the new and future Board:

'As you set out for Ithaka
hope your road is a long one
full of adventure, full of discovery.
Laistrygonians, Cyclops, angry Poseidon
– don't be afraid of them:
you'll never find things like that on your way
as long as you keep your thoughts raised high,
as long as a rare excitement stirs your spirit and
your body.

'Laistrygonians, Cyclops,
wild Poseidon – you won't encounter them
unless you bring them along inside your soul
unless your soul sets them up in front of you.
Hope your road is a long one.'

OVERVIEW

Among the three core tasks of the IB were to arrest CSA's decline, make sense of its organisational structure, and establish a solid governance framework.

The IB was mandated with nine points to fulfil its role and restore confidence in the organisation.

1. Apply the Nicholson Report recommendations that have not been implemented yet.
2. Implement the Fundudzi Forensic Report's recommendations to resolve the issues identified.
3. Transformation
4. Identify aspects that need to be improved for women's participation in South African cricket.
5. To safeguard and enhance CSA's reputation as well as the reputation of the game in South Africa.
6. Secure and enhance South Africa's position within the International Cricket Council.
7. CSA will prepare and ensure that the AGM elect a new Board of Directors based on the MOI.
8. Evaluate the effectiveness of CSA's executive and initiate any necessary measures to resolve any deficiencies and facilitate CSA's optimal functioning.
9. Restructure domestic cricket in South Africa and address the findings of the Richardson Report in this matter.

Early in November 2020 the Company Secretary had presented the IB with a request to form the standard board committees. After due consideration, which included factors like the short-term tenure of the IB, the significance of matters to be dealt with and the skills diversity available on the full Board, the majority of IB members felt that it was preferable for all matters to be dealt with by the full Board and to form working groups/ad-hoc committees on a needs basis.

Full text of the Interim Board Report can be downloaded on <https://cricket.co.za/interim-board/>.

CHAIRMAN'S STATEMENT



Our primary task as a new Board must be to unite cricket in South Africa and instill confidence that sound governance and the best interests of the game will be paramount at all times. This will rebuild trust and enable that much-needed sense of a collective ownership and inclusion.



Mr Lawson Naidoo
Board Chairman

In April 2021, CSA finally embraced the key recommendations of the 2012 Nicholson Report, and addressed the company's reputational risks and governance challenges by adopting a new Memorandum of Incorporation (MOI).

The erstwhile Board resigned in October 2020 and was replaced by an Interim Board (IB), appointed after an agreement between the Minister of Sport, Arts and Culture and CSA's Members' Council (MC). The IB's term ended at the AGM held on 12 June 2021.

As a result of CSA's governance and other challenges, the governing structure had to be fundamentally altered. In terms of the MOI the Board of Directors is made up of a majority of independent directors and an independent chairperson.

The new Board was formally constituted on 22 June 2021. We commend the efforts and focus of the IB, MC and other stakeholders, in ensuring that CSA is appropriately structured to enable it to fulfil its mandate, and place the advancement of the game of cricket at the centre of all that it does. The new Board's first 100 days have been spent on restoring the credibility and reputation of the company with all its stakeholders.

The COVID-19 pandemic brought about additional challenges, resulting in volatility with our operational plans as it impacted negatively on both our revenue and programmes. We were required to reprioritise activities, and reduce operational costs in the execution of our mandate. With the 2020/21 cricket season being significantly impacted by the pandemic, we focused on preparing for the new season despite the continuously unpredictable circumstances. The fortitude and commitment of the staff of CSA,

in particular, must be acknowledged as they held the fort while the company navigated its way through the recent turbulent governance challenges.

We are looking forward to an exciting season of international and domestic cricket in 2021/22 featuring the Proteas Men, the Momentum Proteas (women's team) and the under 19 teams. The new domestic structure provides the platform for all 14 of our Affiliate Members to perform at the highest level. Our hope is that the focus for the new season will firmly shift to the playing field and all our talented cricketers.

While we embrace the future it is important to reflect on the past and to learn from our experiences. We are currently in the midst of a crucial CSA-driven process of redress and transformation through the Social Justice and Nation Building (SJN) hearings. As painful as it is to hear some of the testimony, it is an important part of the healing process so that cricket in South Africa can move forward. We trust that the recommendations from the Ombudsman will pave the way to moving the game we love to a stronger and healthier position.

This Board is committed to navigating CSA through its current predicament and onto a path of renewal and sustainable success, in its stewardship and administration, as well as on the playing field, so that we can resume our position as a leading cricketing nation.

Our primary task as a new Board must be to unite cricket in South Africa and instill confidence that sound governance and the best interests of the game will be paramount at all times. This will rebuild trust and enable that much-needed sense of a collective ownership and inclusion.

CSA'S PERFORMANCE HIGHLIGHTS AND LOWLIGHTS FOR THE FINANCIAL YEAR

Adopted a new MOI, had a successful AGM and appointed a majority independent Board of Directors.

Despite the impact of the COVID-19 pandemic, CSA successfully presented a case for the Return to Play of domestic and international matches to government.

Despite our early success with Bio-Secured Environments (BSEs), some international teams scheduled to tour South Africa opted not to keep to their Future Tour Programme undertakings with CSA.

This led to decreased broadcast content and reduced revenue as a consequence.

FINANCIAL PERFORMANCE IN THE PAST YEAR

The company began the financial year on the back foot, and did not recover as the year progressed. However, despite the turmoil in governance, the Board worked with the executive and staff to address the COVID-19 pandemic induced uncertainties encountered by all in the country.

We are proud to acknowledge that our stakeholders have been a crucial part of CSA's success. A range of stakeholders came together to urge CSA to implement the requisite changes, including – the Minister, SASCOC, MC, IB, staff and players, commercial partners, media, and the public and fans. That is something the South African cricket community will always be grateful for.

We believe CSA's value drivers are aligned among commercial partners, management, directors and other stakeholders; especially after implementing long-requested reforms in CSA's governance structure, including a majority independent Board of Directors.

As a core value, transforming CSA is a key strategic priority, with targets being monitored internally and externally (including the Eminent Persons Group (EPG)). Although much work has already been done, we still need to do more to achieve true and sustained change in our game.

Collaboration between CSA and its stakeholders is a vital component to its success. Although the economy was weak, we retained key commercial partners and attracted some new ones.

LOOKING AHEAD

The CSA Board will review and update its strategy and embed its new structure in the new financial year. CSA places a heavy emphasis on cultivating stakeholder engagement and maintaining its reputation and influence. Operational oversight will continue to be provided by the Board. We are committed to exploring and securing new commercial partnerships. To remain responsive to our ever-changing environment, CSA must make several changes. The focus will be on financial targets and transformational goals to secure the company's sustainability.

CSA is committed to adhering to and supporting world-class governance standards, which local and international cricket fans can look forward to. Administratively and in the field, we will strive diligently to achieve the organisation's pre-eminent position. We believe this will allow our staff and

players to recreate a winning culture across the cricketing spectrum.

Ahead of CSA's 30th anniversary, we aspire to leverage the most promising opportunities within the next five years by increasing commercial partnerships, integrating transformation, ensuring unconditional support of South Africans, and growing the game in all its facets from development cricket to international players. There is also a specific focus on developing women's cricket, to embed its growing stature, whilst ensuring its continued development and mainstreaming.

We are excited and looking forward to hosting the 2023 ICC T20 Women's World Cup. Furthermore, CSA will be submitting bids to host several ICC global events over the next eight-year cycle.

APPRECIATION

I would like to thank CSA Affiliates, staff and players, commercial and broadcast partners, as well as cricket fans around the world.

A special thanks go to the MC, the IB members, media and finally, the Minister of Sport, Arts and Culture and colleagues in the department.

BOARD OF DIRECTORS

NON-EXECUTIVE DIRECTORS



Lawson Naidoo*
*Board Chairman and
Non-Executive Director*



Steven Budlender SC*
*Lead Independent and
Non-Executive Director*



Andisa Ntsubane*
Non-Executive Director



Andrew Charles Hudson*
Non-Executive Director



Craig Nel
Non-Executive Director



Daniel Govender
Non-Executive Director



Dugmore Simosezwe Simphiwe Lushaba*
Non-Executive Director



John Mogodi
Non-Executive Director

* Independent



Mark Shepstone Rayner*
Non-Executive Director



Muditambi Elizabeth Ravele*
Non-Executive Director



Norman Arendse SC*
Non-Executive Director



Simphiwe Ndzundzu
Non-Executive Director



Tebogo Siko
Non-Executive Director

EXECUTIVE DIRECTORS



Pholetsi Moseki
Acting Chief Executive Officer



Christelle Janse van Rensburg
Acting Chief Financial Officer

** Independent*

CHIEF EXECUTIVE OFFICER'S REPORT



As they go about their daily routine, they put their heads down, shoulders to the wheel, and do what they need to do for cricket's sake.



Mr Pholetsi Moseki
Acting Chief Executive Officer

Financial year 2020/2021 was no ordinary year globally, but more specifically for CSA. We had a perfect storm of governance and administrative challenges, while having to deal with the COVID-19 pandemic that is suffocating economic and human activity, including the sporting world. Whilst dealing with these multiple challenges, operationally our primary challenge was navigating the pandemic and its impact on sports.

We were agile in navigating the challenges; however, the pandemic demanded that we adapt our operating culture since it adversely affected our income and programme offerings. Delivering domestic cricket programmes was critical so players could secure their places and contracts for the new domestic structure commencing on 1 May 2021. In addition, we were able to deliver our sponsorship and broadcast obligations to our commercial partners, despite the disappointment of being unable to host all our inbound tour engagements due to pandemic-induced postponements, curtailments and cancellations.

Despite these unprecedented times, we will continue to assist the country in its efforts to manage and defeat this pandemic through our infrastructure and

our voices. We will also support the country through economic endeavours to ensure people keep their jobs, encourage sports tourism, and through our buying power.

Despite the many difficulties that CSA and its Members faced, South African cricket is blessed with passionate people who love the sport and love sharing it with others.



Anrich Nortje
SA Men's Cricketer of the Year,
Test Cricketer of the Year, SA Men
Players' Player of the Year and
SA Fans' Player of the Year

FINANCIAL PERFORMANCE

We are proud to have delivered successful BSEs and cricket, and to honour some of our commercial obligations. We have done well as an organisation to drive costs down. We took a knock on some of our international inbound tours, resulting in a substantial decrease in income, contributing to a significant loss for the year.

In addition to the COVID-19 pandemic, the company had a challenging year. The loss of revenue from the cancelled tours was softened somewhat by aggressive cost-control measures. However, COVID-19 demanded that we relook at our strategies and risks. It has been especially brutal for cricket, unlike other sporting codes, as most of our income is from international inbound tours.

With the new governance structure, CSA has an opportunity to engage with potential partners who were previously put off by our governance challenges. Diversifying our income stream is essential, including sponsorships and partnerships not necessarily linked to tours, e.g. a Team Naming Partner.

The pandemic impacted all sectors of the economy. As a result, many companies had to look inward and focus less on sponsorship opportunities while going into survival mode. While we faced turbulence, we managed to hold on to our commercial partners and even acquired a few.

Full details of CSA's financial performance can be found in the Chief Financial Officer's report on pages 63 and 64.

We all understand and appreciate the importance and necessity of transformation, given our history. CSA's transformation journey is a work in progress, which has not necessarily delivered as much as we want, nor as quickly as expected. CSA will take all those learnings, including the current SJN process, to improve our transformation deliverables and plans.

The new domestic structure that commenced on 1 May 2021 provides more playing opportunities and improve the pool of players available for the Proteas. It also allows Members to commercialise themselves better and contribute to CSA and cricket sustainability.

Momentum Proteas have grown from strength to strength and are without doubt one of the best teams in the world. As a result, the team profile and women's cricket have improved. There is no doubt that commercial partners will clamour to partner with the team in the future since the women's game experienced unprecedented growth on a global and local platform.

To support the growth of the women's game, CSA will launch a semi-professional league that expands the number of players contracted to support and broaden the pool of available players for the Momentum Proteas.

The Proteas Men's Team is showing significant improvement and motivation. We expect them to return to the top of the cricket world very soon, after experiencing challenges over the last two years due to the transition and retirement of key players.

Our digital improvements include launching the CSA App, which allows our fans and stakeholders to engage and be updated with CSA-related matters. In addition, we hope to explore new commercial opportunities with the App.

Spectators are critical to the success of CSA. Therefore CSA, together with other sporting codes, continues to engage the government to allow spectators to return to games. The situation is impacted by multiple factors, including state-imposed lockdown levels. Nevertheless, we would love to have our fans back in the stadiums where they belong as soon as possible. With this "new normal", our marketing team constantly works and implements initiatives that maintain fan engagement.

Our federation understands and is appreciative of the importance of winning teams. We must therefore ensure our teams have all the support they need to succeed. It is also crucial to embed our new governance structure, improve our performance and show our partners and potential partners that CSA is ready to reclaim its top position both on and off the field of play.

LOOKING AHEAD

While we are incredibly excited about the company's direction over the past year, we know that much work remains to be done. We have identified five key areas for improvement that will be crucial in ensuring CSA succeeds in its future development. These areas relate to our market positioning, revenue generation, customer experience, regulatory compliance and stakeholder engagement. These will support the company's achievement of its vision: to make cricket a truly national sport of winners.

These key areas include (i) the development of a sustainable revenue model for cricket that provides value for all stakeholders; (ii) the strategic issues around governance and operations

to maximise the value of our investment in South Africa; (iii) the responsible and sustainable delivery of our facilities licenses and other commercial arrangements; (iv) the development of a strong brand for cricket in South Africa; and (v) supporting our teams to ensure success at ICC World Cups (both the Momentum Proteas and Proteas Men's Team).

We have implemented these measures to provide South Africa and the international cricket community with sustainable targets in the coming years. CSA will review its strategy that will be shared and cascaded to Members, to contribute to the development and growth of the game.

APPRECIATION

I want to thank my colleagues at CSA for making sure the ship stays afloat despite the turbulence, and my colleagues at Affiliates for supporting and ensuring the game we love continues despite the uncertainty.

My appreciation also extends to the ICC, our commercial and broadcast partners, other stakeholders, fans, suppliers, and the media.

We are also grateful for the support by the Minister of Sports, Arts and Culture and colleagues at the Department, Portfolio Committee of Sports, and last but not least, our principals – the Members' Council, the Board and the Interim Board.

OUR MISSION

CSA HAS BEEN GUIDED BY A CORE SET OF PRINCIPLES IN EVERYTHING WE DO AS THE COUNTRY'S CRICKET GOVERNING BODY.

Developing South Africa's game culture and preserving its unique spirit in the context of a democratic state.

Using a fair, inclusive, and non-discriminatory approach for all of our activities.

Recognising that diversity is a strength of South Africa.

Setting a high standard for memorable, well-attended events.

Providing Members and stakeholders with excellent service.

On behalf of its Members, optimise commercial rights and property.

Ensure diligence, honesty, and transparency in all activities based on the King Code of Corporate Governance.

Promote cricket from a mini-cricket level to the Proteas level.

CRICKET SOUTH AFRICA (CSA) STRIVES TO MAKE CRICKET A NATIONAL SPORT OF WINNERS.

The plan has two components:

- To ensure that cricket is supported by the majority of South Africans and is accessible to all.
- Approach all aspects of the game with excellence.

CSA ASPIRES TO LIVE BY THESE VALUES:

- In keeping with our ethical code, we value honesty and integrity and interact with the world ethically.
- As professionals and diligent workers, we strive to provide a quality service representing the highest degree of excellence in our field.
- Respect for each other begins with recognising individuals' dignity and rights and treating them fairly.



Shabnim Ismail
SA Women's Cricketer of the Year,
Momentum Women's T20 International
Cricketer of the Year and SA Women's
Players' Player of the Year

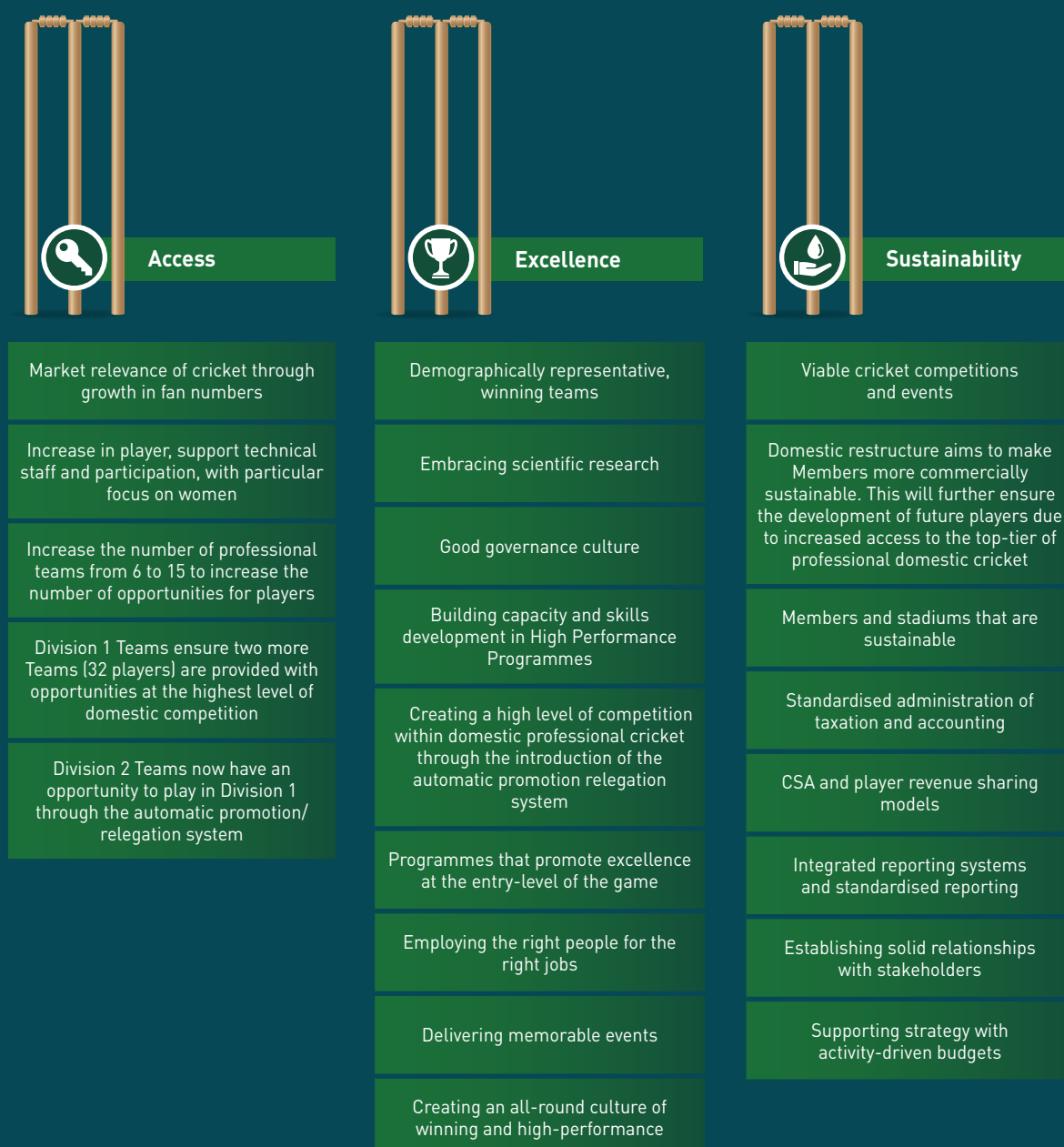
STRATEGIC OVERVIEW

CSA's strategy helps the organisation achieve its vision and mission, identify risks, and manage them. The previous Board drew up the 2020–2024 strategy that was amended by the Interim Board when they took office in November 2020 to better reflect CSA's current operating environment and ensure that it is well-positioned to achieve its mandate and address the organisation's challenges. The process contributed to developing key strategic focus areas for the next ten years and reorganising strategic

pillars. As this report details CSA's performance for the 2020/21 financial year, we have outlined CSA's performance against the previous strategic pillars: Access, Excellence and Sustainability.

