



**CRICKET**  
**SOUTH AFRICA**



**INTEGRATED REPORT**

**2022/23**



## ICONS USED IN THIS INTEGRATED REPORT

### STRATEGIC PILLARS



ACCESS



INCLUSION



EXCELLENCE

### SIX CAPITALS



FINANCIAL



HUMAN



MANUFACTURED



NATURAL



INTELLECTUAL



SOCIAL AND RELATIONSHIP

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## LIST OF ABBREVIATIONS/ACRONYMS

<b>AGM</b>	Annual General Meeting
<b>AGRC</b>	Audit, Governance and Risk Committee
<b>C4G</b>	Cricket 4 Good
<b>CEC</b>	Chief Executives Committee
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>CSA</b>	Cricket South Africa
<b>CSI</b>	Corporate Social Investment
<b>DOC</b>	Director of Cricket
<b>DSAC</b>	Department of Sports, Arts and Culture
<b>EPG</b>	Eminent Persons Group
<b>ERM</b>	Enterprise Risk Management
<b>ESG</b>	Environmental, Social, and Governance
<b>ESSPC</b>	Event Safety and Security Planning Committee
<b>EXCO</b>	Executive Committee
<b>ICC</b>	International Cricket Council
<b>IFRS</b>	International Financial Reporting Standards
<b>KZNCU</b>	KwaZulu-Natal Cricket Union
<b>MoI</b>	Memorandum of Incorporation
<b>NLC</b>	National Lotteries Commission
<b>ODI</b>	One-Day International
<b>PDP</b>	Personal Development Plan
<b>PMOA</b>	Players and Match Officials Area
<b>PwC</b>	PricewaterhouseCoopers Inc.
<b>SAB</b>	South African Breweries
<b>SARS</b>	South African Revenue Service
<b>SASCOC</b>	South African Sports Confederation and Olympic Committee
<b>SASREA</b>	Safety at Sports and Recreational Events (Act 2 of 2010)
<b>SOC</b>	Security Operation Centre
<b>SOMAHA</b>	Stadium Operating Model and Hosting Agreement
<b>T20I</b>	T20 International
<b>TAP</b>	Talent Acceleration Programme
<b>U16, U17, U19</b>	Under 16, Under 17, Under 19
<b>UCBSA</b>	United Cricket Board of South Africa
<b>USSA</b>	University Sports South Africa



# ABOUT THIS REPORT

Cricket South Africa (CSA) has pleasure in presenting its Integrated Report for 2022/23.

This report considers the period between 1 May 2022 and 30 April 2023 regarding developments in CSA's internal and external environments and any impacts these might have had on the implementation of its overall strategy. It highlights occasions where CSA's objectives were met as well as the challenges experienced in meeting objectives. In considering its performance during the reporting period, CSA critically reflects on the value created by its activities.

## THEME

The theme, 'A Summer of Cricket', pays homage to the brilliant 2022/23 cricket season enjoyed by millions of people on and off the field. The *Summer of Cricket* was a seasonal theme under the corporate brand #BePartOfIt campaign that was launched in the previous financial year. The call-to-action was for fans, sponsors, media and communities to show their hometown support and pride for their local teams and #BePartOfIt #SummerOfCricket. This report reflects a Summer of Cricket that in itself and through the use of communication and marketing interventions succeeded in evoking all the senses, leading to emotive celebrations, and leveraging entertainment through colour, music, braai, and vibrancy.

## STRUCTURE

The CSA Integrated Report follows the guidelines of the International Integrated Reporting Council to ensure a performance review that demonstrates how CSA's strategic, operational and financial components of its business contribute to value creation, financial stability and sustainability.

This approach is appropriate when weighed against CSA's role as a key contributor to South Africa's socio-economic development as well as enabling reconciliation and greater inclusivity from all sectors of society.

The report starts by giving assurances from the leadership of the organisation regarding the accuracy of the information contained in the report. Stakeholders are then reminded of CSA's vision, mission, and organisational and leadership structures. The President's, Chairperson's and Chief Executive Officer's views on the company's performance during the year under review set the scene for the highlights achieved, lowlights experienced and how the business model of the organisation gives effect to the performance of the six capitals that materially affect the ability of CSA to create value over time. These capitals are:

- Financial
- Human
- Manufactured
- Natural
- Intellectual
- Social and Relationship.

A report on the organisation's risk management is set out, followed by CSA's governance imperatives and performance. The annual financial review with a corresponding summary of financial statements concludes the Integrated Report.



## SCOPE AND BOUNDARY

The Integrated Report covers social, economic and governance aspects that are material to the successful achievement of CSA's value proposition to stakeholders in the short-, medium- and long-term.