The new Board will continue to improve on the strategic changes that the Interim Board made by making sure that the CSA's vision, mission, values, business activities and strategic focus areas align to the new MOI and ensure a sustainable organisation.

STRATEGIC PILLARS



BUSINESS MODEL AND VALUE CREATION

BUSINESS MODEL

A fundamental belief of CSA is that cricket provides a means for people to cross boundaries on and off the field and contribute to our society's transformation. To achieve its strategic objectives in a balanced and sustainable way, CSA relies on six interrelated capitals: social and relationship, intellectual, manufactured, financial, human, and natural. As CSA's inputs and business activities combine, we produce outputs that contribute to its vision and mission while creating value for all its stakeholders.

CSA's operational model informs CSA's business model, including Members and stadiums about applying and allocating their capital resources to achieve long-term sustainability.

VALUE CREATION

As the custodian of all cricket activities in South Africa, CSA provides both amateur and professional cricketers alike with a platform to advance their game. Despite this, we believe cricket is more than just a game: it contributes to our society's social causes and transformation by assisting in crossing boundaries on and off the field, including offering life-changing opportunities.

As part of its value creation process, CSA uses its capital resources in a balanced way, guided by its strategic pillars, keeping its stakeholders' concerns in mind.

Through activity-based distribution, **financial value creation** contributes to the financial sustainability of our business. We explore alternative revenue streams and create monetary value via multiple sources of revenue. For example, South Africa receives **economic benefits** from hosting international and franchise cricket matches. Food, drinks, accommodation and tickets are the top expenses for international fans travelling to see their teams. South Africa is a popular destination for tourists. Local fans also support the economy by buying food, drinks and merchandise.

CSA works toward providing cricket to every South African and making it accessible to all by creating social value. A platform like CSA is uniquely positioned to promote inclusion and stand against racism.

STAKEHOLDER VALUE CREATION

South African Football Association (SAFA), South African Rugby Union (SARU), GolfRSA and Tennis South Africa jointly submitted a proposal to the Director-General to address the COVID-19 prevention measures during the haunting days of the Level 5 Lockdown by the government.

Cricket was reclassified as a non-contact sport along with golf and tennis. Cricket was then allowed to participate in the 3TC Match in July 2020 to raise funds for the Cricket Solidarity Fund within a Bio-Secured Environment (BSE). As a result of this process, Return to Play would eventually enable both Domestic and International cricket to resume, with the England team as the first incoming tour in November 2020. This tour has been a significant contributor to CSA revenue during the current economic stagnation, experienced both globally and in South Africa. Some of CSA's Members were forced to implement right-sizing measures due to income and sponsorship reductions.

A **transformation value** creation is imperative to redress past imbalances, create active lifestyles, and ensure winning sports nations. Through its talent pipeline, the game can also grow internationally, from mini cricket to internationals. CSA has broadened its cricket development initiatives to create more opportunities for talented South Africans.

To achieve our strategic objectives, we need to create value for our **commercial** partners. We generate returns for our commercial partners through awareness and marketing campaigns over various platforms, including TV, radio, Facebook, Twitter, YouTube, and Instagram.

BUSINESS AND VALUE CREATION MODEL

FINANCIAL CAPITAL

Revenue from:

- Broadcast rights – R161 million
- Sponsorship (Amateur) – R16 million
- Sponsorship (Professional) – R63 million
- ICC distribution – R240 million
- Government and Lotto grants – R4 million
- Other sources (including stadium revenue) – R28 million

Cash and investment reserves – R484 million

HUMAN CAPITAL

- CSA Board
- Members' Council
- Cricket talent
- CSA staff

MANUFACTURED CAPITAL

- Stadiums, Hubs and Regional Performance Centres
- Cricket software

INTELLECTUAL CAPITAL

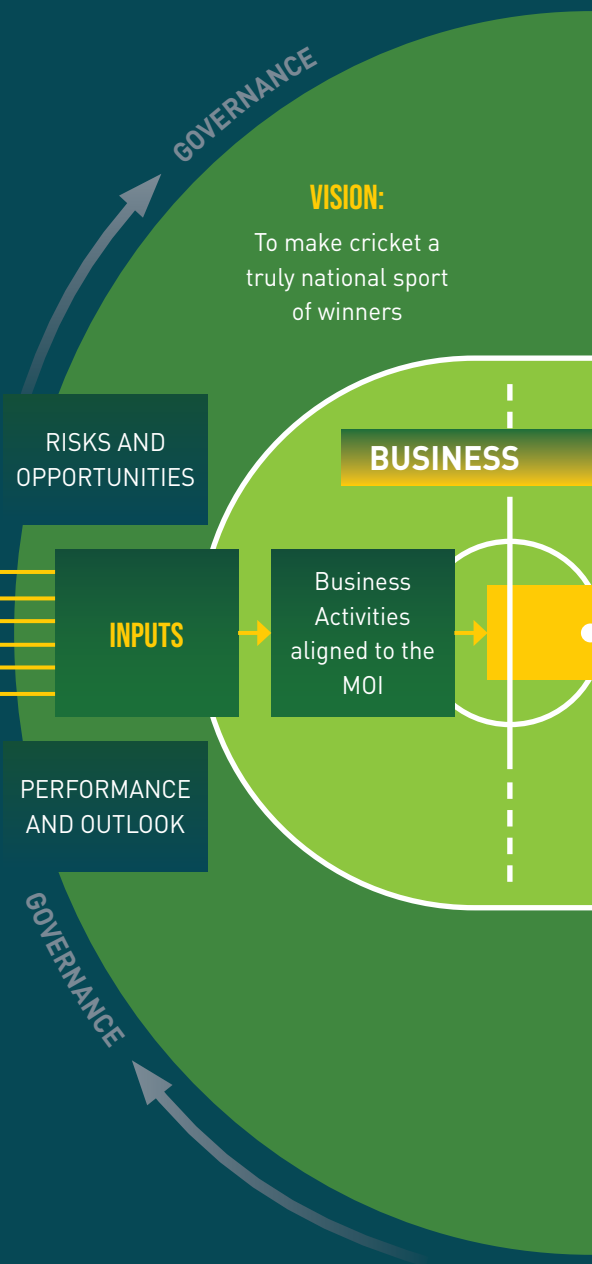
- Brands
- Reputation
- Procedures and protocols
- Organisational knowledge

SOCIAL AND RELATIONSHIP CAPITAL

- Fans
- Sponsors
- Bursars
- International cricket teams/organisations
- ICC
- Minister of Sport and Recreation

NATURAL CAPITAL

- Water
- Electricity





ENTERPRISE RISK MANAGEMENT

The Enterprise Risk Management process is a systematic application of policies, procedures and practices to communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

The risk assessment will be placed in perspective, allowing for a focused evaluation that identifies risks that concern CSA. A corporation’s risk assessments are framed as follows:



Keshav Maharaj
SACA Most Valuable Player Award
and Domestic Players’ Player of the Season

KEY STRATEGIC RISKS FOR 2021

STRATEGIC		
Risks	Mitigating actions	Required actions to improve performance
Excellence: Enhance Organisational Governance 1. Instability in the Board 2. Loss of credibility in the Board by stakeholders	1. Annual appraisal and training of Board members. 2. Assessing Board members' competency to ensure they can contribute to the Board.	1. A new Board, with a majority of independent directors and an independent chairman appointed. Independent directors appointed by an independent panel of experts in various fields. 2. Board induction and training. 3. Develop and assess Board competency matrix. 4. Chairman's job specification. 5. Cover competency gaps arising from surveys.
Excellence and Sustainability: National Team Performance 1. Subpar performances by our National Teams	1. Continued performance assessments in the form of tour reviews. 2. Performance reviews of players during Personal Development Plan (PDP) discussions. 3. Develop a Proteas Team Performance Scorecard. 4. National contracting system based on performance of players against team key performance indicators (KPIs). 5. Performance management system for Proteas and High Performance support staff.	1. Improve team ICC rankings to top 4 in various formats by April 2023. 2. Appoint a Technical Director to oversee player performance gaps.
Sustainability and Access: Enhance Organisational Governance 1. Lack of Succession planning of the Board (and operations)	1. Communicate the succession plan. 2. Plans for exit and integration. 3. Build the successor's leadership and business skills. 4. Identify replacements for current Board members after their tenure expires or on retirement. 5. Ensure Nomination Committee skills mandate is carried out.	1. Growing a culture of inclusiveness and collaboration is key to ensuring proper handovers and successions. 2. The NOMCO will communicate the Terms of Reference (TOR) and competency requirements so that constituencies can recommend candidates.
Sponsorship and Sales: Financial 1. Loss of Sponsorship (Non-renewal)	1. A zero-tolerance approach to transgressions with emphasis on education and consequences; must be made public as much as possible for CSA's reputation to be managed effectively. 2. Players should be educated about the financial implications of performing poorly in high-performance programmes. 3. The ability to offer more flexibility in contract terms and pricing for sponsors. 4. Different marketing strategies for finding partners in the sports industry. CSA to focus on situational gaps from non-traditional sporting partners for marketing purposes. 5. Offer sponsors a new marketing strategy other than tangible products (tickets).	1. Regularly train and educate employees about policies. 2. Players' education programme. 3. Continuously train and manage staff and use Konnect optimally throughout the business to manage sponsors. 4. Revise pricing strategies periodically based on market conditions.
Transformation: Meet Transformation Targets 1. Non-adherence to CSA undertakings with the Minister of Sport, Arts and Culture on transformation in cricket can lead to withdrawal of privileges accorded to National Federations.	1. Implementation of the funding monitoring system. 2. Review of funding for Members who do not meet EPG good standing standards (60%).	1. CSA monitoring and evaluation to improve access and redress. 2. Tranche payments linked to performance.

FINANCIAL

Risks	Mitigating actions	Required actions to improve performance
Financial Sustainability 1. Forecast budget for the next 4-year financial cycle unable to break even.	1. Cash flow management strategy. 2. Revenue diversification. 3. Good content regarding Future Tours Programme. 4. Business model review and focus on cost optimisation. 5. Members' sustainability and independence.	1. Prudent cash flow management. 2. Constant review, monitoring, and reporting of management accounts. Cost control/optimisation and ensuring adherence to budget. 3. Optimal working capital management.
Existing revenue streams (broadcast and sponsorship) are under severe market pressures, which may lead to: 1. Financial stress 2. Inability to meet project targets	1. Continuous and strict performance assessment of staff. 2. SLA agreements with 3 rd party suppliers with stricter penalty clauses for non-delivery. 3. Ensure force majeure clauses in contracts provide for all possible eventualities. 4. Sign addendums for all existing contracts that do not have acceptable terms.	1. Increase the number of touch-points with prospective sponsors. 2. Repricing/repackaging of sponsorships- different pricing strategies for different clients/ sectors. 3. Commercial strategy. 4. Commercial committee for new competitions. 5. Daily sales stand-ups.
Members 1. Funds transferred to Members may be used for unintended purposes (Member maladministration). 2. Going concern 3. Compliance	1. Monitoring of monthly/annual submitted management accounts. 2. Reviewing and interrogating annual budgets. 3. Governance and compliance training for staff and Board members. 4. Commercial/Marketing support to Members.	1. Formation of an integrated Members compliance and monitoring team.

OPERATIONAL

Risks	Mitigating actions	Required actions to improve performance
<ol style="list-style-type: none"> 1. To maintain and enhance appropriate business processes to optimise delivery across the organisation. 2. Misalignment between business strategy and HR strategy. 	<ol style="list-style-type: none"> 1. 3-year strategic planning cycles. 2. Strong governance and oversight structures. 3. Defining clear measures in support of an organisational balanced scorecard for each division. 	<ol style="list-style-type: none"> 1. Review and align CSA's strategy with the new normal. 2. Filling of all essential vacancies with qualified individuals with relevant skills and expertise. 3. Review and implement a proper performance management system that empowers staff (including training), and fair incentivisation.
Litigation Management <ol style="list-style-type: none"> 1. CSA's reputation and existence are affected by litigation or the threat of litigation. The absence of risk parameters impacts specific business processes, and risks are not comprehensively analysed. 	<ol style="list-style-type: none"> 1. Managing the influx of legal matters with internal/external legal advisors. 	<ol style="list-style-type: none"> 1. The legal department is informed of decisions that might result in litigation being brought against CSA through integrated thinking and effective collaboration by the business, and resource plans are being developed accordingly.
<ol style="list-style-type: none"> 1. National Selection Panel (NSP) succession planning. 	<ol style="list-style-type: none"> 1. Effective and focused long-term planning through a 4-year Succession Plan. 2. Update rolling 4-year succession plan of the NSP annually. 3. Identify high-performance (by both SA Head Coach and National Academy Coach monitoring) players per annum that will address future gaps in the Proteas teams. 4. Selection strategy to be implemented. 	<ol style="list-style-type: none"> 1. Convener of selection, Proteas and High Performance coaches to compile a list of identified cricketers by ranking order for the various formats. 2. PDPs and intervention programmes to close the skill gaps of identified talent to commence with the high-performance department driving the process – to be monitored through the Cricket Clinic software system.
<ol style="list-style-type: none"> 1. Retention of Proteas and future Proteas players (men and women) 	<ol style="list-style-type: none"> 1. Have a long-service bonus (LSB) structure that is aimed at retention of identified players. 2. Review the national contract structure to meet the Proteas strategic objectives versus Free Agent Player Eligibility. 	<ol style="list-style-type: none"> 1. Discussions between CSA and SACA to address the LSB through the new MOU. 2. New selection policy to set out the criteria and contracting of Free Agent Player Eligibility.

OPERATIONAL

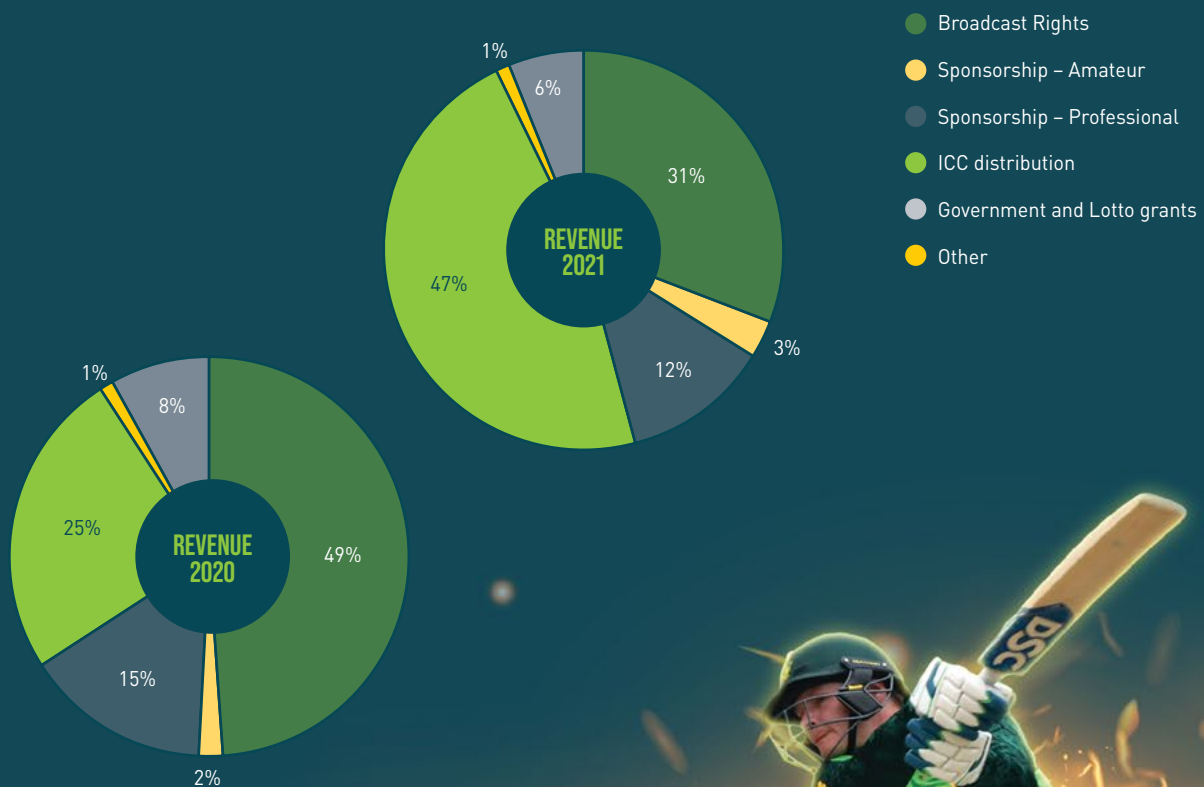
Risks	Mitigating actions	Required actions to improve performance
1. Unsustained winning performances by the Proteas Women's Team	<ol style="list-style-type: none"> 1. Create a High Performance Programme with a dedicated Head Coach. 2. National Contract Upgrade system. 3. Create a strong domestic cricket league. 4. Create a semi-professional provincial cricket system. 5. Incorporate female players into the Provincial Academy programme. 	<ol style="list-style-type: none"> 1. CSA is offering 40 player contracts – 10 High Performance and 30 semi-professional contracts at Member level for the top 6 provinces. 2. 15 female cricketers are part of the Provincial Academy System at Member level.
1. Non-representative National Teams	<ol style="list-style-type: none"> 1. Set targets that are realistic and achievable. 2. Ensure focused attention and quality of opportunities are afforded at every level to create a bigger pool of black players. 3. Focused attention to develop black African batters. 	<ol style="list-style-type: none"> 1. Implement induction workshops for the appointed Convener/DoC/ Proteas and High Performance Coaches detailing the CSA transformation objectives and EPG barometer targets included in the Cricket Pathway Strategy. 2. Realignment of the High Performance Strategy to focus on the delivery of this strategic mandate. 3. Implement the Player Performance Plan for identified players.
1. Limited development and accreditation of active coaches	<ol style="list-style-type: none"> 1. Resource Plan – improve accreditation of active coaches. 2. Schools Quality Index to provide the data of all active coaches. 3. Coach Acceleration programmes to ensure further development and accreditation of active coaches. 4. Monitor and manage the accreditation of active coaches through the data management system. 	<ol style="list-style-type: none"> 1. Appointed an Elite Coach Developer 2. Implement the Elite Coaches Development Framework.
1. Vulnerable cricketers and people within the structure.	<ol style="list-style-type: none"> 1. Draw up a policy on safeguarding of cricketers. 2. Conduct training on safeguarding of athletes. 3. Licensing of coaches. 4. Establish an incident reporting mechanism. 	<ol style="list-style-type: none"> 1. Implement the safeguarding policy across all pathway structures and coaching curricula by April 2022.



FINANCIAL CAPITAL

As an integral part of its business activities, CSA relies on finance. Its primary sources of income emanate from media rights, sponsorships, international corporate sponsorships, investment income, government grants, lotto winnings, and international gate tickets sales.

It is essential to our long-term sustainability that CSA remains financially viable, especially in implementing our cricket activities. CSA has been able to maintain its financial position while navigating difficult economic conditions, exacerbated by the ongoing pandemic. CSA's fluctuating revenue model is primarily managed through the organisation's four-year planning and budget cycle.



Lizelle Lee
SA Women's Cricketer of the Year and
KFC Streetwise Award Winner



CSA's revenue model depends largely on inbound tours (media rights and sponsorships) and ICC distributions, which make up 93% (2019/20: 91%) of the organisation's total revenue. Our revenue model ensures we provide high quality, sustainable services without compromising the long-term needs of our cricket development programmes. CSA sells certain commercial rights and shares the revenue with its Members and stadium owners/operators.

PROTEAS RANKING AS OF 30 APRIL

	Men					Women		
	2017	2018	2019	2020	2021	2019	2020	2021
Test rank	#1	#2	#3	#6	#6	N/A	N/A	N/A
ODI rank	#2	#4	#4	#4	#5	#5	#5	#3
T20 rank	#3	#6	#5	#5	#5	#6	#5	#5

The decline in the Protea Men's ICC ranking needs to be arrested as the team must remain in the top tier of international cricket to generate maximum revenue from media rights and sponsorships.