Our material issues are:

- Brand and reputation
- Financial sustainability
- Governance and accountability
- Talent identification, retention and development
- Transformation
- Winning teams.

We provide information considered relevant to our external and internal stakeholders. CSA's reporting boundary thus reflects these material issues and how these find expression in the six capitals, supported by agile business processes and well-defined audit practices.

All material issues have been included and CSA's management is not aware of any legal embargoes to the publication of any information.

## ASSURANCE

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, as required by the Companies Act No. 71 of 2008.

For the reporting year, PricewaterhouseCoopers Inc., our external auditor, provided an unqualified opinion, which is included on page 69. The Board of Directors (the Board) has approved the annual financial statements based on the recommendations of the Audit, Governance and Risk Committee (AGRC).

This report was informed by the following requirements, frameworks and reports:

- Report on Corporate Governance for South Africa (King IV™);
- International Financial Reporting Standards; and
- International Integrated Reporting Council's Integrated Reporting Framework.

Assurance reports considered by the CSA Board Committees are detailed in the following table.

ASPECT	REQUIREMENTS	STATUS	ASSURANCE PROVIDER
Fair representation in all material aspects of annual financial statements.	External audit report	Assured	PricewaterhouseCoopers Inc.
Transformation B-BBEE compliance.	B-BBEE verification report	Assured	VCA BEE Verification (Pty) Ltd

## FORWARD-LOOKING STATEMENTS

While the main focus of the Integrated Report is to review the 2022/23 performance, it also takes a forward-looking view, especially regarding CSA's risk profile. Forward-looking statements are based on trends perceived during the reporting year as well as new opportunities identified during our planning process and in consultation with key stakeholders.

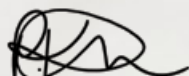
## BOARD RESPONSIBILITY AND APPROVAL

The Board has approved this report, assisted by the AGRC, whose members assessed and confirmed their satisfaction with the report's integrity, accuracy, and completeness. The Board acknowledges that the information reflects continued improvement towards compliance with the Integrated Reporting Framework.

The report was approved on 28 August 2023.



**Lawson Naidoo**  
Chairperson: CSA Board



**Palesa Kadi**  
Chairperson: Audit, Governance and Risk Committee



## HIGHLIGHTS IN NUMBERS

**R700 MILLION**

CSA's total revenue for 2022/23.

**694**

Children from schools, hubs, clubs, and community groups participated as World Cup anthem kids.

**1 050**

Total World Cup flag bearers.

**27 695**

Community members (including kids) attended ICC Women's World Cup matches at three venues.

**5 980**

Female participants in the various forms of cricket, including hard ball, soft ball, and modified cricket.

**83%**

Win rate for the SA U19 Women at the inaugural ICC U19 Women's T20 World Cup.

**3 130**

Beneficiaries of government's National Youth Service initiative in partnership with CSA.

**> 4 MILLION**

Facebook followers – making CSA the leading sport federation on this platform in South Africa.

**> 2 BILLION**

Impressions generated by CSA corporate brand campaign #BePartOfIt.

**#1**

Attended women's sporting event (8th ICC Women's T20 World Cup) in South Africa...ever.

**615 MILLION**

People reached via through-the-line marketing campaigns.

**69 914**

Spectators in the stadiums, including sold-out opening and final matches at the ICC Women's T20 World Cup.

**40-YEAR**

Anniversary of KFC Mini-Cricket Programme celebrated.

**> R1 MILLION**

Pledged at Betway Pink ODI in 2023 for breast cancer awareness, treatment and research.

**8 223**

Employment opportunities created/sustained by the SA20 tournament.

**THE RECORD FOR THE HIGHEST RUN CHASE IN T20 CRICKET**

is held by the Proteas Men's team – 258/5 against West Indies and attained a score of 259/4.

**THE WORLD RECORD FOR THE HIGHEST MATCH AGGREGATE IN A T20 GAME**

was broken in an encounter by the Momentum Multiply Titans (271/3) and the ITEC Knights (230/9).

PROTEAS WOMEN CELEBRATING THEIR HISTORIC VICTORY IN THE ICC WOMEN'S T20 WORLD CUP 2023 SEMI-FINAL AGAINST ENGLAND





# ABOUT CSA

## WHO ARE WE?

CSA is the national custodian of cricket in South Africa. We administer all aspects of this popular sport, both in the professional and amateur domains, involving men and women, and including making cricket accessible to younger players as well as those living with disabilities.