MEDIA RIGHTS

Media rights income is derived from international and domestic media rights sales. Domestically, CSA's broadcasting revenue is derived from Pay TV (DStv) and Free-to-Air TV (SABC). Internationally, CSA's media rights revenue is managed by agents and revenue is received in foreign currency (USD). During the financial year, media rights revenue decreased to R161 million (2019/20: R534 million) due to the cancellation of the India tour, curtailed England tour, and postponed Australia tour.

STADIUM REVENUES

As CSA does not own cricket stadiums, it shares the income generated by these stadiums according to an agreed model, whereby CSA receives 20% of the income and the stadium operators (CSA's Members) receive 80%. CSA actively engages with its Members concerning material upgrades, which is a joint responsibility. In addition to providing maintenance for the field of play, spectator seating, and external precincts each year; CSA also contributes to stadium maintenance costs.

Stadiums earn income from a variety of sources – including suite rentals, season tickets and match-day tickets, hospitality packages, beverage sales, rental earned from concessionary stands, stadium naming rights, in-stadium advertising, licensing

and merchandising, and venue hire for non-cricket matches. Stadium revenues depend on the cricketing season, which runs for six months per year.

Due to COVID-19 restrictions, no gate distributions were realised in the current financial year 2020/21 due to games having to be played behind closed doors.

SPONSORSHIPS

CSA sponsorships are divided into three categories, namely – (1) title, event, official suppliers, (2) broadcasters and (3) grassroots sponsors.

Sponsorship revenue for the financial year was R79 million (2019/20 R186 million). The title sponsor property has been vacant since the end of the previous financial year.

ICC

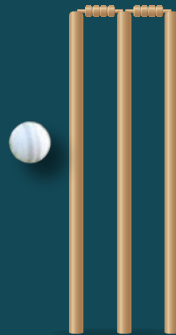
CSA is a full member of the ICC and therefore receives distributions based on the ICC share model. ICC distributions of R240 million (2019/20: R273 million) were received during the financial year. The distributions included World Cup participation fees for the 2019/20 financial year (Proteas Men's and Women's Teams and the under-19 team) and the ICC U19 World Cup hosting fees.

OTHER

The balance of revenue of R32 million (2021/20: R86 million) was mainly derived from government/lotto grants and stadium commercial rights.

OPERATING MODEL

CSA's Strategic Operational Model focuses on the way amateur and senior provincial cricket is funded and managed. The funding methodology is activity-based and built around historical management, operational structures and operations driven by CSA's Presidential Plan. Members' cash requirements are computed and funded over 14 payments.



Period 1 to 12:

Paid to Members monthly.

Period 13:

Paid after completion of administration procedures, such as confirming league fixtures and the existence of facilities, programmes and structures.

Period 14:

Paid after the cricket season concludes and only once all reports and supporting information have been received and evaluated. This evaluation could result in partial payment or forfeiture of this amount.

The Presidential Plan forms the basis of the funding methodology and aligns with CSA's strategic pillars: excellence, development, sustainability, transformation and brand promotion.



George Linde
International Newcomer of the Year

MEMBER INCENTIVE SCORECARD




In addition to the Operating Model, CSA has an enhanced Member incentive scorecard, which consists of a performance feedback system that rewards Members who exceed the basic delivery requirements of CSA's Operating Model funding objectives. The scorecard is divided into three sections, namely – compliance, operational and EPG sections. This is to enhance the focus on strategic objectives for the year. Members are expected to achieve 60% on both the compliance and EPG sections, in order to be considered for incentive evaluation. Members self-evaluate, providing supporting documentation to CSA for review and validation. Three different incentives are payable: overall winners, select programme and functions, and most improved Member.

As a result of COVID-19 restrictions, several programmes were cancelled resulting in no incentive scorecard evaluation and assessment for the financial year.

OUTLOOK

- Continuing to focus on our austerity plan to ensure financial sustainability in this era of the COVID-19 pandemic.
- Further improvements to the incentive scorecard performance measures, with not only a focus on governance, financial sustainability, and transformation, but also including the professional sector due to the new domestic restructure.
- Finalise the new Member Operational Model Agreement to prepare and ensure Members are ready operationally. The new domestic structure commences in 2021/22.
- Revenue transformation and diversification to keep up with the digital change of modern-day living.
- Implementation of all policies and agreements to align to the new MOI.

PROGRESS AGAINST STRATEGIC PILLARS




	2021	2020
 Access	Talent identification, retention and development. CSA invested R273 million in development.	Talent identification, retention and development. CSA invested R385 million in development.
 Excellence	Women's Team ranking 3 rd in ODI and 5 th in T20	Women's Team 5 th in ODI and 6 th in T20
 Sustainability	Cash and investment reserves maintained at R484 million	Cash and investment reserves stay firm at R535 million



HUMAN CAPITAL

CSA invests resources in developing and upskilling our cricket talent and staff, who promote the CSA brand. The human capital resources include permanent, project-based, and contract staff (contracted players, consultants, managers). As a result, transformation is intertwined with all areas of cricket, development and administration.

PROGRESS AGAINST STRATEGIC PILLARS

	2021
 Access	<ol style="list-style-type: none"> Over 98% of office-based staff are allowed to work from home, reducing the risk of COVID-19 infections and ensuring high levels of productivity. No employees were laid off as a direct result of the COVID-19 pandemic. Commitment of R229 million to cricket development (2019/20: R385million). R1.01 million (2019/20: R0.711 million) for administration staff development. Successfully implemented Bio-Secured Environments (BSEs) for Franchise and Provincial cricket, ensuring that the players got to play some cricket while grappling with the COVID-19 pandemic. Procurement of modified cricket equipment for the modified game that seeks to retain and develop cricket players in areas where facilities remain a challenge. 32 more players have access to the top-tier of professional cricket competitions and 96 players have access to improved professional contracts. Opportunity for Division 2 Members to progress into Division 1 through the automatic promotion/relegation system.
 Excellence	<ol style="list-style-type: none"> The Momentum Proteas defeated Pakistan at home and India away. The Minister of Sport, Arts and Culture presented the Momentum Proteas with the 2021 Minister's Recognition of Excellence in Sport for reaching the ICC Women's T20 World Cup semi-finals. Two Momentum Proteas received the ICC Player of the month awards, in January and March 2021. Proteas Men and Women Teams players are ranked number 1 in the world in bowling (T20) and allrounder (ODI) respectively. The decline in the Protea Men's ICC ranking over the last few years necessitated a review of our High Performance Programme. The automatic promotion relegation system will provide tension in the system which will lead to improved management of Member teams and pipelines. A national level 3 coaching course was conducted as well as level 0, 1 and 2 coaching courses at Member level. Annual Coach Acceleration programmes addressing the continuous development of our framework coaches were conducted. Club Administrators benefitted from forums and programmes to foster improvement.
 Sustainability	<ol style="list-style-type: none"> Adopted a prudent financial policy that avoided job losses and ensured that all employees received their full salaries. Hosted successful inbound cricket tours of Sri Lanka Men, England Men, and Pakistan Men and Women, implemented under world-class BSEs. A suboptimal ICC ranking for the Protea Men's Team will impact the marquee broadcast status adversely which could lead to a decrease in sponsorship. A transformed and diverse workforce (including players) which is 68% Black, with 41% female representation. The implementation of the organisational design by restructuring and capacitating the Supply Chain Management (SCM) department yielded positive results as shown by at least R5.6 million in savings on previous contracts. Sustainability of our Members through the new domestic cricket structure as it will give them the ability to commercialise themselves through the MSL and other competitions.

VALUE CREATION

CSA, as part of its human capital development programme, provided opportunities to its staff for voluntary life-long learning programmes. We received a commendable response from 35 (51%) of our staff members. The full complement who participated in the short-term training completed their programme while the long-term training is still in progress. The table below outlines the breakdown of progress and beneficiaries.

Training and Development Intervention	Number of beneficiaries	Progress Status
Long-term training (Formal Qualifications)	12	12 Ongoing and 2 Completed
Short-term training (Seminars/ Workshops/short-term certifications)	23	23 Completed
Internships	7	7 Completed

CSA embarked on a revised domestic league for its professional teams with provision being made for the SA U19 national team to participate as a full participant, despite their amateur status. Refer to page 54 to 59 of this report for more details on the restructuring of CSA domestic cricket.

South Africa has experienced a second and third wave of COVID-19 infections within the cricket season that resulted in reduced tours and on occasion, compressed playing schedules, resulting in adverse impacts on player performance internationally. Below are the ICC Rankings as of 17 August 2021.

WOMEN RANKING		MEN RANKING	
ODI	3	TEST	6
T20	5	ODI	5
		T20	5

SENIOR MEN NATIONAL TEAM PLAYERS IN ICC TOP 10 RANKINGS:

Quinton de Kock (Test, ODI), Kagiso Rabada (ODI), Tabraiz Shamsi* (T20), Rassie van der Dussen (T20).

SENIOR WOMEN NATIONAL TEAM PLAYERS IN ICC TOP 10 RANKINGS:

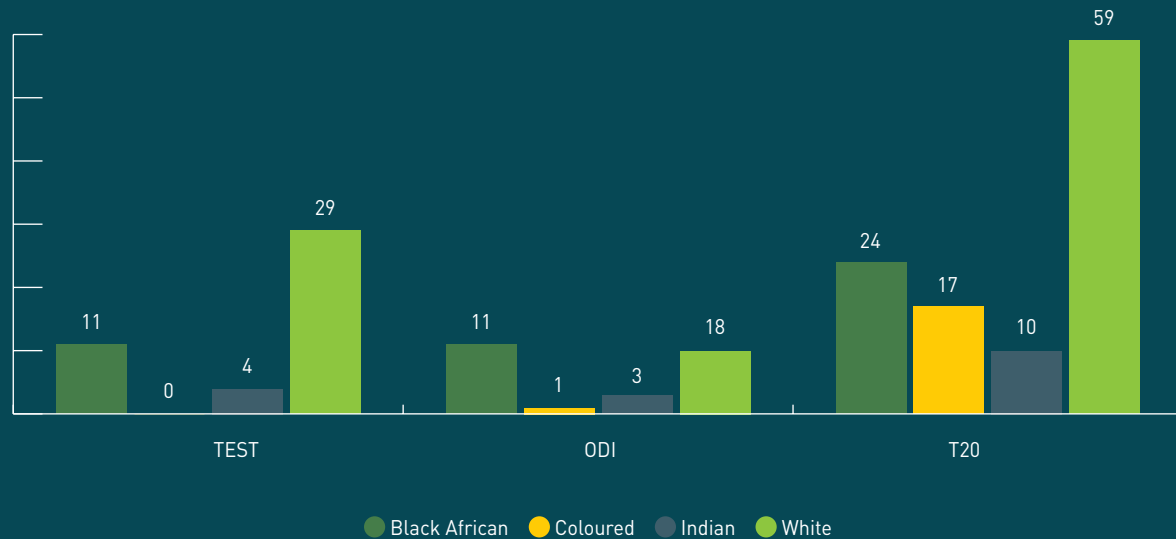
Lizelle Lee (ODI), Laura Wolvaardt (ODI), Marizanne Kapp* (ODI), Shabnim Ismail (ODI, T20).

* Ranked Number 1

PLAYER SELECTION

SENIOR MEN NATIONAL TEAM SELECTIONS 2020/21

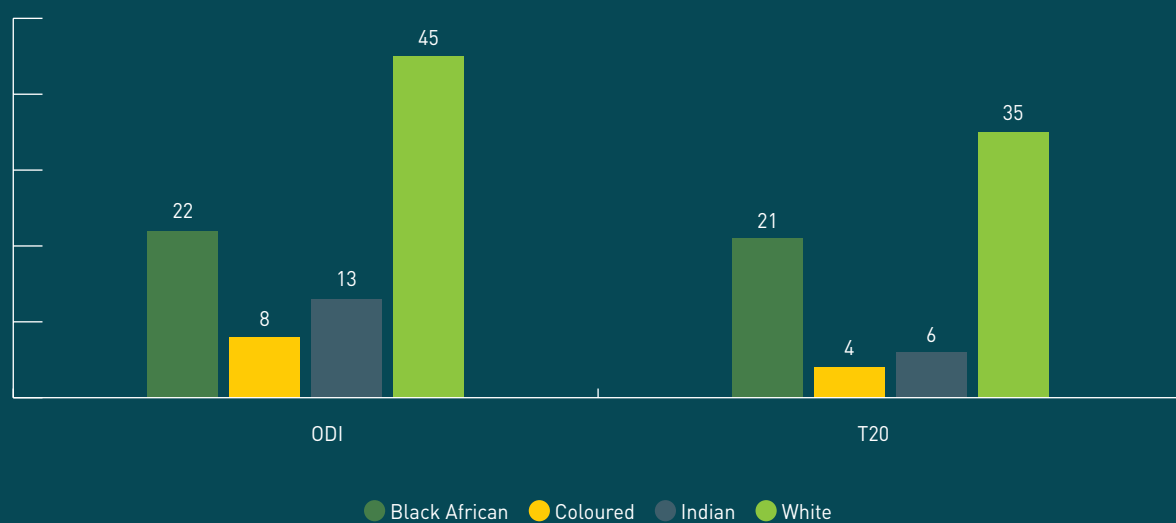
A breakdown of 187 selections across three formats are illustrated in the bar graph below.



The selection patterns for the various game formats lags behind the demographic representivity forecasts for both senior male and senior female national teams.

SENIOR WOMEN NATIONAL TEAM SELECTIONS 2020/21

A breakdown of 154 selections across two formats are illustrated in the bar graph below.



OUTLOOK

Given the challenges experienced and the clear resolve amongst the proponents of the CSA Human Capital, its staff, it is safe to say that the key requirement to the road towards renewal and organisational recovery will find its expression in a staff complement that is ready to re-imagine its future.

CRICKET ACTIVITIES

It is crucial to create access, identify, develop, and retain talent to build a successful cricket pipeline. CSA's strategic objectives are impacted by these factors, which are key to Proteas success.

Cricket services focus areas	Outcomes
Recruit players who are ready to compete internationally	Improved chance of Proteas' success on-field.
Develop and implement a Player Performance Plan	By identifying performance gaps among Black African players, the overall performance of teams at professional level will improve.
Integrating CSA's vision and strategy/goals with its Members	Improved CSA and Member performance and accountability.
Implement the SRSA/DBE Operational Agreement on the ground	Greater access to cricket for disadvantaged communities.
Effective and accurate CSA data management	Optimal data provided to stakeholders that will provide strategic insight for strategy development.

Ottneil Baartman
Makhaya Ntini Power Of Cricket Award



CRICKET PIPELINE MODEL

Our objective is to build a seamless pathway so that all people who want to play cricket have access to it and are developed and retained. With this approach, CSA can produce the best cricketers for South Africa. In addition to addressing player performance gaps, the Player Performance Plan enables

players to become better people and create career opportunities beyond cricket.

CSA's mainstream pipeline includes girls' and women's cricket. However, to attract, grow and retain talent, different approaches are needed, as illustrated below.

WOMEN'S PIPELINE



MEN'S PIPELINE



IDENTIFICATION, DEVELOPMENT, AND RETENTION OF TALENT

CSA has developed a cricket pipeline that supports these goals to create access, identify, develop, and retain talent. However, it remains a challenge to transition from modified cricket to hardball, which requires more equipment, facilities, and coaching. A new version of KFC Mini-Cricket is in development, but the programme's launch is on hold due to the restrictions of COVID-19.

IDENTIFICATION

There are several talent identification initiatives utilised by CSA, such as Hubs and Regional Performance Centres (RPC). This is well backed by the High Performance Programme and the Talent Acceleration Programme (TAP). Franchise scouts, supported by provincial coaches (framework coaches) and selectors, play a meaningful and successful role in the TAP.

Hubs and Regional Performance Centres

In the centre of excellence concept, Hubs and RPCs contribute positively towards building a CSA pipeline of players, coaches, administrators, umpires, scorers, and ground staff. The ultimate goal of the 57 Hubs and 12 RPCs is to:

- Provide feeder schools with a Hub or RPC access to facilities.
- Promote the game of cricket among Black communities.
- The CSA pipeline plan has several goals, including developing quality Black African cricketers.
- Assist in implementing CSA transformation goals.

Hubs and RPCs are the conduits for developing cricket, improving standards, and increasing participation in disadvantaged areas.

Cricket is played at the Hubs among disadvantaged schools, where hub coaches identify players to develop further through these local leagues. Besides competing in hub leagues, the RPC coach identifies the best players to advance to the RPC level, where RPC teams compete in competitive mainstream schools leagues. This programme enables players to improve their skills and creates opportunities for them. The top South African schools offer opportunities to 103 talented players through different bursary platforms – CSA Bursary (73), Momentum 2 Excellence (7), and the Sunfoil Education Trust (23) programmes.





As part of our Pipeline Programme, CSA and the Willowton Group (Sunfoil) formed the Sunfoil Education Trust (SET) in 2013 to support promising young cricketers, while they pursue formal education and training. Both parties have equal representation in the trust. The trustees are responsible for approving bursaries for deserving cricketers according to the following criteria:

- Cricketers who are pursuing education and training at approved schools and colleges.
- The allocation of bursaries and/or support should reflect the demographics of the population.
- Bursaries/support should be focused on advancing the transformation imperatives of SA cricket.

In partnership with the MAD Leadership Foundation, CSA designed a mentorship and support programme for young cricketers (bursary recipients) to improve the success rate of the bursary recipients. CSA

manages the partnership with MAD Leadership Foundation with the trustees' guidance and support. Through an individualised and personal approach, the MAD Leadership Foundation assists CSA in providing educational access to deserving scholars with leadership potential.

The support provided offers:

- Academic success on a multidisciplinary basis.
- Educational partners of high quality.
- A rigorous selection and screening process.
- Scholars the freedom to choose any field of study according to their strengths and passions.

All costs are covered by a long-term scholarship grant. Priority is given to each scholar as an individual, considering their unique circumstances, and providing the necessary support accordingly to ensure their future success.

The SET is funded by Sunfoil sponsoring the number of runs (six and fours) scored by the Proteas in a home Test Series matches. The sponsorship has been instrumental in providing a real sporting chance and holistic development for the beneficiaries.



Sunfoil Trust Bursary recipients

The list of beneficiaries for the 2021 calendar year are detailed below.

Institution of bursary recipient	Field/Level	Year/Grade
Varsity College	BEd IP	2 nd Year
University of Pretoria	BCom General	2 nd Year
Inscape Jhb	Higher Certificate in Architectural Technology	1 st Year
Stellenbosch University	BCom General	1 st Year
Tshwane University Technology	Dip in Entrepreneurship	Final Year
Tshwane University Technology	Diploma in Tourism	3 rd Year
Central University of Technology	Diploma in Computer Networking	2 nd Year
UNISA	BEd IP	3 rd Year
Stellenbosch University	BA Political Science (Extended)	Final Year
Selborne College	High school	Grade 11
Rondebosch Boys	High school	Grade 9
Saint Andrews	High school	Grade 11
Kearsney College	High school	Grade 11
Rondebosch Boys	High school	Grade 9
Paul Roos Gimnasium	High school	Grade 11
Hoerskool Ben Vorster	High school	Grade 10
Queens High School	High school	Grade 11
Paarl Boys' High	High school	Grade 11
Queens High School	High school	Grade 12
Grey College	High school	Grade 10
King Edwards High	High school	Grade 11
Cornwall Hill College	High school	Grade 12
Abbotts College	High school	Grade 12

BURSARY PROGRAMME

The intended growth strategy for the bursary programme was put on hold following the implementation of Project 654 in 2018/19 financial year. The programme has remained stagnant due to:

- Momentum Bursary Trust is in the process of being phased out.
- Sunfoil Education Trust not being able to accept new candidates.
- CSA Bursary and Focus maintaining the number of candidates with no new intake.

CSA currently supports 103 identified cricketers, 15 of whom are female, through the bursary programme. All the female cricketers supported are Black Africans. The cohort demographic profile is 1 (White), 14 (Black) and 88 (Black Africans).

TALENT ACCELERATION PROGRAMME (TAP)

Cricket and fitness skills are tested at TAP camps. The annual TAP U16 Camp was cancelled due to the COVID-19 pandemic. The U17 Camps were reduced to two (2) Camps – one (1) for Inland players (Pretoria), and one (1) for Coastal players (Gqeberha). Fifty (50) players were exposed to the rigours of these camps. These camps were very successful, and a strong group was identified from which the team will be selected to compete at the U19 World Cup in January 2022 in the West Indies. From these camps, twenty-four (24) players were identified and played in series of matches in December 2020 which created some opportunities with the National Tournaments being cancelled due to COVID-19.

The Annual CUBS U19 week was postponed twice but eventually took place in February 2021 in Stellenbosch. This was a very important as it enabled the U19 selectors to pick the first SA U19 team that competed at the CSA Senior Provincial competition in Kimberley.

TAP had to be assessed to fit in with the new CSA professional playing structure. The system of Scouts will be improved and increased to ensure that the whole cricket playing population is covered. The Scouts positions will transition into a system of TAP leads. The new structure should be approved and in place from October 2022.

CLUB CRICKET

There are many possibilities for those within a community to play club cricket. Community clubs (non-tertiary clubs) can aspire to compete in Multiply

Community Club Championships at the Member level. With the introduction of the Blue Flag Club status (90% on the Club Quality Index), clubs that qualify for the championship and have this status will be encouraged to invest in club cricket initiatives. A CSA “Blue Flag” club promotes the Presidential Plan’s objectives and goals. Clubs of this kind are classified according to administrative capabilities, facilities, teams, representation, and coaches.

THE WOMEN'S GAME

The women’s cricket programme attracts and retains women cricketers at all levels, from U13 to provincial. A key objective is to ensure that all Members have U13, U16, and U19 cricket structures in place. For women participating at the senior level of cricket, CSA offers a provincial competition.

TERTIARY CRICKET

Cricket at the tertiary level helps retain and develop talented players. To access the facilities, infrastructure and coaches of all South Africa’s tertiary institutions, CSA ensures a strong relationship is maintained with these institutions. In addition to providing scientific research opportunities around cricket players, these tertiary institutions also align with CSA’s “Excellence” strategic objective.

Students compete against universities across the country in the Varsity Cricket Cup tournament. The tournament has not taken place for the last two seasons due to COVID-19 restrictions.



MANUFACTURED CAPITAL

The CSA manufactured capital resources include their headquarters, leased premises (CSA's High Performance Centre), Cricket Stadiums, Hubs, Regional Performance Centres, and academies supporting cricket activities.

Fans are entertained, and revenue is generated in CSA's manufactured capital – Stadiums, High Performance Centres, Hubs, and Regional Performance Centres. In addition, the sport offers cricketers opportunities to develop their capabilities, from grassroots to international levels.

STADIUM UPGRADES

CSA is dedicated to providing world-class and professionally managed events so that fans can enjoy sports events at academies of the highest quality. In addition, stadiums are maintained and upgraded to ensure long-term sustainability.

THE NEWLANDS CRICKET GROUND MIXED-USED PRECINCT PROJECT (NCG PROJECT)

Thanks to highly skilled and experienced Co-Owners (SANLAM and WPCA PROPERTY HOLDINGS), NCG PROJECT is progressing well, despite challenging market conditions. However, due to COVID-19 and weather delays, construction was not completed by 1 January 2021 but is anticipated to be complete between 1 July 2021 and 14 December 2021. In addition to its impact on the rental market, COVID-19 has also resulted in a steep increase in other costs. An assessment of the effect of this resulted in delaying the construction of buildings facing the campground until a suitable tenant can be found.

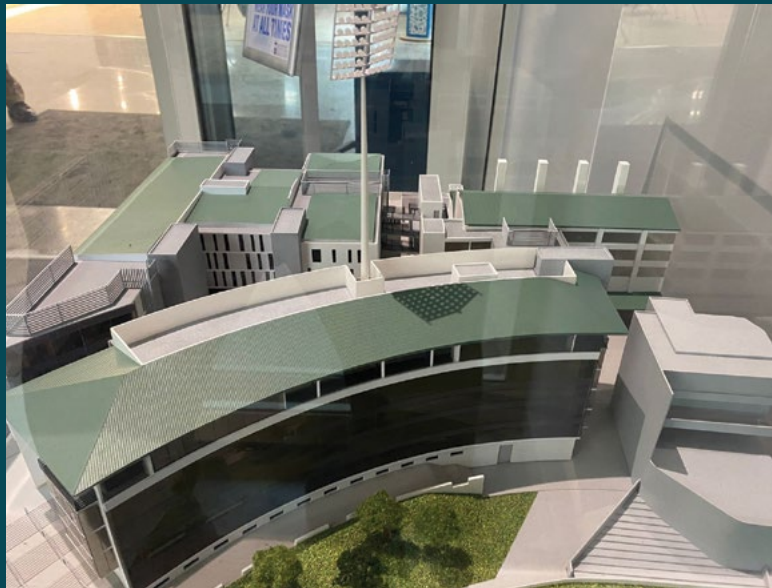
NCG's unusual complexity and delays resulted in an increase in budgeted construction costs. CSA increased its stake in WPCA Property Holdings (Propco) with a significant additional R30 million capital injection shortly after the financial year-end, for Propco to meet its 49% revised capital commitment in the NCG Project.

NCG's iconic nature still attracts significant interest from potential tenants looking to take up space there, despite the very challenging commercial rental market conditions. As a result, two anchor tenants, ADvTECH and CPUT, have agreed to the revised start dates, which coincide with the start of the second academic semester. CPUT's SPORTS MANAGEMENT FACILITY will be based at NCG, while ADvTECH will house a VARSITY COLLEGE there.

Various significant Cricket-Related Improvements are in progress and are expected to be finalised by October 2021, including the new groundsman's quarters and ticketing office. Also, the multipurpose hall at Newlands Cricket Experience is nearing completion, and occupation should take place in 2022. Due to delays, the Cricketorium will open in the second half of 2022.

With over 800 parking bays and a bustling office and educational campus, the NCG will be a significant player in the region.

WPCA PROPERTY HOLDINGS (PROPCO)



CRICKET SOFTWARE

CSA is developing software called Cricket Clinic to monitor player conditioning and performance and to help the players themselves to keep track of their progress as they move through the ranks.

One Day (5 matches) - International		Bats		Bowling		Fielding	
Category	Rank	Current Standard	Target	Current Standard	Target	Current Standard	Target
Setting - Match Order	Average	44	0	0	0	0	0
	Average First 10	50	0	0	0	0	0
	Average Last 10	50	0	0	0	0	0
	Average 1 Spin	50	0	0	0	0	0
Strike Rate	90	0	0	0	0	0	0
Strike Rate Against Spinners	90	0	0	0	0	0	0
Strike Rate First 10 Overs	40	0	0	0	0	0	0
Strike Rate Last 10 Overs	40	0	0	0	0	0	0
Strike Rate Overs 11 to 40	50	0	0	0	0	0	0





INTELLECTUAL CAPITAL

Intellectual capital resources include CSA's brands, most notably the Proteas, as strategic intellectual capital. CSA's branding and communication process gives a voice to the organisation, promotes its vision and strengthens CSA's exposure to attract sponsors and partners to sustain financial capital. Human capital and data systems allow us to operate at optimal levels of efficiency.

It is crucial to the sustainability of CSA that it maintains its brand and reputation and is connected to its financial health and development of cricket in the country. We can deliver on our promises and remain resilient if we grow our intellectual capital and reinvent ourselves.

PROGRESS AGAINST STRATEGIC PILLARS

	2021	2020
 Access	CSA and Affiliates offering facilities for COVID-19 responses	126 642 children exposed to KFC Cricket since inception and an additional 122 schools joined the programme in 2019/20
 Excellence	Successful hosting of Bio-Secured Environments and hosting of international tours	Momentum sponsorship of the Proteas Women's National Team
 Sustainability	CSA lending its voice to a major societal embarrassment – Gender Based Violence (GBV)	Full-house attendances at most international games demonstrates that CSA continues to attract a diverse demographic fan base

The Proteas Men embarked on a new chapter following the retirement of senior players that represented the team for over a decade. A culture camp was held in Skukuza to develop a new way forward concerning performance expectations, the environment the team operates under, and the development of a growth mindset matched with a strong sense of team identity. There was a recognition that the team already had a team culture ("Protea Fire"), but its goals and fundamentals needed to be changed to match the current crop of Proteas players.

The two facilitators dealt with "team performance" and "soft skills" models, respectively. Having two facilitators assisted in keeping the discussion focused on intended goals:

- OWN the outcome of the camp sessions;
- BUILD on it, constantly IMPROVE on it; and
- give it the deserved time to SHAPE up into what would be in our South African Cricket DNA.

The issues covered were trust, racial discrimination, lack of transparency, breakdown in communication, and disconnections in lived experiences. In part, these issues are the result of the Black Lives Matter (BLM) movement. A culturally inclusive Proteas future environment will require mutual respect, effective relationships, clear communication, explicit expectations, and critical reflection (especially regarding our past).

The governance issues at CSA formed one of the main issues among the players, who called for more transparency, clear communication channels, boardroom stability, job security for players, and addressing organisational uncertainty. In addition, CSA was urged to "show players the love and care they show each other and the game."



SOCIAL AND RELATIONSHIP CAPITAL

A valuable part of social and relationship capital is CSA's diverse stakeholders. We are committed to stakeholder engagement, and we engage with communities, fans, partners, and those supporting our efforts.

Direct and indirect stakeholder participation influences CSA's reputation and outcomes. We, therefore, shape our strategy in consultation with our stakeholders so that cricket is accessible to the majority of South Africans and supported by them.

PROGRESS AGAINST STRATEGIC PILLARS

	2021	2020
 Access	<p>Implemented the recommendations of the Schools Cricket System Review.</p> <p>Improvements to the Women's Domestic Structures – Talent Acceleration Programme, U16 Girls National Week, Coaching Framework Position.</p> <p>Continued support from SRSA towards the development of women's cricket and Hubs / RPC programmes.</p> <p>Continued the School- in-a-Box initiative at nine Hubs – after school academic support to identified cricketers through the support from Armscor and Sedgars Sport.</p> <p>The Cricket Services Department assisted ICC Africa in rolling out Coach Education Courses in Africa.</p> <p>CSA rolled out the COVID-19 protocols and guidelines to Members as part of resuming cricket activities whilst exercising the duty of care.</p>	<p>R385 million (2018/19: R329 million) committed to cricket development.</p> <p>Successfully piloted a modified game to retain and develop cricket players in areas where facilities remain a challenge. A new model will be rolled out in 2020/21 season.</p>
 Excellence	<p>Momentum Proteas finished 3rd in the ICC Women's ODI rankings</p> <p>Winning back-to-back series against subcontinent opposition – Pakistan (home) and India (away).</p> <p>Recognition of the Momentum Proteas by the Department of Sports, Arts, Culture and Recreation – Minister's Recognition of Excellence in Sports for their performance at the last ICC T20 Women's World Cup.</p> <p>Proteas Men and Women debutants for 2020/21 season – Nonkululeko Mlaba and Tazmin Brits (ODI), Lizaad Williams (ODI), Jacques Snyman, Glenton Stuurman, Wihan Lubbe, Sisanda Magala, Lizaad Williams and Wiaan Mulder (T20).</p>	<p>Momentum Proteas reached the semi-finals of the ICC Women's T20 World Cup.</p> <p>Momentum Proteas gained automatic qualification to the 2021 ICC Women's World Cup and finished 3rd in the ICC Women's Championship Standings for the period 2017-2020.</p>
 Sustainability	<p>Launched the "Black Day" initiative on 23 January 2021 as a pledge to end Gender Based Violence.</p> <p>Introduced incentives for the CSA Women's Super League aimed at aiding skills development.</p> <p>Implementation of the revised new High Performance Coaching Structure – batting lead for the environment, employment of a female High Performance Head Coach.</p> <p>Facilitated the Betway Initiative that drove the Player Performance Plan (PPP) for six players over a six months period – three of the identified players have been offered professional contracts for the 2021/22 Financial year.</p> <p>Approval of 40 (10 High Performance and 30 Top Six Senior Provincial Teams) additional contracts as part of the semi-professionalisation of domestic women's cricket to be implemented in the 2021/22 season.</p>	<p>The Schools System Review report was concluded, aiming to address the growth and sustainability of talent through Schools.</p> <p>Appointment of Director of Cricket and Chief Medical Officer.</p> <p>Seven debutants in the Standard Bank Proteas achieved noticeable performances: DM Dupavillon (ODI), BC Fortuin (ODI and T20), GF Linde (Test), PJ Malan (Test), S Muthusamy (Test), PJ van Biljon (T20) and K Verreynne (ODI).</p>

STAKEHOLDER ENGAGEMENT

CSA continues to engage stakeholders based on common concerns and interests. We have taken steps to rebuild trust among the broader stakeholders, including Members, commercial partners, government, media, the public and fans following negative publicity. The revised approach seeks to provide a coherent narrative that supports and drives the CSA’s strategy.

CSA’s key stakeholders are integral in everything we do.

KEY STAKEHOLDERS

Alignment with CSA's vision, mission and values	ICC and fellow ICC members		BCCI	Constructive and ongoing engagement
	SACA		Broadcasters	
	Sponsors		Government and associated entities	
	Employees (including players)		Ex-players	
	Communities		Affiliates and Associates	
	Board members		Members' Council	

KEY STAKEHOLDER ENGAGEMENT

Engaging the public and key stakeholders effectively is one of our priorities. For example, we are making cricket available to all South Africans who wish to play the game and be supported by the country. Depending on the specific needs of each stakeholder group, these tactical engagements are tailored to ensure a targeted approach. We are accountable and transparent in how we do business. CSA acknowledges that the COVID-19 pandemic will impact key stakeholders in multiple ways and remains dedicated to a transparent and open dialogue about challenges stakeholders face in this new era.

CORPORATE SOCIAL INVESTMENT

CSA acknowledges its role in its community and is committed to offering its resources to improve people's lives. CSA employs the United Nations Global Compact (UNGC) framework to guide its organisational values. CSA aims to support the communities in which it operates through a range of projects. These projects include Mandela Day, Black Day and Pink Day; some are in partnership with our Members.

KHAYA MAJOLA MANDELA DAY PROJECT

Despite the COVID-19 pandemic affecting the country and the entire world, CSA gave Kei Cricket an opportunity to shine. The likelihood of the Khaya Majola Oval (KMO) rising again was slim, considering the vandalism inflicted on cricket grounds. This opportunity will fulfil the dream of Mr Khaya Majola, the late icon of Black cricket. The KMO has a hub that links KFC cricket, Youth cricket, and Club cricket with the CSA pipeline. We lack facilities, as most of the fields are shared between various clubs and schools, which leads to poor finishes of the league matches as required by CSA.

CSA play a crucial role in balancing urban and rural cricket through hubs where boys and girls can be coached daily. The renovations of our facility will benefit both our players and staff and will be a morale booster. The Kei flag has flown high in the country thanks to a promising women development programme. Despite the challenging times, this contribution will help encourage such growth.

We hope that within a few years of completing the franchise system, Khaya Majola Oval will be able to occupy the 8th spot in the newly established system. As a result of KMO's record of resilience, we have one of the best Mini-cricket programmes in the country, exhibited by our proud community. We hope to build on the legacy of those who have persevered in developing cricket.

This gesture has positively impacted the lives of the Kei community during the extended pandemic period. The gesture will provide renewed energy to execute our season's objectives. Many Black players in this country relate to Khaya Majola's struggle. The campaign has increased camaraderie among employees and executive members of the Cricket Union. It symbolizes a joint effort to determine and promote cricket development.

Executive members and staff offered to assist on 16/07/2021. Kei executives Mr Mzumbana, Mr Dlulani, and Mr Nqeto were present. COVID-19 protocols forced the organizers to limit employee and volunteer numbers.

As part of the renovation project, the exterior and interior walls were painted, the facility name was rebranded, windows and toilets were repaired, and shower doors, handles, gutters, and sliding doors were replaced.

We sincerely appreciate the work done by CSA and the Board of Directors. The generosity shown toward the Kei community cannot be adequately expressed in words.





NATURAL CAPITAL

Energy and water are two of CSA's main natural capital resources. To the extent that it is possible, CSA uses these resources responsibly and efficiently.

As part of its cricket operations, the CSA uses water and energy. Stadium grounds must be kept in compliance with international and official cricket standards through water consumption. In addition, every operational activity consumes energy, on and off the field. CSA and its Members are implementing a wide range of initiatives to reduce the use of natural resources and carbon footprint.

PROGRESS AGAINST STRATEGIC PILLARS

	2021	2020
<div> Excellence</div>	Appropriate use of natural resources to ensure international standards for international games	Appropriate use of natural resources to ensure international standards for international games
<div> Sustainability</div>	Due to working remotely, managed to save water, electricity, and reduced resource consumption in general	Innovative initiatives ongoing to reduce resource consumption, including LED lighting in stadiums

WATER CONSUMPTION

As cricket, we pride ourselves on being environmentally sustainable. With installed boreholes at our mainstream stadiums, the stadiums have access to fresh, clean water all year round. This means they can save money and energy by not having to rely only on municipal sources. Reducing reliance on municipal authorities helps protect the environment while also reducing water consumption. The boreholes made it cheaper for the stadiums to access supply of water. With fewer games being played in 2020/2021, there was reduced water utilisation. We continue to deliver quality grounds of high standards for international games, using alternative water sources for grounds upkeep.

ENERGY CONSUMPTION

CSA experiences high operating costs due to the escalating cost of energy and an unreliable power supply, resulting in the need to utilise generators for our international games regardless of whether artificial lighting is used or not. Solar solutions are presently not viable because of cost limitations, but CSA continues to investigate renewable energy solutions.

COVID-19 enforced lockdowns for past year led to a significant reduction in water and electricity consumption for the company, due to staff working from home.

OUTLOOK

Our environments will be better monitored, energy costs will be reduced, and we will reduce our carbon footprint by introducing smart meters. However, as costs continue to go up, the demand for sustainable energy solutions continues to rise. Our country's water scarcity, and the continuous increase in energy costs demand that we continue being intentional in monitoring usage of these resources, and reducing both our costs, as well as our carbon footprint.

CSA and its Members will continue to explore SMART energy solutions to reduce consumption, and installing boreholes at our stadiums for better water management.

TRANSFORMATION

Through its cricketing structures, from youth programmes to national teams, CSA is committed to systemic transformation. Because of this, all South Africans have fair opportunities and support.

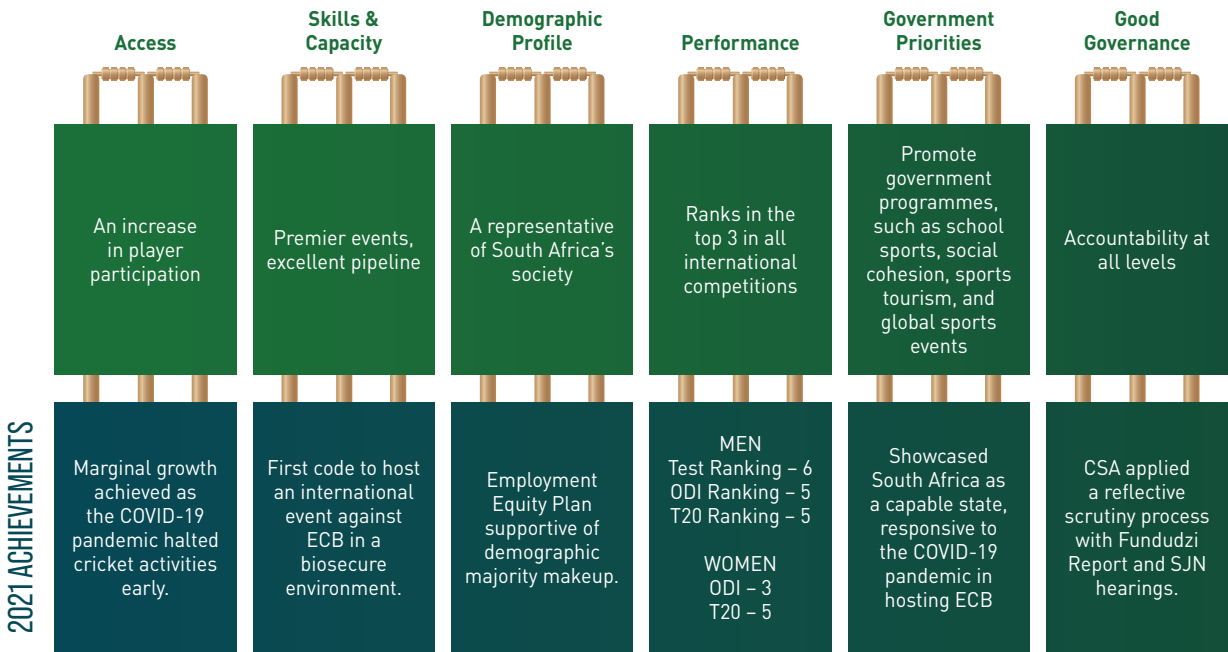
TRANSFORMATION STATEMENT

Transformation is about improved access, fair opportunity and support for all South Africans, within and beyond the boundaries of the cricket field. It is also about the sustainability of financial revenue, intellectual capital, human capital and talent in the workplace and on the field. This ensures CSA’s sustainability, relevance and competitive edge. CSA believes in the systematic transformation from grassroots as an entry point and throughout its cricketing structures.