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

CSA is a not-for-profit company. It was officially formed in 2002 but existed since 1991 as the United Cricket Board of South Africa (UCBSA). The latter was the result of a union between the erstwhile South African Cricket Union and the South African Cricket Board. Initially, CSA took responsibility for professional cricket and UCBSA for the administration of amateur cricket. This changed in 2008 with the amalgamation of UCBSA into CSA.



OLUHLE SIYO

## WHAT DO WE DO?

CSA's capital and income are applied solely towards the promotion of its objective and the advancement of cricket in South Africa, contributing towards the sustainability and growth of cricket in the regions of its respective Members.

Besides being the custodian, promoter and administrator of cricket in South Africa and maintaining its membership of the ICC and other relevant associations, CSA works to:

- Manage South African representative teams playing on South African soil or beyond its borders;
- Co-ordinate and facilitate cricket's development in the country;
- Ensure the necessary rules and regulations are developed, adopted, published, and enforced, to enable the optimal conditions for managing cricket;
- Adopt codes of conduct and best practice in line with the Companies Act and principles of good corporate governance as set out in King IV™;
- Encourage and promote cricket as an activity that supports participants' health and safety, not only from the perspective of the sport itself, but also concerning its governance and administration; and
- Promote cricket as a sport that:
  - Respects the principles of fair play, sportsmanship and professionalism;
  - Is free from performance-enhancing drugs, doping, and age fraud; and
  - Has zero tolerance for practices such as sexual harassment, discrimination, and inequality.