Cricket for Social Justice and Nation Building (SJNI) was launched by CSA, which aims to eliminate racism, discrimination, and feelings of exclusion in the sport, more detailed information of the process thus far are included on page 50.

As a dynamic process, cricket undergoes continual changes. Therefore, a primary objective of the programme is to identify, develop, and retain talented players at both the amateur and professional levels. Actions for transformation should be driven by performance, fairness (reflective scrutiny), opportunity (quality of opportunity) and inclusion (additional talent pool).

TRANSFORMING CSA INVOLVES SIX PILLARS, EACH WITH A SPECIFIC OUTCOME



TRANSFORMATION

CSA achieved the objectives outlined in the Sport and Recreation South Africa (SRSA) EPG's latest report, but we acknowledge that transformation is not progressing as fast as it could. As we partner with the SRSA and the Department of Basic Education (DBE) to work within townships and rural areas to offer more facilities and coaching expertise, our dependence on elite cricket schools remains a challenge. As a result, we are unable to unlock our country's enormous potential.

CSA PERFORMANCE AGAINST EMINENT PERSONS GROUP (EPG) SCORECARD

Every year, the Transformation Commission of the Department of Sports, Arts and Culture reviews the transformation status of CSA and other national federations. National federations are assessed against self-set targets on 43 dimensions in this review. According to the most recent EPG assessment by the Transformation Commission (2018) CSA scored 72%, and it is expected to achieve 74% (2019) and 76% (2020) once the Transformation Commission completes the assessment process.

EPG Barometer Assessment 2018–2020

Year	Confirmed EPG score	Expected CSA score
2018	72%	72%
2019	72%	74%
2020	74%	76%

The impact of COVID-19 and government Risk-Adjusted Strategies led to the closure of all amateur cricket programmes. The number of

clubs and club cricketers decreased as a result. Schools' participation remained steady during this period. It is attributed to learners' desire to participate in representative teams, generally selected at the end of the fourth term.

Participation numbers

Year	Clubs	Primary schools	Senior schools
2019	847	1 835	1 059
2020	823	1 855	1 061

The EPG Report recorded a few positive outcomes despite COVID-19. We are committed to working closely with cricket stakeholders to become more 'corona-smart' in funding models for improved access and growth. For example, Meso Cricket, aimed at increasing access to cricket at the secondary school level, targets the 12–15 age cohort and provides greater cost efficiencies for adolescent cricket.

SELECTION FREQUENCY IN SENIOR MEN NATIONAL TEAM FOR THE 2020/21 SEASON

CSA’s perceived slow pace of transformation has been criticized recently. Informing this view was the player representation in the senior men’s national team. In reviewing the team’s selection patterns over the past ten years, despite progress being made, this concern remains an important one to address.

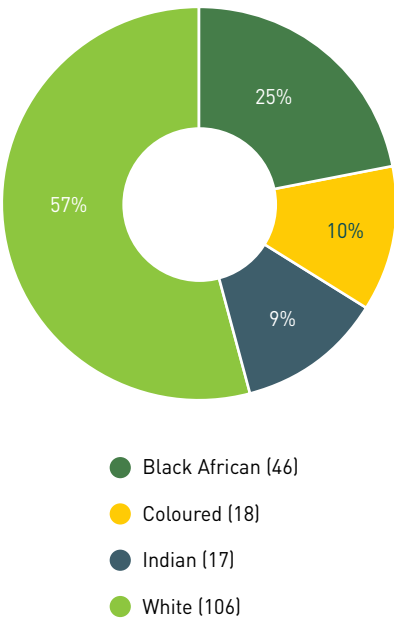
To begin the 2020/21 season, CSA initially contracted 16 players. This number did not grow as there were no contract upgrades due to the season being short due to COVID-19. The diagram alongside shows the demographic profile of players for the year under review.

44 (38%) of total selections (187) came from these 16 non-contracted players category, made up as follows:

- White – 10 (nil upgrades)
- Coloured – 3 (nil upgrades)
- Black African – 3 (nil upgrades)
- Indian – 0 (nil upgrades)

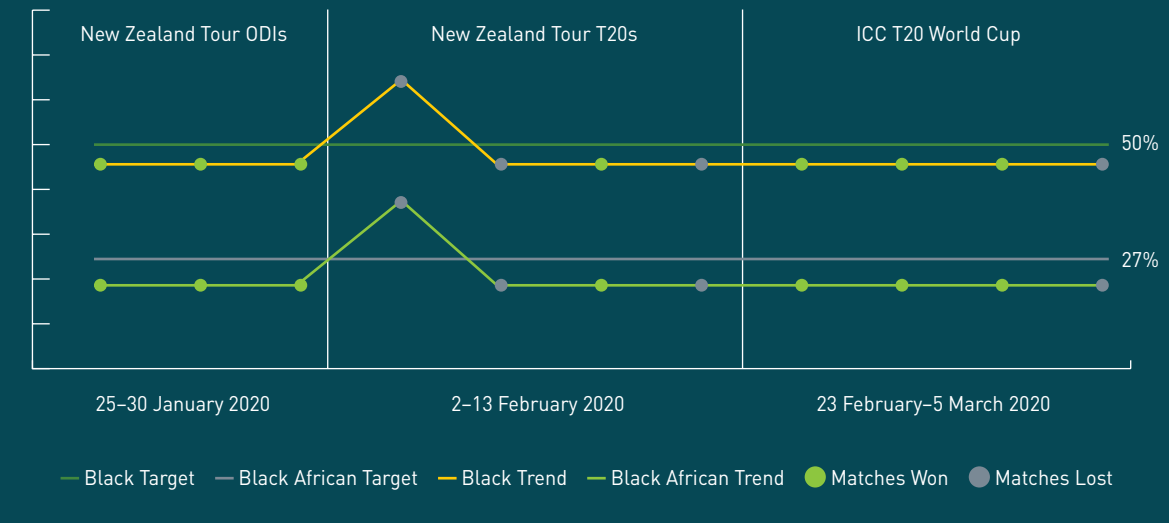
116 (62%) of total selections (187) came from the 16 national contracted players category, made up as follows:

- White – 8
- Coloured – 2
- Black African – 4
- Indian – 2



SELECTION FREQUENCY IN SENIOR WOMEN NATIONAL TEAM FOR THE 2020/21 SEASON

CSA Board approved targets for on-field demographics were not achieved. The selection process for the two formats shows a high level of consistency. For the season, the Team had on-field Black demographic representivity of 48%, against CSA target of 50%.



PLAYER TARGETS AS PER EPG

MEN

The Board reviewed the EPG Transformation forecasts for years 2020–2030, relating to transformation targets for the Proteas Men's Team. The EPG is assessed from 1 January to 31 December of each year, whereas CSA season is from 1 May to 30 April.

Proteas Men's Team met its Black African player target for EPG 2020, but did not meet its Black player target.

	2019/20		2018/19	
	Target	Actual	Target	Actual
Black African	22%	23%	25%	22%
Black	50%	44%	60%	49%

The team had quite a difficult start to the season resulting in a 39% win ratio, winning only 7 (seven) of the 18 (eighteen) played.

WOMEN

The Board reviewed the EPG Transformation forecast for years 2020–2030, relating to transformation goals for the Proteas Women's Team. The team did not achieve its target for Black African players and Black player demographics EPG 2020.

	2019/20		2018/19	
	Target	Actual	Target	Actual
Black African	24%	20%	27%	26%
Black	50%	47%	54%	47%

The team had a very successful season with a 64% win ratio, winning 7 (seven) of the 11 (eleven) matches played.

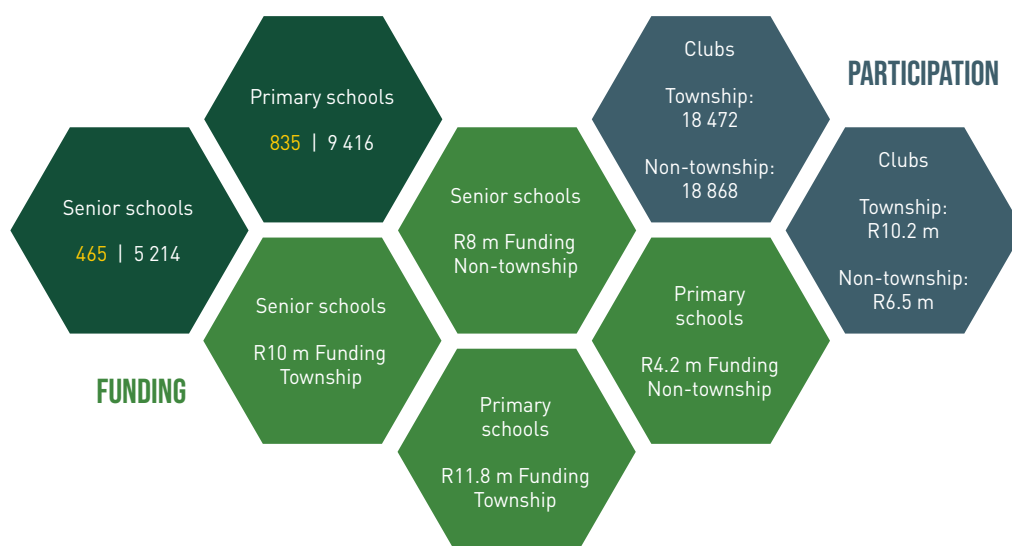
ACCESS AND EQUITY

The Transformation Committee continues to strive to broaden the entry-level base and sharpen the pinnacle of performance and demographic representation for all in the cricket industry. Therefore, the geopolitical alignment process is a critical cornerstone of the business that ensures accessibility to the game. CSA's procurement policies and contracts reflect this inclusive approach.

CSA achieved its transformation forecast targets within the broadband of access and participation for the season under review. In the infographic below, green hexagons indicate this achievement. In addition, a substantial amount of progress (dark green hexagons) has been made on facilities.

The R3.4 million distribution to rural cricket development contributed significantly to its growth in the Eastern Cape.

The graphic below highlights improved equity and distributions to disadvantaged communities to redress inequalities in the cricket ecosystem. A key part of CSA's mission is to make cricket accessible to everyone.



The top three risks that impacted the advancement of transformation and development cricket:

- Demolishing and vandalising existing infrastructure, especially under lockdown regulations will severely impact the resumption of cricket. (Lack of activities created an opportunity for individuals to vandalise infrastructure where security is a challenge.)
- Further deterioration of existing functioning infrastructure due to lack of resources to maintain facilities. (Municipalities own 65% of facilities utilised for cricket development.)
- Lack of mass participation activities will further impact the participation numbers within the pathway due to lack of sporting activities at schools or clubs. This creates a risk on the attraction and retention strategy of CSA.

The gap to access the game of cricket by the disadvantaged will certainly widen due to the above risks.

SOCIAL JUSTICE AND NATION BUILDING CAMPAIGN

CSA Social Justice and Nation Building initiative has taken centre stage in print, electronic and social media. CSA pursued this course because it aimed to address all the challenges hindering the achievement of its vision, which is to “make cricket a national sport of winners.” As part of this project, CSA appointed Adv. Dumisa Ntsebeza SC – who previously served as a TRC Commissioner

– as the independent SJN Ombudsman for a six month period, later extended to eight months. The Ombudsman was appointed to investigate a series of issues in cricket, including the need to promote equality, eliminate racial discrimination and achieve transformation. CSA supports this independent process and its Board is eagerly awaiting the report and its recommendations for its consideration. It is hoped that this will help cricket with its healing process, redress and contribute to social cohesion and nation building. Reform and transformation remain non-negotiable as means of correcting historical imbalances.

2018 INDABA RESOLUTIONS

Below is a list of the 2018 Indaba resolutions grouped around specific categories: **governance**, **professional cricket** and **amateur cricket**. Every category is reported regularly to the Board to ensure these resolutions are achieved.

The new MOI was approved in April 2021, and ensures CSA will be governed per best practice, including adherence and compliance with statutes and the King IV Code on Governance. In Schedule 4 of the MOI – team and organisational transformation, social cohesion, and nation-building are now embedded.

A specific focus area is advancing women’s cricket and strategies to increase participation at amateur level. Progress toward achieving these goals will be constantly monitored.



PROJECT MANAGER: Max Jordaan PROJECT GOAL: Implementation of Transformation Indaba Resolutions of Resolutions Taken at 2018 Transformation Indaba	Project/Programme: Transformation		DIRECT PURPOSE: Establishment of a Process to Monitor Implementation Status												Date: 23/06/13	
	Item 3.5 (A)															
	Estimated Task Schedule															
Inputs (Tasks)		May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Owner	Status
	1.1															
GOVERNANCE	a															
	b															
	c															
	d															
	e															
	1.2															
	a															
	b															
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	d															
	1.4															
a																
Professional Cricket	1.5															
	a															
	b															
	c															
	1.6															
	a															
	b															
	c															
	1.7															
	a															
	2.1															
	2.2															
	2.3															
	2.4															
	2.5															
Amateur Cricket	3.1															
	3.2															
	3.3															
	3.4															
	3.5															
	3.6															
	4.1															
History & Legacy	4.2															
	4.2															
Notes:																
Governance:	KZN Inland proposed migration of governance to KNCU															
Professional Cricket:	Restructuring of Provincial Cricket approved and implemented from 2021/22 season															
Amateur Cricket:	Good progress in advancing professional women cricket.															
History & Legacy	The third volume of the rewriting of 'South African Cricket' is in progress. The expected date of publication is Oct of 2022															

In progress	Not started
Completed	Closed off
Date to be reviewed	CSA Board to review project realisation

Notes:
 Governance: KZN Inland proposed migration of governance to KZNKU
 Professional Cricket: Restructuring of Provincial Cricket approved and implemented from 2021/22 season
 Amateur Cricket: Good progress in advancing professional women cricket.
 History & Legacy: The Third volume of the rewriting of South African Cricket is in progress. The expected date of publication is Q4 of 2022
 Other:

OUR IMPACT

We have made some impact with our initiatives despite all the lockdown regulations and restrictions.

KFC Mini Cricket – Seven CSA Members participated in roadshows, namely – CGL, Easterns, Free State, Limpopo, Kei, Northwest and Northern Cape; with over 30 schools and 1 120 players taking part.

Schools' Cricket – The Talent Acceleration Camp and Cubs Week was held successfully as part of the identification process for the SA U19 scheduled to participate in the ICC U19 World Cup in the West Indies during February 2022.

Club Cricket – CSA increased the number of Blue Flag Clubs from 20 to 25 in the country.

Women's Cricket – We were proud to successfully host the CSA Women's Super League (WSL) in a

Bio-Secured Environment. The WSL was held in December 2020, and was live-streamed on YouTube (links also shared through the Media).

Momentum Proteas continue to make great strides winning both their series against sub-continent opposition, Pakistan at home and India away.

Despite the strained economic environment globally, we secured funding (R500k) from Betway to assist six identified cricketers as part of the Player Performance Plan. The fast-tracked process helped the following individuals to transition successfully to professional cricket:



However, the pandemic negatively impacted national and local programmes – KFC Mini Cricket, Club, School, and Tertiary Cricket.

CSA continued to implement **skills development initiatives** nationally to advance quality cricket.

The **Coach Education Office** is developing an online coaching platform that will be used for the continuous professional development (CPD) of coaches and form part of our blended learning-coaching qualifications. We conducted multiple webinars for coaches during the lockdown period, and affiliated offices assisted with providing CPD programmes. Our office ran a level III coaching course virtually in September 2020, as in-person classes were not possible. The Coaching Managers were trained on mentoring and coaching skills at a contact class in October 2020 when the lockdown levels improved. The provincial coach developers

received additional Facilitator and Assessor training in March and April 2021.

CSA conducted **Match Officials training** through roundtable forums and online courses for umpires during the pandemic. In addition, we have continued mentoring identified umpires, based on critique provided by First-Class Panel umpires and held weekly quizzes on laws, playing conditions, and their application.

Through our Provincial Academy and Coaching Framework, we offered Life Skills programmes to support players and coaches.

Although many disability programmes were affected by the pandemic, we still hosted a regional tournament (participating Members were CGL, Northerns, KZN and Free State) with South Africa's Blind Cricket Association.



Sisanda Magala
Betway T20 Challenge Cricketer of the Season

THE CSA ENVIRONMENT

Restructuring of CSA Domestic Cricket – the dawn of a new era

At its meeting on 6 April 2019, the CSA Members' Council approved a recommendation to move to a 12 Team First-Class Affiliate domestic cricket structure starting 1 May 2020, which included the dissolution of the Franchise system at the end of the 2019/20 season. This decision was driven by the need to re-examine the domestic cricket structure in South Africa since the release of the EY Report in 2016.

CSA subsequently rescinded the decision and the Members' Council appointed a steering committee (DR Steering Committee) led by Mr Dave Richardson, to review the current domestic cricket landscape and to make recommendations for the future domestic competition structures of CSA.

The Members' Council approved the DR Steering Committee's recommendations for restructuring the domestic cricket competition system on 29 December 2020, on the recommendation of the Interim Board. This involved changing from a six Franchise professional and 13 Affiliate Member (KZN Inland included) semi-professional structure to a 15 Affiliate Member (KZN Inland, Mpumalanga and Limpopo included) professional structure consisting of two Divisions, Division 1 – 8 (eight) teams and Division 2 – 7 (seven) teams respectively as illustrated in Diagram 1.

Division 1 and Division 2 teams will compete in separate competitions across all formats, while an automatic promotion and relegation system will determine the Division 1 and Division 2 teams annually (after the 2022/23 season).

The MSL will feature the eight Division 1 teams only. Division 2 players will be included in the Player Draft for that year together, with the Proteas and other international players.

Division 1 and Division 2 teams will compete in a CSA T20 Provincial Knock-Out competition at the start of each season. Sixteen Division 2 players performing well in this competition will be drafted into the Division 1 teams for the MSL.

Mpumalanga and Limpopo will compete in Division 2; however, the matches against them will not be qualified as first-class matches until they qualify for first-class status. The two Members are undergoing a process to reach first-class status, and an implementation plan has been agreed with each Member. KZN Inland has also applied for Affiliate Membership Status and this process is also underway.

DIAGRAM 1



CSA and its Members realised that determining the eight (8) Division 1 Members for the first two years of the new approved domestic structure would be challenging for several reasons, and therefore Members agreed that the process and methodology of the bidding and evaluation process, including the relevant criteria (and their weightings) against which the Member bids were to be evaluated, were to be determined by Management in consultation with the Members.

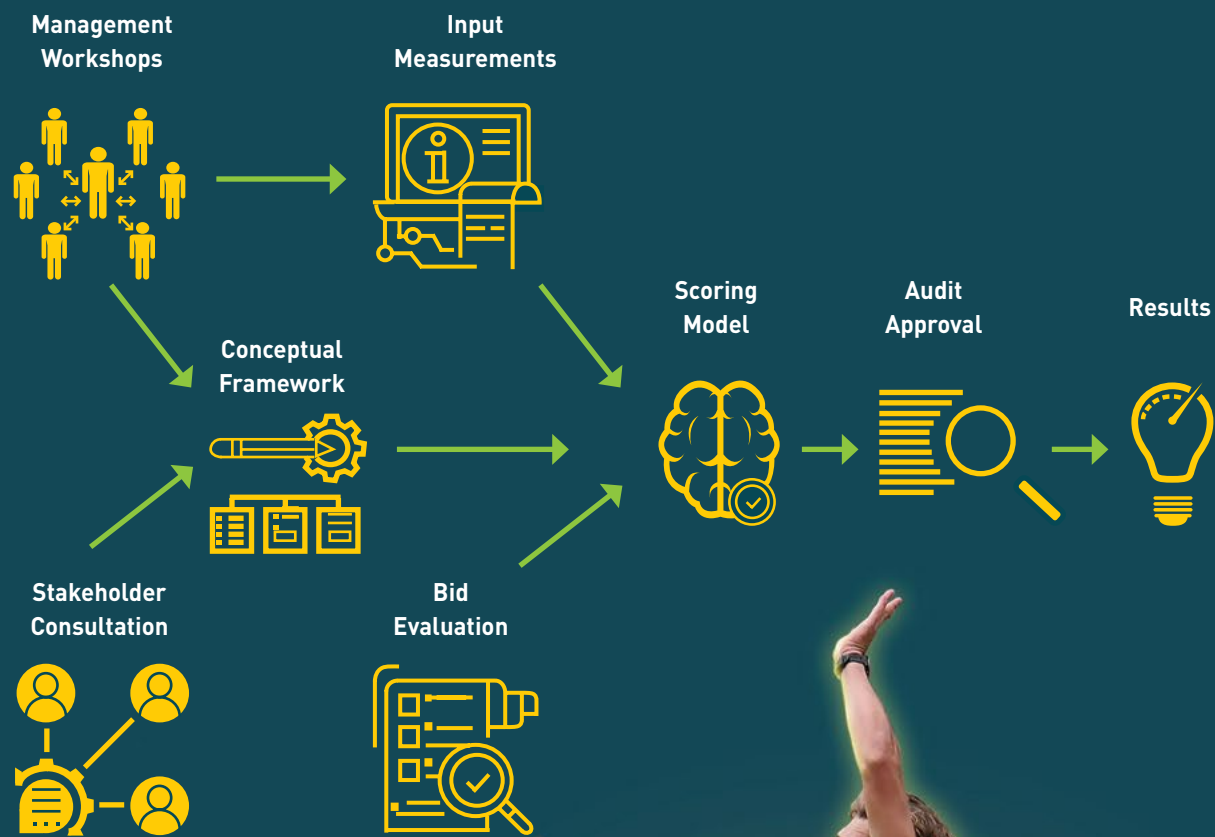
THE OBJECTIVE OF THE BID PROCESS

To determine by means of an objective, fair and transparent process, eight financially sustainable, well-structured, and high performing Members that can support the notion of providing quality opportunities and access for all, to compete in Division 1 of the approved domestic restructure.

DEVELOPMENT IMPLEMENTATION OF THE BID EVALUATION FRAMEWORK

Management identified seven dimensions to be included in the Bid Evaluation Scorecard each of which is critical to the establishment of a sustainable, high performing professional cricket entity. These dimensions were each weighted according to their relative importance in contributing to the stated objective as well as according to their ability to make relative comparisons over time. These dimensions and weightings were determined by CSA EXCO in consultation with CSA Members. Diagram 2 is a visual representation of the overall implementation process that started with the development of the Evaluation Framework, data inputs and a scoring model that would be auditable and provide an objective picture of the operational and strategic readiness of Members.

DIAGRAM 2

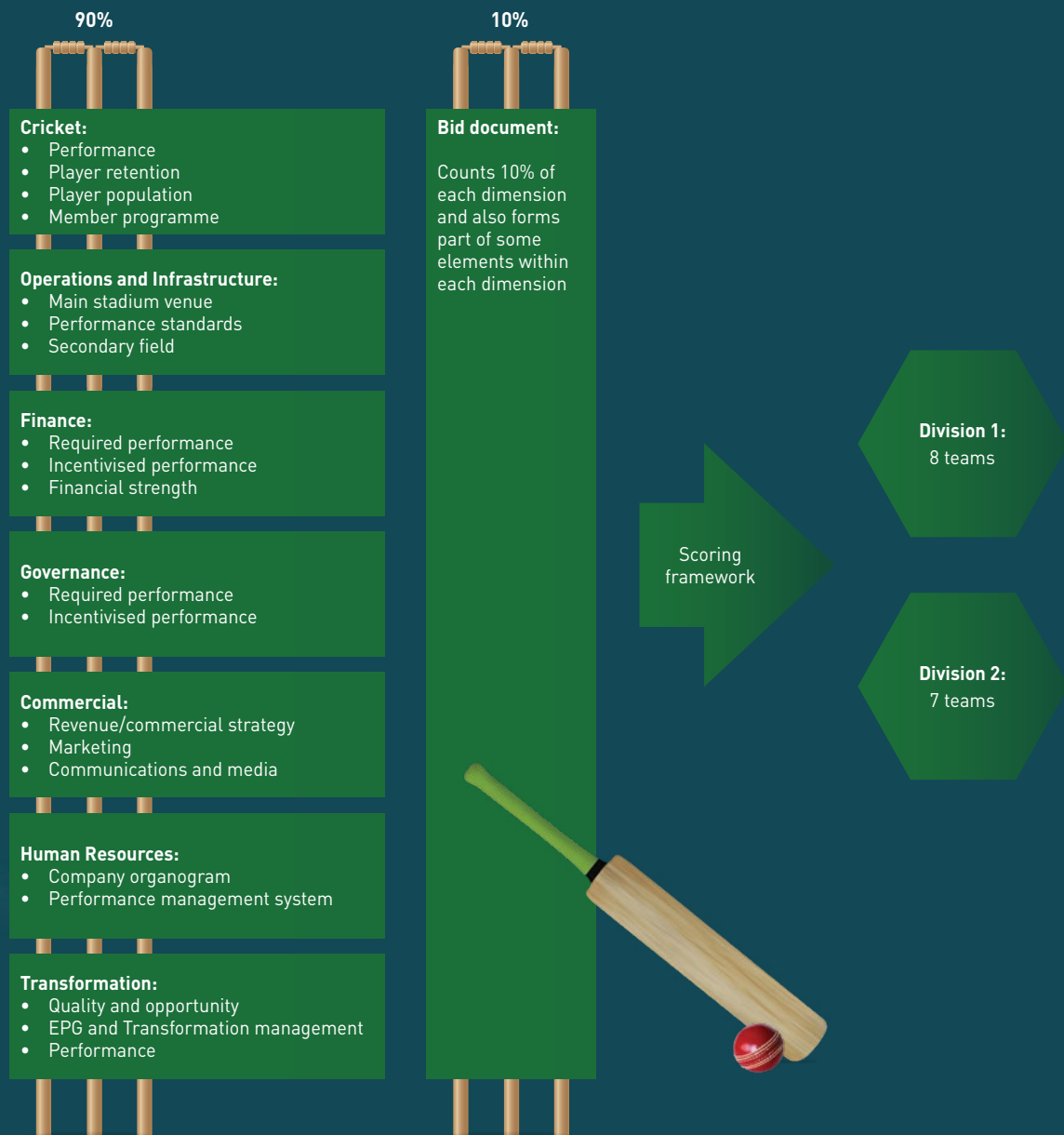


Wiaan Mulder
CSA Delivery of the Year Winner



Each dimension was given its own set of sub-criteria (“differentiators”), shown in Diagram 3 below, which were weighted according to their relative importance in contributing to the objective.

DIAGRAM 3



For each of these dimensions, the scorecard was comprised of data that was verified, already approved, and signed off, mostly derived from the Member Incentive Scorecard (part of the implementation and monitoring process of the Members Operational Model). Based on match statistics, the EPG Data and Performance Data were also used. As part of the bid evaluation process, each Member signed off on all of the inputs used before the scorecard was applied.

In addition to this, the seven dimensions of a member's business plan were evaluated to assess how the Member envisioned moving from its "current state" to its "ideal state". The Business Plan needed to address the following:

- Commercial Strategy
- Marketing Strategy
- Communications and Media Strategy
- Cricket Pathway Strategy
- Professional Cricket Strategy
- HR Strategy
- Financial model to compliment the new strategy
- Transformation Plan
- Address any shortcomings within Member Governance

Current state and historical performance were each weighted at 90%, while the required future state, a business plan, was weighted at 10%. Due to the principle that "past performance is a predictor of future performance", the historical performance and current state were weighted higher than the Business Plan.

The Scoring Model consolidated all of the individual evaluation criteria within each of the dimensions across a 4-year period and incorporated the bid scores to rank the Members and finally to determine the top 8 teams to play in Division 1.

This was done by calculating a total score for each Member that accurately weigh the performance scores such that:

1. Each dimension (Cricket, Operations, Finance) was weighted appropriately as developed by EXCO and agreed with Members;
2. Each category within each dimension is weighted appropriately by management as agreed with Members; and
3. Each criterion within each category is weighted appropriately as agreed.

Based on the criteria determined by CSA, the total score each Member received reflects the overall ability of the Member to operate a professional cricket business successfully and sustainably.

THE BID PROCESS

On 19 January 2021, a Request for Bids was circulated by CSA to the Members, in which they were presented with the previously agreed set of criteria, called the "differentiators" and in which they were required to submit a Business Plan or Strategy as stated above.

INDEPENDENT BID EVALUATION COMMITTEE (IEC)

As agreed with the Members and to ensure transparency, objectivity and independence of the evaluation process, CSA appointed an Independent Evaluation Committee consisting of experts in the fields of Commercial, Marketing, Communication, Process and Cricket. The mandate of the IEC was to evaluate the individual bid submissions and provide the required scores as per the overall scoring framework.

EVALUATION PROCESS POST-SUBMISSION OF THE MEMBER BIDS

The following evaluation process to determine the eight Division 1 teams, was followed once the bid documents had been received:

1. The "Business Plan" portion of the bid documents was evaluated by the IEC in accordance with the pre-determined Bid scorecard.
2. At the same time, the Sub-Criteria ("Differentiators") portion of the scorecard was populated by an Actuary from the various data sources mentioned under point 3 of the report. He then shared the populated data with each Member for verification and sign-off.
3. Once verification was completed and the IEC had scored each bid, the overall weighted scorecard framework was populated, generating a rankings table from 1 to 15.
4. All documents and files related to the process, data used, and overall scorecard was then submitted to the Internal Auditors (ORCA) who approved the process and confirmed the outcome as being objective, fair and transparent.
5. The Interim Board considered and approved the recommendation of the IEC.

BID EVALUATION AND OUTCOME

After following the above process and methodology, the scorecard produced an overall ranking of all Members based on all the criteria described above.

The ranking of Members was used to determine the eight Division 1 Members for the first two years.

OVERALL OUTCOME			
#	Overall Index	Score	Division
1	Gauteng (CGL)	370,44%	Division 1
2	Northerns	363,04%	
3	KZN	354,69%	
4	Western Province	344,79%	
5	Boland	310,50%	
6	Eastern Province	304,51%	
7	Free State	287,36%	
8	North West	276,63%	
9	South Western Districts	263,54%	Division 2
10	Easterns	257,64%	
11	Border	256,84%	
12	KZN Inland	247,83%	
13	Northern Cape	240,53%	
14	Limpopo	142,74%	
15	Mpumalanga	107,81%	

GENERAL OBSERVATIONS FROM THE IEC

In the opinion of the IEC, the process followed was a very objective and thorough process, underpinned by a strong scoring framework, which scored the source data in a fair and scientific manner. It is for this reason that the IEC was comfortable with the process and methodology followed. The IEC, therefore, supported the outcome of the ranking, which in their opinion was a true reflection of CSA Affiliate Members' performance over a 4-year period as well as of the quality of the Bids submitted.

PARTNERSHIPS AND COLLABORATIONS

KFC

In 2020, CSA renewed its long-standing partnership with KFC. The commercial partnership has existed for almost ten years and covers sponsorship assets including the KFC Mini Cricket programme, KFC T20 Internationals and The Official Partner agreement.

BETWAY

CSA's Official Betting Partner Betway affirmed their place as one of our major investors in cricket by being unveiled as the title sponsor of the T20 Domestic Challenge. The tournament took place in Durban at the beginning of 2021 and was won by the Imperial Gauteng Lions.

MOMENTUM

Over the years, Momentum has been a cornerstone in cricket in general with its sponsorship portfolio spanning from schools and development cricket all the way to the national teams. Momentum strategically decided not to renew their partnership as headline event partner for Domestic and International One Day Internationals. This was to allow them to focus their efforts and invest more into women's cricket. They will continue their partnership as the naming rights sponsor of the National Women's Team better known as the Momentum Proteas.

Warriors
CSA Fair Play Award Winner



OPERATING DURING A PANDEMIC

"When COVID-19 struck, the CSA was not spared but we made good of the situation. We found ourselves stronger than before through our focused strategy."

Our four-pillar COVID-19 strategy was developed to ensure that CSA provides our players, partners, employees, and fans with environments to prevent super spreader opportunities.

FOUR-PILLAR COVID-19 STRATEGY



COVID-19 IMPACT ON THE FINANCIALS

Revenue was R292 million less than budgeted due to a large reduction in income from broadcast rights and a small reduction in sponsorship revenue. However, the cancellation of programmes and events as a result of social distancing regulations and lockdown resulted in a savings on expenses of R285 million. Additional funding, that was not budgeted for, of R3 million was provided to franchises to ensure that COVID-19 safety protocols could be rolled out.

Despite the health crisis, we were still able to recruit talent that was of high quality.

We were not severely impacted at the elite level because our participation numbers could still be controlled, and safety protocols were strictly adhered to. However, due to the time spent by elite players in Bio-Secured Environments (BSEs) and the quarantine period (something that requires thorough planning and resources on an ongoing basis), mental health and wellness are becoming increasingly prominent.

The cancellation of national weeks at youth and tertiary cricket levels stunted talent identification at the CSA and Member levels. In preparation for the ICC U19 World Cup, one of the key programmes we continued to offer at this level was the Talent Acceleration Programme (TAP) (Camps and Cubs Week).

The annual CSA Schools T20 competition was cancelled. As a result, schools' leagues and the HUBS/RPC programmes that feed the TAP programme came to a virtual halt, which had an enormous impact on the programme. Unfortunately, it won't be until later in the future that the full effect will be seen.

The TAP camps for U17's took place. Camps were reduced from six to two to minimise travel time. As a result of not having the National Week, three matches were played on a North-South basis, negating many adverse effects.

EVENTS CONDUCTED UNDER COVID-19

With the guidance of the Chief Medical Officer (CMO), CSA executed strict COVID-19 protocols at various events to guarantee that a safe playing environment was in no way compromised, either commercially or operationally. As a result, cricket was played safely, sponsors' and broadcast commitments were met and delivered. During the 2020/2021 Cricket season, implemented multiple successful BSEs, including:

- Sri Lanka Men's Tour to SA (Tests)
- Pakistan Women's Tour to SA
- CSA Domestic T20 Competition
- CSA Domestic 50 Over Competition
- CSA Domestic 4-day Competition
- Cubs Week
- Women's Domestic Provincial Tournament (two clusters)
- Pakistan Tour in SA (Limited Overs)

We successfully and safely undertook the following international tours:

- Proteas Men to Pakistan
- Momentum Proteas to India
- Emerging Women's Team to Bangladesh

Furthermore, the pandemic-enforced lockdowns led to CSA being transformed digitally with most staff members working remotely, but still ensuring that operations and events are not compromised.

ANNUAL PERFORMANCE

CHIEF FINANCIAL OFFICER'S REVIEW

“COVID-19 has shown the importance of embracing change. To maintain cost-effectiveness, it will be essential to focus on revenue transformation and cost reductions.”



Christelle Janse Van Rensburg
Acting Chief Financial Officer

We are now in the third year of our current four-year cycle. A four-year business model for CSA revolves around the ICC Cricket World Cup, held every four years. A significant portion of CSA's income is generated through broadcast and sponsorship revenues for mainly inbound tours, which funds our cricket business, including our development programmes.

OVERVIEW

CSA showed resilience and tenacity by reducing its projected four-year cycle loss by 53%, despite the negative impact of the COVID-19 pandemic on our income for this season.

As a result of the pandemic, our core priorities were sustainability, working with our key stakeholders and sponsors, and keeping everybody safe in our BSEs for both international and domestic cricket. It is pleasing that the cricketing fraternity came together.

By focusing on our core business and the hard work and dedication of staff at all levels, we were able to host inbound tours and play international cricket, managing to arrest our losses for the year.

CURRENT FINANCIAL PERIOD

An actual net loss of R221 million (2019/20: R50 million net profit) has been realised in the current financial period ending 30 April 2021, against a budgeted loss of R177 million. This loss reflects the significant impact that the COVID-19 pandemic had on our finances with revenue decreasing by R232 million from budgeted revenue, due mainly to the cancellation of the India tour, curtailed England tour and postponement of the Australia tour during the year.

As a result, revenue was 52% lower for the current financial period at R512 million (2019/20: R1 074 million).

EXPENDITURE

CSA's expenditure decreased to R731 million (2019/20: R1 194 million) in the current financial period, with the main expense items being professional cricket at R358 million (2019/20: R627 million) and amateur cricket at R229 million (2019/20: R385 million). Due to the lockdown restrictions from the COVID-19 pandemic, several programmes were cancelled. With sustainability as one of the main pillars, CSA had various scenarios to decrease the forecasted loss for this financial year.

GOING CONCERN

The continuing impact of the COVID-19 pandemic on the 2021/22 season is likely to be significant, as there is no assurance that crowds will be allowed back in stadia; and its influence on the Future Tours Programme (FTP).

Due to CSA's cash-based revenue model and its largely fixed expenditure, the organisation must have a strong cash position to create reserves to fulfil its operational obligations. Although CSA's cash position decreased from R173 million in the previous year to R121 million at the end of April 2021, the company has sufficient reserves to meet its operational needs, as well as obligations for the foreseeable future. Furthermore, CSA had investments of R363 million (2019/20: R361 million) at year-end.

As we prepare for the 2021/22 season, COVID-19 continues to affect cricket and disrupt society. There have been increased risks due to uncertainty about crowd capacities, requirements for medical overlay if spectators will be allowed to attend and requirements to play behind closed doors in a biosecurity bubble in the event of a pandemic.

Should the pandemic result in continued lockdowns with cricket being forced to continue being played behind closed doors for the next financial year, CSA and its partners are confident that a similar model can be replicated to ensure the game's future

revenue streams are protected. CSA continues to assess the continued and potential impact of COVID-19 on the business. Despite the significant uncertainty, the plan entails assessing multiple possible scenarios and their impact on the business and cricket. The assessment has been modelled on worst-case, base-case and best-case scenarios.

FINANCIAL OUTLOOK

Several companies remain uncertain about their business performance for the next financial year due to COVID-19. We remain cautious and plan for different scenarios to ensure that we are prepared for the expected 4th wave.

COVID-19 has shown the importance of embracing change. A key priority of the CSA is accelerating digital initiatives in an increasingly virtual world where automated processes are key to efficiency and resilience. In this context, it has been highlighted how important technology is to keep the business moving from a commercial perspective to business operations.

To maintain cost-effectiveness, it will be essential to focus on revenue transformation and cost reductions. Members are encouraged to diversify their revenue streams to ensure sustainability and minimise dependence on the CSA's distributions. The new domestic cricket structure will take effect in May 2021. Investing in our stakeholders and processes enhances our operations to transform Cricket from grassroots to Proteas level to achieve our overall objectives.



Christelle Janse Van Rensburg

Acting Chief Financial Officer

4 October 2021

OUR ORGANISATION

OUR OPERATIONS

HUMAN RESOURCES

ORGANISATIONAL OVERVIEW

The governance and administrative challenges CSA endured this past year had a profound impact on the organisation's human capital.