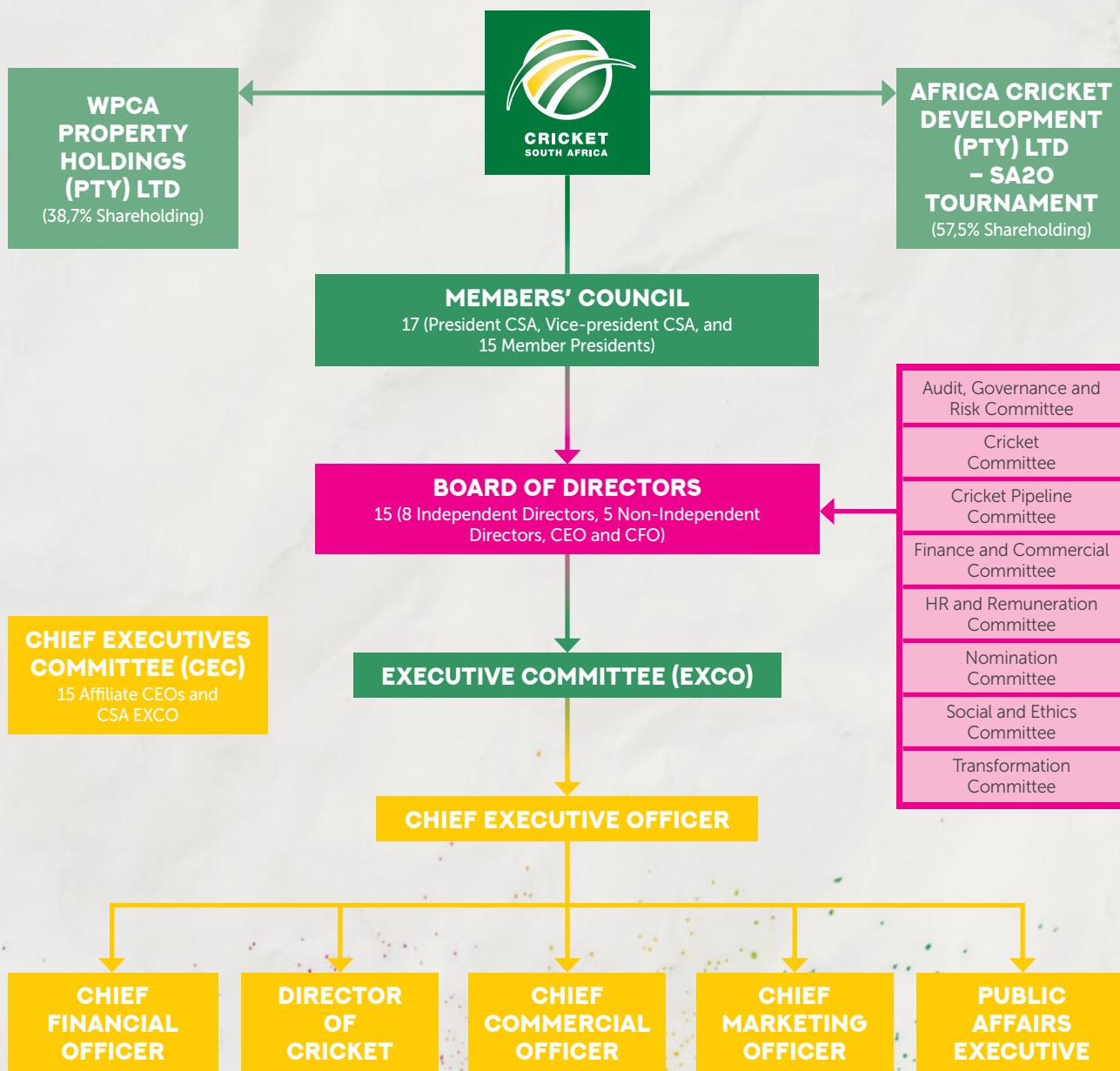
## VISION

To make cricket in South Africa the most accessible, inclusive, and globally competitive sport.

## MISSION

Enabling each individual interested in cricket to fully explore and express their talent, passion, and love for the game, making cricket attractive to all.

# ORGANISATIONAL STRUCTURE



## OUR ORGANISATION

### Corporate structure

CSA operates within a clearly defined governance framework. The Members' Council is made up of the 15 Affiliate Presidents as well as the President and Vice-President of CSA. The Members' Council appoints and delegates authority to the Board and the Board sets the general policy and exercises oversight. CSA has approved delegation of authority levels that are reviewed and revised on a regular basis.

Members' Council meetings are chaired by the President. The Members are beneficiaries of cricket and, therefore, have rights and obligations which they need to fulfil. The following matters are considered by the Members at Members' Council meetings:

- Amendments to the Memorandum of Incorporation (Mol);
- Election/appointment of Non-Independent Directors in terms of this Mol; the election/appointment of Independent Directors in terms of this Mol; and the removal of Non-Independent Directors and Independent Directors in terms of Section 71 of the Companies Act;
- Admission, termination and suspension of Members in accordance with articles 7.6 and 7.7 of the Mol;
- Such other matters as may be prescribed by the Companies Act as well as the Mol; and
- Consideration and approval of material changes to the competition structure of the company's cricket events.

### Our people

The CSA family has two distinct groups: administrative personnel, such as those in finance, human resources, marketing etc. and the 'playing' personnel, i.e., those out on the field delivering technical services such as the coaches, performance analysts, physiotherapists etc. Both these groups are invaluable in achieving CSA's objectives.

Having evolved into a professional organisation and being a company committed to personnel and pipeline development, allowing staff to explore different fields within the cricket ecosystem, it is not strange to find staff changing course within the company. During the reporting period, for example, two administrators within the Cricket Services function opted to follow a professional development track to prepare themselves for opportunities within the Finance and Public Affairs business units and are either completing or already have formal qualifications in finance and communications, while a former assistant coach for the Proteas Men's team, Enoch Nkwe, is now the Director of Cricket.

Not only does CSA support these career development options, but it also positions its administrative talent management approach such that anyone with the right qualifications and expertise would be welcome in the administrative function – one need not be a 'sport person' to choose CSA as an employer of choice.

### Work environment

A major focus for CSA during the reporting period and one that will continue in the longer term, is embedding a new culture within the company. One of the expected benefits of a single CSA culture is the shift from a silo mindset to one that is collaborative and mutually empowering across CSA's diverse workforce.

A culture workshop was held in April 2023 and followed by a company-wide culture survey. Both of these inform CSA's interventions in this regard. The main takeaway from the survey showed a preference for a family-oriented culture that is underpinned by the required professional policies. Such a culture frowns upon silo-type working and encourages collaboration and accountability.

Post the Covid-19 lockdowns, CSA introduced a hybrid working model, which remains in place. However, employees are required to be in the office three days a week of which Mondays and Fridays are compulsory. This regular human connection and interaction is essential for establishing a new culture and empowering staff to be positive CSA brand ambassadors. For this reason, employees together with their friends and families are also encouraged to attend games together. To this end, they attended the opening and final games of the ICC U19 Women's T20 World Cup 2023, the Domestic T20 Challenge and the KFC Mini-Cricket 40-year anniversary celebrations, among other events.

### Performance management system

Another big focus is improved and real-time performance management using a new digital system that is being rolled out. CSA is pursuing digital transformation (*more on this under Intellectual Capital, on pages 48 to 53*) that also extends to talent management, of which skills development is a key tenet.

On the field, performance is easy to gauge. Off the field, optimal performance is more difficult to measure and manage. The online performance management system will assist office-bound personnel to track their own performance and proactively identify their skills development needs. The dashboard function shows employees daily how they are progressing against their deliverables, which allows for effective monitoring and evaluation of progress against CSA's organisational key performance indicators.