Other sections of the report deal with governance lapses. Fundudzi's Forensic Report had a drastic impact on staff morale. Since the suspension and eventual dismissal of the former CEO, the organisation has had three acting CEOs. During this period, six senior staff members (3 Executives and 3 Managers) were also suspended from their positions, leading to a climate of fear that permeated throughout the company.

The day-to-day operations of CSA continued admirably despite this, and it met its key goals of delivering national, international and professional cricket. Being the first national federation to return to active cricket and host international events demonstrates the resilience of a committed and goal-oriented staff.

We achieved significant milestones during these tumultuous times, such as the historic whitewash our Women's National Team achieved against New Zealand, hosting the first Bio-Secured Environment (BSE) for a safe return to international cricket and maintaining one of the best ratings for organisational transformation, measured against 43 dimensions.

Priority will be given to recruiting the CEO in the new fiscal year, and the filling of vacant executive roles.

COVID-19

During the 2020/2021 season, the second and third waves of the COVID-19 pandemic directly affected our operations. The result was the re-imagining of competitive cricket in a shortened season. Furthermore, CSA had to re-design our way of working under Risk-Adjusted Strategies to reflect the duty of care for employees and, by extension, their families. CSA expresses its appreciation to our staff for planning, executing and adhering to all of the strict safety protocols that were put in place to prevent COVID-19 cases and transmissions at our physical workplace.

With the guidance of the CSA COVID-19 steering committee, the government and the Department of Sports, Arts and Culture (DSAC), CSA has educated and vaccinated its national teams and support staff around the vaccination programme. Implementation of the vaccination rollout plan designed in partnership by the government and private sector is underway. The government urges employees to get vaccinated despite vaccination not being mandatory.

EMPLOYEE WELLNESS PROGRAMME

CSA partners with ICAS (Independent Counselling and Advisory Service) to provide and support our employee wellness programme. The programme is open to employees and their immediate families, and services provided include information about personal wellness as well as support to manage problems. COVID-19 has caused many people to experience psychological, emotional and financial insecurities, and having such programme has proven to be very valuable.

REMUNERATION

CSA recognises the importance of a fair remuneration philosophy to retain high-performing talent. As part of the remuneration model, CSA benchmarks salaries with other companies in the same industry, of similar size and turnover. CSA thanks its dedicated employees, who despite receiving no increases for 2021/22, continue to show much resilience and dedication to the company and the game of cricket.

PERFORMANCE MANAGEMENT

Managing staff effectively ensures their work performance remains on track, and their career aspirations are met. Each employee has specific performance indicators (KPIs) monitored and measured bi-annually as part of CSA's performance management system. For the 2020/21 financial year, no short-term incentives (STIs) were paid due to the difficult operational and financial challenges the company faced this last year.

MARKETING AND COMMUNICATIONS

The marketing strategy at CSA ensures communication is consistent and effective with all internal and external stakeholders, to assist the company generate sustainable revenue. Collaboration and inclusion are key to the process. The vision, mission, values and strategy of CSA are reinforced internally, allowing employees to be proud ambassadors of the company. The Integrated Report provides details about the organisation's progress from its revised strategic pillars: accessibility, excellence, and sustainability.

CSA's engagement approach is based on an approved communication and media strategy which is designed to continuously improve and harmonise relations between CSA and its stakeholders. An aggressive tactic was employed during the year under review to engage all CSA stakeholders, although at a challenging time when stakeholder advocacy appeared to be on the rise and much against CSA. CSA established the approved strategy in consultation with the media, sponsors, partners, the government, parliament, sports industry bodies and broadcasters, to aggressively combat the five-year streak of negativity towards the CSA brand.

We launched the 2020/21 season under the "See Us On The Pitch" banner, which aimed to focus on cricket and on-pitch activities and away from other distractions. In August 2020, the season and theme were launched in Hammanskraal. The event was attended by media and the cricket fraternity and was also streamed on YouTube.

The 2020/21 season took place under COVID-19 lockdown, making it unique. This meant that matches were played without fans in attendance. Through digital and social media approaches to drive engagement, we shifted the focus from activations for mass audiences to more direct campaigns.

Additionally, CSA launched our inaugural Black Day game against GBV (Momentum Proteas vs Pakistan) in Durban during this period. The event was promoted through social media and online platforms.

In February 2021, CSA added the first official digital App to our digital portfolio; the CSA Official App is a social engagement platform that enables our cricket community of fans to engage more closely. Besides the ability to share cricket-related content (as a social media tool), the app also provides an e-commerce platform.

CSA messages are aligned through its communications and media relations programme, including strict adherence to our communication and media protocol policies. Any issue that is critical to stakeholders is managed by the Social and Ethics Committee. CSA's media, sponsorship, communication, and experiential platforms are monitored by Nielsen Sports, an independent research company. CSA engages stakeholders using different platforms segmented to meet the stakeholder's preference. Several platforms are utilised, including parliamentary briefings, media briefings, published reports, the CSA's website and social media platforms.

ENGAGEMENT TACTICS

Engaging stakeholders through different engagement platforms depends on the type of stakeholder. Some examples include CSA's publications, reports, website, in-person meetings, and social media.

DIGITAL PLATFORM

Through its social media platforms (Facebook, Instagram, Twitter, CSA Official App, and YouTube), CSA continues to engage supporters and participants in a meaningful and timely dialogue. We are one of the leading sports federations on social media in South Africa, as you can see in the table below from the growth of both our YouTube and Instagram channels.

OUR SOCIAL MEDIA FOLLOWING

	2021	2020	2019
	4 100 000	4 200 000	4 200 000
	1 200 000	1 200 000	982 000
	496 000	387 000	314 000
	427 000	101 000	32 718



Tabraiz Shamsi
T20 International Cricketer of the Year

GOVERNANCE

CSA's Members' Council and the Interim Board's agreement led to the Members' Council adopting and approving a new MOI for the company. The MOI included recommendations of the Nicholson Report on improving governance within CSA, including the election and appointment of a new Board with a majority independent members and an independent chairman; as a step toward renewal and restoring CSA's public image.

B-BBEE

CSA's broader transformation strategy includes B-BBEE. CSA scored a Level 4 in BBBEE the previous year (80.59 points). As part of CSA's efforts to improve its score, it continues to explore possible improvements. The organisation would need additional 10 points to reach Level 3.

PILLARS				
	2019/2020	2018/2019	2017/2018	Weighting
Management Control	11.92	11.92	14.73	20.00
Skills development	22.67	22.67	20.75	25.00
Enterprise and supplier development	41.01	41.01	50.17	50.00
Socio-economic development	5.00	5.00	5.00	5.00
Total score	80.59	80.59	90.65	100.00
B-BBEE Level	4	4	3	

DIRECTOR'S REGISTER

PREVIOUS BOARD

HC Nenzani (Chair)	Resigned 15 August 2020
NP Thamae	Resigned 30 October 2020
A Carolissen	Resigned 30 October 2020
DT May	Resigned 30 October 2020
D Dharmalingam*	Resigned 25 October 2020
E Ameyaw*	Resigned 30 October 2020
BD Williams	Resigned 25 October 2020
SJ Cornelius	Resigned 19 August 2020
TI Siko	Resigned 30 October 2020
MW Schoeman	Resigned 30 October 2020
J Mogodi	Resigned 30 October 2020
VF Memani-Sedile	Resigned 30 October 2020

* Independent

INTERIM BOARD

A Odendaal	Appointed 15 November 2020 Resigned 11 June 2021
H Lorgat	Appointed 15 November 2020 Resigned 11 June 2021
OA Ramela	Appointed 15 November 2020 Resigned 15 December 2020
JG February	Appointed 15 November 2020 Resigned 11 June 2021
PX Vonya	Appointed 15 November 2020 Resigned 11 June 2021
ZM Yacoob	Appointed 15 November 2020 Resigned 27 January 2021
S Nicolaou (Chairperson)	Appointed 15 November 2020 Resigned 11 June 2021
NC Mampuru	Appointed 15 November 2020 Resigned 11 June 2021
AD Mbatha	Appointed 15 November 2020 Resigned 11 June 2021

NEW BOARD

Non-Executive Directors	
LP Naidoo (Chairman)*	Appointed 12 June 2021
S Budlender (Lead Independent)*	Appointed 12 June 2021
NM Arendse*	Appointed 12 June 2021
AC Hudson*	Appointed 12 June 2021
DSS Lushaba*	Appointed 12 June 2021
A Ntsubane*	Appointed 12 June 2021
MS Rayner*	Appointed 12 June 2021
ME Ravele*	Appointed 12 June 2021
DM Govender	Appointed 12 June 2021
JM Mogodi	Appointed 12 June 2021
SF Ndzundzu	Appointed 12 June 2021
CM Nel	Appointed 12 June 2021
TI Siko	Appointed 12 June 2021
Executive Directors	
PI Moseki	Appointed 12 June 2021
C Janse Van Rensburg	Appointed 12 June 2021

* Independent

SOCIAL AND ETHICS COMMITTEE REPORT

The Social and Ethics Committee (SEC) is a statutory committee in terms of the Companies Act. This report is prepared in compliance with the statutory requirements stipulated in the Companies Act. The Chief Executive Officer is a member of the committee. Other relevant senior managers and executives attend meetings by invitation.

MEMBERS OF THE SOCIAL AND ETHICS COMMITTEE

The erstwhile Board and members of the SEC resigned on 30 October 2020. An Interim Board (IB) was appointed and remained in office from 15 November 2020 to 11 June 2021. While an SEC was not established by the IB, the IB took responsibility for the functions of the SEC.

Members

- Norman Arendse (Chairman)
- Andisa Ntsubane
- Daniel Govender
- Muditambi Elizabeth Ravele
- Simosezwe Lushaba
- Simphiwe Ndzundzu
- Pholetsi Moseki (Acting CEO)

The current members were appointed after the end of the financial year and have consulted management and reviewed prior SEC minutes to gain the necessary understanding of matters that engaged the committee, and the IB handover report for any committee-related matters and their status. Any outstanding matters will be addressed by the SEC during the year.

ROLES AND RESPONSIBILITIES

The roles and responsibilities of the committee are outlined in the Companies Act and include, inter alia monitoring the group's activities with regard to any relevant legislation, other legal requirements or prevailing codes of best practice. The business of the committee is governed by its terms of reference (TOR), which have been reviewed by the incoming members.

OVERVIEW

The key role of the committee is to ensure that CSA is always conscious of its role and responsibility as a good corporate citizen, and it intends to diligently execute its duties and responsibilities. Per the committee's TOR, its focus for the upcoming year will primarily be on the following:

Policy and procedures

Ensuring CSA's policies and practices align with the 10 principles of the UN Global Compact, particularly in four areas, namely: human rights violations; labour rights and exploitation of workers especially child labour; environmental issues, especially the preservation and rehabilitation of the environment; and contributing to the fight against corruption in all forms including extortion and bribery.

Procurement

Ensuring that CSA's procurement practices are in line with the B-BBEE codes. Compliance with B-BBEE is of high priority for the organisation and procurement can assist in addressing historical imbalances of the country by facilitating the participation of Black people in the mainstream economy.

Employment equity

Ensuring CSA's employment equity plan achieves equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure equitable representation in all occupational categories and levels in the workforce.

Safety, Health and Environmental Policy

As the country and the world continues to grapple with the COVID-19 pandemic, the safety of our employees and indeed, all South Africans remain key. Most of our employees continue to work from

home, as per CSA's duty of care to its staff. Proper return to work protocols will be followed that considers all applicable regulations and the health and safety of staff prior to any decision and/or requirement to return to the office.

The committee will continuously monitor compliance with all applicable legislation, regulations and best practices. This monitoring will include monitoring safety procedures and measures at stadiums, specifically compliance with Safety at Sports and Recreational Events Act (SASREA).

Fraud and corruption

Compliance to laws and regulations, social and development activities is non-negotiable. The committee will also review relevant policies such as the CSA Fraud and Corruption Policy and the Gifts Policy to ensure compliance is maintained. CSA has a corruption and fraud anonymous hotline which is facilitated by Deloitte.

CSA must remain vigilant to the continuing threat of corrupt activities in domestic and international cricket, and the committee will continue with its monitoring and oversight role to assist and guide the company.

Dispute resolution procedures

The committee has noted the volume of Member disputes reported to CSA with concern. It appears

several disputes are referred to CSA without Members' due process and internal processes being exhausted in accordance with CSA and Member constitutions.

Management will be urged to conduct Member workshops to reduce the issues previously experienced, most of which can be resolved at Member level.

CONCLUSION

I would like to welcome the committee members and look forward to embarking on this journey of national importance. I anticipate that their skills and experience will be an asset not only to the committee, but to cricket in South Africa. I look forward to working with them and receiving their valuable contribution.

Lastly, I would like to extend my gratitude to my colleagues on the Board for entrusting me with the duty of leading this committee.

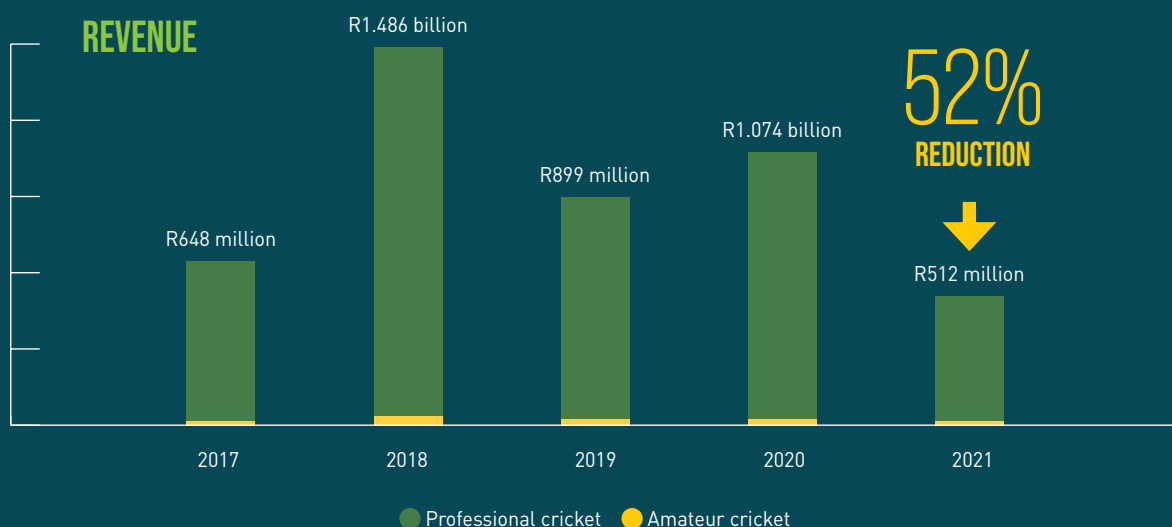


Adv Norman Arendse SC

Social and Ethics Committee Chairman

ANNUAL FINANCIAL PERFORMANCE

SUMMARY OF FINANCIAL OUTCOME



EXPENSES

43% ↓

Total expenses reduced from R1.2 billion in 2020 to R732 million in 2021



2% ↓

Money spent on Amateur cricket was 28% of total expenses for 2021 only 2% less than the previous year



R73 m ↓

Net cash outflows from operating activities reduced from R132 million to R59 million



R3.3 m ↓

Investment income only reduced by R3.3 million from 2020 to 2021 despite SARB reducing interest rates to 6.5%



R221 m ↓

Retained earnings were used to supplement the shortfall caused by revenue dropping from R907 million to R686 million.



R38 m ↑

Net cash from investing activities increased from an outflow of R32 million in 2020 to an inflow of R6 million in 2021



AUDIT AND RISK COMMITTEE REPORT

The Audit and Risk Committee ('ARC') has pleasure in submitting their report which has been approved by the Board of Directors ('the Board') and has been prepared in line with the South African Companies Act no 71 of 2008 and incorporating the recommendations of the King IV (effective 01 November 2016) Code of Corporate Governance that applies to all entity structures. Cricket South Africa ('CSA') recognises the importance of the Corporate Governance principles as espoused in the South African Companies Act and King IV.

MEMBERS OF THE AUDIT AND RISK COMMITTEE

ARC consists of independent non-executive directors and non-independent non-executive directors of the governing body as listed below and meets at least four times per annum with a standing invitation to internal and external auditors. Committee members as a whole have the necessary financial literacy skills and experience to execute their duties effectively. The Members approved the appointments at the AGM held on 14 June 2021.

Should the committee members maintain their seats on the Board, the Board is recommended for reappointment at the next AGM on 4 September 2021 for the ensuing financial year ending 30 April 2022.

PREVIOUS MEMBERS

Marius Schoeman (Chairman)
Resigned 30 October 2020

Prof Stephanus Cornelius
Resigned 19 August 2020

Donovan May
Resigned 30 October 2020

MEMBERS

Simosezwe Lushaba (Chairman)
Appointed 12 June 2021

Mark Rayner
Appointed 12 June 2021

Steven Budlender
Appointed 12 June 2021

The Audit and Risk Committee were appointed after the end of the financial year and have consulted management, internal and external auditors and reviewed prior Audit and Risk Committee minutes to gain the necessary comfort. The appointments were approved by the Members at the AGM held on the 14 June 2021.

MEMBERS

Simosezwe Lushaba (Chairman)
Mark Rayner
Steven Budlender
John Mogodi

The current Audit and Risk Committee was appointed after the end of the financial year and have consulted management, internal and external auditors and reviewed prior Audit and Risk Committee minutes to gain the necessary comfort about the financial reports and these financial statements.

The appointments were approved by the Members at the AGM held on the 14 June 2021. The same members will be recommended by the Board for reappointment at the next AGM on 9 October 2021 for the ensuing financial year ending 30 April 2022.

ATTENDANCE

The Chief Executive and Chief Financial Officer attend and reports at all meetings of the ARC. Other relevant senior managers and executives participate in the meetings by invitation.

APPOINTMENT AND INDEPENDENCE OF EXTERNAL AUDITORS

CSA and its Members appointed Pricewaterhouse-Coopers Inc. as the external auditors on 28 May 2021 for the financial year ending 30 April 2021. The Interim Board considered the independence of PwC and were satisfied.

RISK MANAGEMENT

The Board did not split the committee's responsibilities of audit and risk. Besides the activities already mentioned, the committee has oversight of the Risk Management Function of CSA and has approved the key risks monitored through management and internal audit activities.

INTERNAL AUDIT

The ARC has oversight of the Company's annual financial statements and reporting processes, including internal financial control systems. It is responsible for ensuring that the Company's Internal Audit function is independent and has the necessary resources, standing and authority in the organisation to discharge its duties. The committee oversees co-operation between internal and external auditors and links the Board and these functions.

The internal audit reports functionally to the chairman of the committee and administratively to the Chief Financial Officer. In the current financial year, CSA appointed Outsourced Risk and Compliance Assessment (Pty) Ltd to fulfil the internal audit function for the company.

FUNCTIONS OF THE AUDIT AND RISK COMMITTEE AND DISCHARGE OF ITS RESPONSIBILITIES

The ARC has adopted the Terms of Reference approved by the Board, setting out its duties and responsibilities as prescribed by the Companies Act and incorporating additional responsibilities delegated to it by the Board. The company applies a combined assurance model. The committee has evaluated the Annual Financial Statements of the Company for the 2020/21 financial year and based on the information provided to the ARC consider that the Company complies in all material respects with the requirements of the Companies Act and International Financial Reporting Standards ("IFRS"). The Committee has recommended the Annual Financial Statements to the Board for approval.

The committee will perform the following duties going forward::

- Review the Company Annual Financial Statements and the Integrated Report culminating in a recommendation to the Board to adopt them. In the course of its review the Committee:
 - Take appropriate steps to ensure the annual financial statements are prepared in accordance with IFRS and the requirements of the Companies Act;
 - Consider and where appropriate make recommendations on internal financial controls;
 - Deal with any concerns or complaints on accounting policies internal audit the auditing or content of annual financial statements and internal financial controls; and
 - Review matters that could have a significant impact on the organisation's annual financial statements.

- Review the external audit report on the annual financial statements;
- Review the quarterly management accounts;
- Review and approve the internal audit plan;
- Review and updated the Corporate Risk Scorecard and make recommendation for the Board's approval;
- Review the internal audit and risk management reports and where relevant make recommendations to the Board;
- Evaluate the effectiveness of risk management controls and governance processes;
- Consider reports relating to legal compliance and litigation report cases of fraud and whistle-blowing;
- Review the sustainability requirements for external assurance of material sustainability issues;
- Approve the audit fees and engagement terms of the external auditor;
- Determine the nature and extent of allowable non-audit services and approve contract terms for non-audit services by the external auditor; and
- Consider and support the going concern status of the Company.

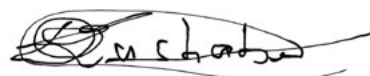
CONFIDENTIAL MEETINGS

Audit and Risk Committee agendas provide for confidential meetings between committee members and the internal and external auditors.

EXPERTISE AND EXPERIENCE OF THE CHIEF FINANCIAL OFFICER AND THE FINANCE FUNCTION

The Audit and Risk Committee has satisfied that the Acting Chief Financial Officer Christelle Janse van Rensburg has the requisite expertise and experience to lead and manage the finance function.

In addition, the committee has satisfied itself that the composition experience and skills set of the finance function met the Company's requirements.



DSS Lushaba

Audit and Risk Committee Chairman

4 October 2021

SUMMARY FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT ON THE SUMMARY FINANCIAL STATEMENTS TO THE DIRECTORS OF CRICKET SOUTH AFRICA NPC

OPINION

The summary financial statements of Cricket South Africa NPC, set out on pages 77 to 81, which comprise the summary statement of financial position as at 30 April 2021, the summary statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and related notes, are derived from the audited financial statements of Cricket South Africa NPC for the year ended 30 April 2021.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, in accordance with International Financial Reporting Standard (IFRS) and the requirements of the Companies Act of South Africa as applicable to summary financial statements.

SUMMARY FINANCIAL STATEMENTS

The summary financial statements do not contain all the disclosures required by International Financial Reporting Standards and the requirements of the Companies Act of South Africa as applicable to annual financial statements. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

THE AUDITED FINANCIAL STATEMENTS AND OUR REPORT THEREON

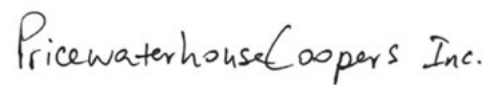
We expressed an unmodified audit opinion on the audited financial statements in our report dated 14 September 2021.

DIRECTORS' RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS

The directors are responsible for the preparation of the summary financial statements in accordance with the IFRS and the requirements of the Companies Act of South Africa as applicable to summary financial statements.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810 (Revised), Engagements to Report on Summary Financial Statements.



PricewaterhouseCoopers Inc.

Director: KJ Dikana
Registered Auditor

Johannesburg
4 October 2021

SUMMARY FINANCIAL STATEMENTS

PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
FOR THE YEAR ENDED 30 APRIL 2021

	Company 2021 R'000	Company 2020 R'000
SUMMARY STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME		
Revenue	512 438	1 074 063
Amateur cricket	20 418	29 097
Professional cricket	492 020	1 044 966
Expenses	(732 362)	(1 193 672)
Central cost	(122 700)	(147 854)
Amateur cricket	(203 183)	(358 137)
Professional cricket	(358 535)	(626 683)
National team	(47 944)	(60 997)
Operating (loss)	(219 924)	(119 609)
Investment income	13 740	16 337
Net foreign exchange gain	(11 877)	89 387
Fair value adjustments	1 660	64 147
Share of loss from associate	(4 622)	
(Loss)/Profit before taxation	(221 023)	50 262
Taxation		
(Loss)/Profit for the year	(221 023)	50 262
Other comprehensive income		
TOTAL COMPREHENSIVE (LOSS)/INCOME FOR THE YEAR	(221 023)	50 262

SUMMARY FINANCIAL STATEMENTS

PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
FOR THE YEAR ENDED 30 APRIL 2021

	Company 2021 R'000	Company 2020 R'000
SUMMARY STATEMENT OF FINANCIAL POSITION		
ASSETS		
Non-current assets	191 206	433 555
Current assets excluding cash and cash equivalents	484 454	484 792
Cash and cash equivalents	121 154	173 805
TOTAL ASSETS	796 814	1 092 152
EQUITY AND LIABILITIES		
Reserves	685 669	906 692
Retained earnings	685 669	906 692
Liabilities	111 145	185 460
Current liabilities	111 145	185 460
TOTAL EQUITY AND LIABILITIES	796 814	1 092 152

SUMMARY FINANCIAL STATEMENTS

PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
FOR THE YEAR ENDED 30 APRIL 2021

	Retained Earnings R'000
SUMMARY STATEMENT OF CHANGES IN EQUITY	
Balance at 30 April 2019	856 430
Total comprehensive profit for the year	50 262
Balance at 30 April 2020	906 692
Total comprehensive loss for the year	(221 023)
Balance at 30 April 2021	685 669

	Company 2021 R'000	Company 2020 R'000
SUMMARY STATEMENT OF CASH FLOWS		
(Loss)/Profit before taxation	(221 023)	50 262
Non-cash adjustments to reconcile net profit to net cash flows	(2 648)	(40 083)
Working capital movements	165 086	(141 706)
Net cash (outflow) from operating activities	(58 585)	(131 527)
Net cash (outflow)/inflow from investing activities	5 934	(31 805)
Net cash flow from financing activities	-	(11 736)
Net (decrease) in cash and cash equivalents	(52 651)	(175 069)
Cash and cash equivalents at beginning of the year	173 805	348 874
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	121 154	173 805

SUMMARY FINANCIAL STATEMENTS

PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
FOR THE YEAR ENDED 30 APRIL 2021

NOTES TO SUMMARY FINANCIAL STATEMENTS

1 Nature of business and operations

The main business of Cricket South Africa NPC (the "company") is custodianship of all cricket activities which ultimately advance amateur and professional cricket in South Africa.

2 Basis of preparation

Summary financial statements

The summary financial statements are prepared in accordance with the requirements of the Companies Act applicable to summary financial statements. The Companies Act requires summary financial statement reports to be prepared in accordance with the framework concepts and the measurement and recognition requirements of International Financial Reporting Standards (IFRS) and the SAICA Financial Reporting Guides as issued by the Accounting Practices Committee and Financial Pronouncements as issued by the Financial Reporting Standards Council and to also, as a minimum, contain the information required by IAS 34 Interim Financial Reporting.

The accounting policies applied in the preparation of the financial statements, from which the summary financial statements were derived, are in terms of International Financial Reporting Standards and are consistent with the accounting policies applied in the preparation of the previous annual financial statements.

Annual financial statements (full AFS)

The annual financial statements have been prepared in accordance with International Financial Reporting Standards, and in the manner required by the Companies Act of South Africa.

The financial statements have been prepared under the historical cost basis, except for certain financial instruments carried at fair value, and non-current assets which are held at the lower of carrying value and fair value less costs to sell, as applicable.

The preparation of financial statements requires the use of estimates and assumptions that affect the reported values of assets and liabilities, and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Although these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

3 Disclosures relating to the annual financial statements

The significant accounting policies and detailed notes to the annual financial statements are disclosed in the audited annual financial statements which are available at the offices of the company or on the Cricket South Africa website www.cricket.co.za.

4 Disclosure of change in directors

On 15 December 2020, Pholetsi Moseki was appointed as Acting CEO. Refer to pages 68 to 69 which provide details related to the entire list of directors as well as changes in directors.

5 Disclosure of related parties

CSA enters into various related party transactions in the ordinary course of business. Transactions and balances between related parties during the year were at arm's length unless otherwise disclosed. CSA's related parties comprise its Board of Directors; Prescribed Officers; Affiliate, Associate and Ancillary Members; Cricket Stadium entities; and Franchises. Refer to note 18 of the full annual

SUMMARY FINANCIAL STATEMENTS

PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
FOR THE YEAR ENDED 30 APRIL 2021

financial statements for further details related to transactions entered into between CSA and its related parties. Furthermore, details pertaining to loan balances between CSA and its related parties is disclosed in note 5 of the full annual financial statements.

6 Disclosure of financial instruments

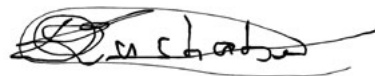
The company has long and short term structured investment products with Momentum Holdings and Investec Bank. These investments are designated to be measured at fair value, with changes recognised in profit or loss. The fair value of these investments is determined at a Level 1, which is directly linked to observable market data linked to the positive growth of the MSCI World Index and FTSE/JSE Africa Top 40 Price Return Index. Refer to note 4 of the full annual financial statements for detailed disclosure of CSA's investments.



L Naidoo

Board Chairman

4 October 2021



DSS Lushaba

Audit and Risk Committee Chairman

4 October 2021

SUMMARY FINANCIAL STATEMENTS

PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
FOR THE YEAR ENDED 30 APRIL 2021

SUPPLEMENTARY INFORMATION

Cricket South Africa related members/bodies/structures/*subsidiary

	Name	Geo-political Boundary	Franchise Teams	CSA Accredited Playing Venues
Affiliate Members [14]	Boland	Western Cape	Cape Cobras	Boland Park – Paarl
	South Western Districts			Recreational Ground – Oudtshoorn
	Western Province Cricket			PPC Newlands – Cape Town
	Eastern Cricket	Gauteng	Unlimited Titans	Sahara Willowmoore Park – Benoni
	Northerns Cricket			SuperSport Park – Centurion
	Free State Cricket	Free State	Knights	Mangaung Oval – Bloemfontein
	Northern Cape Cricket	Northern Cape		Diamond Oval – Kimberley
	Border Cricket	Eastern Cape	Warriors	Buffalo Park – East London
	Eastern Province Cricket			St George's – Port Elizabeth
	Gauteng Cricket	Gauteng	Bizhub Highveld Lions	Bidvest Wanderers Stadium – Johannesburg
	North West Cricket	North West		Senwes Park – Potchefstroom
	KwaZulu-Natal Cricket	KwaZulu-Natal	Sunfoil Dolphins	Sahara Stadium Kingsmead – Durban
				Pietermaritzburg Oval – Pietermaritzburg
	Limpopo Impala Cricket	Limpopo	T20 Global League (Proprietary) Limited ["T20GL"] – Deregistered 17 May 2018	
	Mpumalanga Cricket	Mpumalanga		

Affiliate Members	Franchise Teams
The 14 entities serve as the custodians of amateur cricket in each of the specified regions in South Africa as determined by the Members' Council from time to time. The President of each Affiliate is a member of the Company's Members Council ("Shareholder group").	The representative teams owned by the Affiliate Members and which participates in professional domestic cricket under the auspices of Cricket South Africa. The current structure consists of six Franchise teams.

SUMMARY FINANCIAL STATEMENTS

PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
FOR THE YEAR ENDED 30 APRIL 2021

FOUR YEAR FINANCIAL PLAN – 1 MAY 2018 TO 30 APRIL 2022

Apart from the annual budgets and actual results, CSA prepares budgets and operates its business on the basis of a four-year financial planning cycle to take account of the decidedly variable revenue flows that arise from the divergent inbound international tours to South Africa each year. The four-year cycle allows CSA to plan programmes more sustainably and evaluate its finances more meaningfully. This is why annual results should be viewed in the context of the four-year cycle. The table below depicts CSA's financial results over the four-year cycle.

Description	2021 Actual R'000	2020 Actual R'000	2019 Actual R'000
Revenue	512 438	1 074 063	929 492
Expenses	(732 362)	(1 193 672)	(1 215 801)
Finance income/(costs)	3 523	169 871	86 294
Share of loss from associate	(4 622)		
Net profit (loss)	(221 023)	50 262	(200 015)

The unaudited supplementary information does not form part of the summary financial statements and is presented as additional information.

CSA'S STRENGTHS OVER THE LAST 30 YEARS

CSA'S OPERATIONAL MODEL

CSA has an operational model that facilitates applying its resources (Stadiums, Professional Teams, Pathways) to deliver on its strategy sustainably. The main aims of the model are:

- Adopting Best Practices;
- Standardisation and alignment of processes and systems across the cricket spectrum; and
- Sustainability and Growth

This model is operationalized through a monitoring and evaluation system (Incentive Scorecard), which is directly related to the organisation's strategic objectives to strengthen its delivery of cricket programmes, governance and administration.

KFC MINI CRICKET

We interact with over 120 000 participants a year with our KFC Mini Cricket Programme, which is instrumental in retaining and attracting people to cricket. Most of the current Proteas Men and Women players were introduced to cricket through this volunteer-driven programme.

SCHOOLS CRICKET SYSTEM REVIEW

Following the recently adopted recommendations from the Schools Cricket System Review, youth cricket will be strengthened -

- Regionalisation will offer more opportunities for participation (boys and girls) at elementary school level.
- The introduction of the National Women's U16 Age Group Week and the Talent Acceleration

Programme (TAP) will broaden the base for identifying talent. Among girls, the sport of cricket now largely mirrors its male counterpart both from the point of view of regional and provincial competitions and the TAP programme.

- As part of the Meso Cricket initiative (another modified cricket version), an infrastructure that provides a range of playing options will help expand participation in school cricket for the retention of talent.
- Schools' cricket is likely to benefit from government's changes that lead to greater inclusion and a significantly improved oversight role.
- In addition, the recommendations will significantly improve the representation of women in school cricket administration.

HUBS AND REGIONAL PERFORMANCE CENTRES

By supporting effective HUBS and Regional Performance Centres (RPCs) to develop effective players, coaches, administrators, umpires, scorers, and managers for the Black community, the centres of excellence concept have been improved. 57 Hubs and 12 RPC's are tasked with achieving the following:

- Access to facilities for schools feeding a HUB or RPC.
- Promote the game of cricket among black communities.
- Develop quality Black African cricketers who will contribute to the CSA pipeline plan.
- Support the CSA Transformation Agenda.

PLAYER PERFORMANCE PLAN AND COACHING FRAMEWORK STRUCTURE

A practical plan for providing every identified player with the best possible opportunity to perform at every level of the pipeline, which will enable South Africa to:

- Increase the number of professional players who will perform at a level above the performance benchmarks as determined by CSA from time to time;
- Increasing the number of Black African players available for national selection; and
- Assemble a strong base of successful performers.

The following types of interventions are considered based on the needs assessments (the cricketer to be supported must come from a household earning less than R30k a month):

- Technical one-on-one coaching with a specialist.
- Transportation to the sessions with the specialists.

- Psychological, physical and nutritional evaluations based on professional assessment and recommendations (post-screening).
- Equipment support based on an individual's financial situation.
- Education and accommodation based on a "needs assessment" of each individual's financial circumstances.
- We will manage medical interventions through an application process (consideration will be based on the financial circumstances of the individual).

AWARDS

Minister of Sports, Arts and Culture, the Honourable Mr Nathi Mthethwa, presented the Excellence in Sport award to Momentum Proteas for reaching the semi-finals of the T20 World Cup held in Australia.

ICC T20 WOMEN'S WORLD CUP: SEMI-FINALIST

Momentum Proteas reached the semi-finals of the ICC Women's T20 World Cup held in Australia from 21 February to 8 March 2020. However, rain interrupted the match and the Proteas lost by five runs through D/L method. Laura Wolvaardt (21) scored 94 runs at a strike rate of 149, and was named in the 2020 ICC Women's T20 World Cup dream team.

MOMENTUM PROTEAS

ICC Player of the Month Awards were launched in January 2021 to recognise and celebrate the best performances across all formats of international cricket. Shabnim Ismael and Lizelle Lee were chosen for these award in January and March, respectively.



Rassie van der Dussen
One-Day International Cricketer of the Year

CSA AWARDS 2021

CSA Awards 2020/21 edition were held as a Social Media Takeover on 31 May 2021, to celebrate the achievements of the 2020/21 season:

PROFESSIONAL AWARDS: NATIONAL

SA Men's Cricketer of the Year	Anrich Nortje
SA Women's Cricketer of the Year	Shabnim Ismail
Test Cricketer of the Year	Anrich Nortje
One-Day International Cricketer of the Year	Rassie van der Dussen
T20 International Cricketer of the Year	Tabraiz Shamsi
Momentum Proteas One-Day International Cricketer of the Year	Lizelle Lee
Momentum Proteas T20 International Cricketer of the Year	Shabnim Ismail
SA Men Players' Player of the Year	Aiden Markram and Anrich Nortje
SA Women's Players' Player of the Year	Shabnim Ismail
SA Fans' Player of the Year	Anrich Nortje
KFC Streetwise Award	Lizelle Lee (innings of 132 v India)
CSA Delivery of the Year	Wiaan Mulder (dismissal of Kusal Mendis, SA v SL, 2 nd Test)
International Newcomer of the Year	George Linde
Women's International Newcomer of the Year	Black Day kit

PROFESSIONAL AWARDS: DOMESTIC

4-Day Domestic Series Cricketer of the Season	Aiden Markram (Momentum Multiply Titans)
Momentum One-Day Cup Cricketer of the Season	Robbie Frylinck (Hollywoodbets Dolphins)
Betway T20 Challenge Cricketer of the Season	Sisanda Magala (Imperial Lions)
PitchVision Coach of the Season	Imraan Khan (Hollywoodbets Dolphins)
Domestic Players' Player of the Season	Keshav Maharaj (Hollywoodbets Dolphins)
Domestic Newcomer of the Season	Neil Brand (Momentum Multiply Titans)
SACA Most Valuable Player Award	Keshav Maharaj (Hollywoodbets Dolphins)
Makhaya Ntini Power of Cricket Award	Otttniel Baartman (Hollywoodbets Dolphins)

PROFESSIONAL AWARDS: OPERATIONS

CSA Umpires' Umpire of the Year	Lubabalo Gcuma
CSA Umpire of the Year	Adrian Holdstock
CSA Fairplay Award	Warriors

AMATEUR AWARDS

SA Forces Administrator Recognition Award	Lieutenant Colonel Randall M Williams
Kemach JCB Groundsman of the Year	No winner as not all venues hosted matches

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KEMACH **UCB**

SPRINGBOK  ATLAS
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Sunfoil

SuperSport
World of Champions

SABC
SPORT 


CRICKET
SOUTH AFRICA
MEDICAL COMMITTEE


CRICKET
SOUTH AFRICA
MEMBERS



PLAYERS



COACHES



MATCH OFFICIALS



GROUND STAFF



PRIVATE ACADEMIES



ADMINISTRATORS



PUBLIC

GONE BUT NOT FORGOTTEN

2020

15 July	Ismail 'Baboo' Ebrahim
2 August	Dumaphi Nomoyi
4 August	Cecil Jacobs
2 September	Sakkie Louw
18 September	Ashokan Naicker
3 October	Nathan Cupido
20 October	Trevor Moos
11 November	Kimi Makwetu
24 November	Sam Mochaki and Gaob Michael Williams
3 December	Sam Sonwabe
12 December	Raymond Avontuur
25 December	Robin Jackman
27 December	Ben Dladla and Harry Bromfield
29 December	Shaheen Richards

2021

6 January	Mluleki George
15 January	Kini Stona
17 January	Kabelo Molopyane and Anesh Debiky
19 January	Abdul Bhamjee
21 January	Jackson Mthembu
26 January	Geoff Clarke
3 March	Mohamed Ebrahim
26 March	Luxolo 'Lux' Qoboshiyana
29 March	Ossie Schoof
3 April	Andrew O'Connor
10 April	Ray Ranger
20 April	Neil Smith
7 May	Abubacher 'Baby' Richards
28 June	Rafique Khota and Yusuf Adams
29 June	Goolam Rajah and Mohammed Ganchi
30 June	Richard Dolley
3 July	Nigel Brouwers
6 July	Des Schonegevel
7 July	Rashart Alexander
19 July	Prof. Willie Basson
2 August	Ronnie Pilowski
3 September	John Watkins

CRICKET SOUTH AFRICA NPC

86, 5th and Glenhove Street, Melrose Estate
PO Box 55009, Northlands, 2116

T: +27 (0) 11 880 2810
E: info@cricket.co.za

www.cricket.co.za