Further benefits include driving personal development plans and avoiding delays between the traditional twice-a-year performance appraisal process and implementing the identified performance management support initiatives.

Operational excellence will get a boost from the more objective, evidence-based method of performance management. While the human element is not removed in terms of face-to-face performance discussion, opportunities to improve, take ownership and be more accountable will become a continuous process.

# LEADERSHIP

## BOARD OF DIRECTORS

### Independent Directors



**LAWSON NAIDOO**  
CHAIRPERSON



**STEVEN BUDLENDER SC**  
LEAD INDEPENDENT DIRECTOR



**ADV. NORMAN ARENDSE SC**



**ANDREW CHARLES HUDSON**



**PALESA KADI**



**PEARL MAPHOSHE**



**MARK SHEPSTONE RAYNER**  
CA(SA)



**MUDITAMBI ELIZABETH RAVELE**

### Non-Independent Directors



**DANIEL GOVENDER**



**JOHN MOGODI**



**SIMPHIWE NDZUNDZU**



**CRAIG NEL**



**TEBOGO SIKO**

### Executive Directors



**PHOLETSI MOSEKI**  
CA(SA)  
CEO



**TJAART VAN DER WALT**  
CA(SA)  
CFO

## EXECUTIVE MANAGEMENT



**PHOLETSI MOSEKI**  
CA(SA)  
CEO



**TJAART VAN DER WALT**  
CA(SA)  
CFO



**ENOCH NKWE**  
DIRECTOR OF CRICKET



**MTUNZI JONAS**  
CHIEF COMMERCIAL OFFICER



**WANELE MNGOMEZULU**  
CHIEF MARKETING OFFICER



**REFENTSE SHINNARS**  
PUBLIC AFFAIRS EXECUTIVE

## COMPANY SECRETARY



**VIWE MNGAMBI**



# PRESIDENT'S FOREWORD

**RIHAN RICHARDS**  
PRESIDENT CSA MEMBERS' COUNCIL

As the President of Cricket South Africa, it is my privilege to contribute to the 2022/23 Integrated Report. In the year under review, CSA took a decision to strengthen its renewed focus on consolidating, refining, and augmenting the way it conducts its business with the intention to create value for the benefit of various stakeholders and the country.

## CLARIFYING HOW WE WORK

For the first time, we have a majority independent Board and a clear separation of responsibilities. It is my remit to oversee the activities of the Members' Council and to ensure that the Council has sufficient information to make the correct decisions. The Members' Council is the custodian of CSA's Memorandum of Incorporation (MoI) with specific attention to CSA regulations; its vision, mission and values; the Board strategy; and the competition structure of CSA's cricket events.

We also engage with stakeholders at government level, such as the Ministry of Sport, Arts, and Culture, the Portfolio Committee on Sport, Arts and Culture, and statutory bodies such as the South African Sports Confederation and Olympic Committee (SASCOC). At CSA, we work towards the development of cricket in South Africa.

Although the Members' Council made no amendments to the MoI during the reporting period, the CSA Board adopted a new strategy in July 2022 which is in line with the vision, mission and values of the organisation. The process was long and thoroughly consultative, taking nearly a year and including the views of the individual provinces.

## ON THE ROAD TO PROGRESS

At my appointment as President of CSA two years ago, I highlighted the need for a unified cricket family as well as the need to rectify unwarranted perceptions around the

structures of the organisation. I would like to reiterate there is only one CSA with its whole structure pursuing one goal – to be the custodians of the game on behalf of the people of South Africa.

The new strategy and new initiatives around building a cohesive team at CSA all serve to change our internal and external narrative. While we are not yet where we would like to be, there has been growth. One of the biggest growth areas has been the implementation of a system that facilitates holding each other accountable for achieving the same vision, mission and objectives. This management system is discussed elsewhere in this report in more detail, but it brings the strategic objectives of CSA front and centre of every employee's range of activities with proactive monitoring and progressive correction as necessary.

Further to this, with the lifting of Covid-19 restrictions and a full cricket season in the last two quarters of the reporting period, we have seen again the value of cricket as an enabler for social cohesion. Especially, the hosting of the ICC T20 Women's World Cup 2023 and the launch of the SA20 tournament have seen record numbers of fans returning to the stadium and an upturn in positive sentiment.

We must, however, be honest and diligent in also acknowledging remaining criticisms and negative perceptions. The only way to successfully address the issues is by highlighting where we fall short. Through increased engagement, monitoring of what is being said on social media, and selected surveys, CSA has made it its business to have its finger on the pulse of stakeholder sentiments.

We live in a very unequal society, and it causes a lot of problems for a sporting nation such as ours. Ideas about how cricket is being run might be historically based, but we must take ownership of it and resolutely change what we do not like. Of course, this takes time.

Against this backdrop, I am excited about the changes already taking place. There is a deliberate plan of how we are going to change our circumstances, specifically on-field. We must give the cricketing system a chance to succeed, if it does not, we will reconsider, but it is already clear that people want to play the game again, and that is a very positive development.

In the last financial year, we have had to adjust in terms of spending. In this new four-year financial cycle, however, plans are in motion to regain the losses we have incurred in the development of the game.

## ADDRESSING CHALLENGES

One of the biggest challenges facing CSA leadership includes harmonising all the different sub-cultures into one CSA culture. Work during the reporting period has put the building blocks in place from which to address this challenge. It is up to CSA – with added responsibility at the top structures – to knuckle down and entrench a culture where mutual trust and fair, transparent dealings are the order of the day. The scope of this task is vast and extends from the implementation of governance imperatives where staff and leadership take ownership, right up to measures to better retain our talent.

## WORTH CELEBRATING

Our on-field performance is encouraging while off-field, the governance sphere and operations have been stable. Another highlight is CSA being awarded the National Federation of the Year at the 16<sup>th</sup> Annual SA Sports Awards. We must not underestimate what this means – it is not about individuals but a recognition of the system itself. A system that CSA has worked tirelessly to improve over the past 18 months.

## 2027 WORLD CUP

Preparing for a World Cup takes a lot of time and is engagement intensive. CSA's plan is already rolling out. It is important to note that this is not a 'CSA World Cup'. It is a South African World Cup; it is something from which we can all derive pride. The benefits to the broader society of hosting an international event like this, from both an economic and a social-cohesion perspective, are immense. It is during these events that even those who are not normally sports enthusiasts will get on board to be part of the all-around excitement.

## INVOLVING CORPORATE SOUTH AFRICA

The involvement of the private sector in cricket in South Africa is essential. Cricket has a big impact on ordinary citizens, and there is no other sports federation that does what CSA does in terms of development. Our development investment is extensive; we are the only federation that caters for the very young (through Mini-Cricket) and that has personal development plans in place for players. Our whole approach is geared towards development. There is a lot that the private sector can leverage and a lot it can do to bolster our efforts – cricket is expensive to maintain, for example, the fields must be kept to a certain standard, one cannot just play on any surface.

We have not been good at telling our story but that has already started to change during the past financial year. We will continue to tell the 'cricket for South Africa' story with the added understanding that while we address the failings of the past, we cannot remain in the past. We need to hone our skills in concluding what needs to be concluded and moving forward in pursuit of the bigger goals.

## APPRECIATION

It is impossible to single out individuals – there are too many. I gratefully extend my appreciation to all our partners, many of whom have been with us for a long time and with whom CSA's relationships extend beyond financial investments. Sincere appreciation goes to the Minister of Sport, Arts and Culture, and his department as well as the many other government departments that have helped to make our major international events during 2022/23 such successes. To the spectators – what a delight to see full stadiums again! Without you and your enthusiasm, CSA's work would be meaningless.

My heartfelt gratitude also goes to our staff. You have pulled your weight and again reminded me that when push comes to shove in CSA, everyone stands together to meet whatever the challenge might be, with excellence. Thank you for tirelessly giving of yourself in service of the game and its benefits to our country.



**Rihan Richards**  
President CSA Members' Council



# CHAIRPERSON'S STATEMENT

**LAWSON NAIDOO**  
CHAIRPERSON: CSA BOARD

We were privileged to enjoy a jam-packed 'Summer of Cricket' this past season as spectators returned to stadiums for the first time since the Covid-19 pandemic struck in 2020. CSA and the South African cricket community celebrated and basked in a glorious summer of cricket with two Women's World Cups, a full domestic programme, the SA20, and inbound tours by England, the West Indies, and Netherlands. The South African passion for the game has been well and truly reignited.

South Africa showcased its fabulous hospitality as we put on a magnificent show in hosting the inaugural ICC U/19 Women's T20 World Cup followed seamlessly by the ICC Women's T20 World Cup in January and February 2023. These tournaments earned praise and accolades from the ICC, players and fans, locally and globally. The success of these tournaments has been a boost to both the ICC's and CSA's resolve to grow women's cricket. The stirring performances of the teams on the field, culminating in the Proteas contesting an emotional sold-out final at Newlands, highlights the latent potential that exists for the development of the women's game. Exciting plans are already afoot for the new season! *(These events are featured later in the report.)*

While we celebrate the successes of the past season, we remain acutely cognisant of the fact that CSA is still in a precarious financial situation with the year under review reflecting another loss, albeit better than anticipated. Stabilising our finances and securing the sustainability of the organisation remain critical focus areas for the Board.

## CSA'S STRATEGY

CSA's strategic framework, adopted in the previous financial year, has been embraced by our stakeholders and its implementation is well underway. Management's performance will now be measured against specific targets to ensure the attainment of our strategic objectives. The organisation's operational and business models have been aligned with the strategy.

The top three focus areas for the next financial period are the operationalisation of the strategy, the need for financial discipline across all business units while also ensuring that resources are available so that the strategy can realistically be implemented. Growth of the game and planning for the future remain our overarching objectives.

**CSA'S STRATEGIC PILLARS**

-  **ACCESS**
-  **INCLUSION**
-  **EXCELLENCE**

## STRENGTHENING RELATIONSHIPS

CSA continues to strengthen relationships with its numerous strategic partners which include the local cricket community, Affiliates, commercial partners, as well the ICC and other cricket-playing countries.

Contributing to the strides made in enhancing collaboration is the full complement of the executive management team that was appointed in the past year, including that of Pholetsi Moseki as CEO. This has capacitated the organisation to be able to deliver on its mandate.

The Board is proud of its initiative to establish the SA20 league, which saw the inaugural tournament staged early in 2023. The SA20 attracted interest from established franchise holders, with a galaxy of international stars lining up alongside our local talent. Fans, new and old, voted with their feet and filled the stadiums, giving another vote of confidence to South African cricket. We aim to build on the success of this first instalment and create a tournament that South African cricket fans can be proud of, and which becomes a highlight on the global cricketing calendar.

The Board met separately with both the Men's and Women's Proteas teams to share views on strengthening the game and charting a path for them to reach the top



of the global rankings. Open lines of communication will foster trust, respect and a commitment to working towards a common goal. Two new head coaches, for Red Ball and White Ball cricket were appointed to the Proteas Men's team. The Board congratulates and wishes them well.

## CHALLENGES FACED BY THE BOARD

The Board remains seized with our financial constraints and focused on strategies to grow and diversify our revenue streams while containing costs. Diversifying CSA's income streams is an important component of a financially sustainable future. Among other initiatives, we are looking at optimising technology advances to create alternative revenue streams. We have been working towards re-engaging with commercial partners and believe we have made significant progress during the year and hope to see an increase in sponsorship levels in both the women's and the men's teams in the new financial year. Growing our pool of commercial partners is essential. Noting that cricket is the second most watched sport in the world, we need to also leverage opportunities with global brands. Especially encouraging are the broadcast agreements that have been concluded with SuperSport and India-based broadcaster, Viacom18.

## STRATEGIC FOCUS: LOOKING FORWARD

We have developed a four-year financial forecast to guide us in restoring the health of the organisation. This realistic medium-term view indicates that we will be in a much healthier position than we are at the moment. The challenge now is to manage the organisation in a way that will deliver on the vision of where we want to see ourselves in four years – a healthy and stable organisation that can deliver on its core mandate, which is to grow the game across all sectors in South Africa.

## TRANSFORMATION

Transformation remains a key priority that must be mainstreamed in all our operations across all business units, and not be seen as a stand-alone project. We have made great strides in integrating transformation imperatives in all our business units and these are reflected in their performance targets.

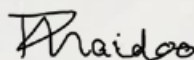
The governance changes initiated two years ago have brought about greater stability, and a sustained focus to reach the highest standards of good corporate governance continues. The improved governance ethos that imbues the organisation with greater levels of transparency and openness, has enabled CSA to engage constructively with the cricketing public and the media, and restore trust.

**“WE HAVE ENJOYED HIGH LEVELS OF SUPPORT FROM THE SOUTH AFRICAN PUBLIC – A CRITICAL COMPONENT OF GROWING THE GAME IN THE COUNTRY. WITHOUT THE SPECTATORS, THE GAME WOULD BE LESS, AND WE THANK THEM FOR RETURNING TO THE STADIUMS IN NUMBERS AND CHAMPIONING OUR MEN AND WOMEN ON THE FIELD.”**

## APPRECIATION

My appreciation goes to the Directors of the Board, members of its committees and the President of CSA for their robust engagement and commitment to serve the game of which we are temporary custodians. This year we welcomed two new members to the Board, Pearl Maphoshe and Palesa Kadi. We also said farewell to outgoing Directors, Simo Lushaba and Andisa Ntsubane and I thank them for their significant contributions.

I would like to extend a special note of gratitude to the South African public for their support. The spectators, whether through virtual means or in the stands, are critical for growing the game in South Africa. Without their support, the experience would certainly be lessened, not only for the players and those working behind the scenes but also in terms of benefiting from the positive impact made by cricket in South Africa, such as social cohesion, respect, harmony, and nation building. Finally, my appreciation goes to the CEO, the management team and all the staff at CSA for their unflinching dedication and love for the game.



**Lawson Naidoo**  
Chairperson: CSA Board



# CHIEF EXECUTIVE OFFICER'S REPORT

**PHOLETSI MOSEKI CA(SA)**  
CHIEF EXECUTIVE OFFICER

## OVERVIEW

I am immensely proud of our achievements during the 'Summer of Cricket'. Not only did we deliver a season filled with entertaining, good quality, and aspirational cricket, we also delivered a befitting experience for legions of fans who returned to spectate live matches after two years.

While we are moving on from the Covid-19 pandemic, the reality is that it was brutal on our business, and we are still dealing with some significant losses. Our pace of recovery has been slower than ideal. However, we remain positive that we have turned the corner and we will be reversing some of the losses suffered by our business. The return of fans to matches after various lockdowns and their impact on spectator sport has sparked renewed interest in cricket which should assist with our journey of renewal.

CSA's financial performance during the year under review, while still negative, was better than the budgeted loss by some R50 million. We benefited from below-the-line income such as foreign exchange gains (depreciation of the South African Rand), and our share of revenues from the inaugural SA20 tournament.

Full details of CSA's financial performance can be found in the Chief Financial Officer's report on pages 65 to 66.

In terms of CSA's outlook going forward, we budget over a four-year cycle which accommodates the ICC Men's Cricket World Cup that takes place every four years. The new cycle started last year and despite the expected losses of the reporting period, we are forecasting a profit over the four-year cycle, and an improved financial position.

The challenging economic environment has necessitated that urgent consideration be given to diversifying our revenue streams. The SA20 is an essential component

of this diversification strategy and has delivered pleasing results in its first year of operation. While we were challenged in attracting the calibre and value of sponsorships we desire, there are indications that the tide might be turning in our favour with several options on the table. We look forward to the next few years' journey of diversification while navigating the changes in the cricket landscape with multiple leagues and ICC events limiting calendar time for bilateral matches.

## EVENTS IMPACTING CSA OPERATIONS

We were fortunate to start this reporting period with previous governance challenges behind us.

We hosted two ICC World Cups for which we are still receiving compliments from the international cricket community. We were especially honoured to be selected to host the inaugural ICC U19 Women's T20 World Cup 2023. This was followed by the ICC Women's T20 World Cup 2023 a month later and we are delighted at the level of excellence from all stakeholders in executing these events.

We added the SA20 tournament to our calendar of events and that appears to have reignited a love for cricket among spectators who filled stadiums to the rafters even at the final which was staged on the reserve day due to rain.

The Proteas Women's team continues to perform exceptionally well. After a challenging period, the Proteas Men are making the country proud as well, and it is clear that the team has regained its footing as evidenced in how they play.

This was the second year of our new domestic restructure, which saw relegation and promotion of teams being implemented, bringing back some context and excitement to domestic cricket.

## CHANGES IN INITIATIVES

Some activities were mothballed during the Covid-19 pandemic, but many have been reinstated and we are carefully considering reintroducing others in the future.

Another big focus for us is the professionalisation of women's cricket. To this end we will be launching a new women's domestic structure in the next financial year. We know this is the right thing to do despite financial constraints, especially after a successful ICC Women's T20 World Cup 2023. We will be the first sporting code in South Africa to do this, and we expect great benefits in the form of an expanded pool of professional players with a dedicated focus on the game who can play for the Proteas. We currently have 15 contracted female Proteas players and ten high-performance players. This initiative will benefit not only the Proteas but also women's cricket generally in South Africa.



AYABONGA KHAKA

## FIVE-YEAR STRATEGY

### STAKEHOLDERS

One of CSA's strategic objectives relates to brand and reputation management with a focus on our varied stakeholders, all of whom have different needs and require different kinds of interaction and communication. We have focused on improving this over the past year and continue to regard this as essential. CSA's recent past has highlighted the adage that trust is fragile, easily broken, and hard to restore. We will continue to rebuild trust through open and honest engagements. We are grateful for good relationships with several key stakeholders and we look forward to enhancing these moving forward.

### STRATEGIC PILLARS – ACCESS, INCLUSION, EXCELLENCE

More than anything, CSA's strategic pillars are part of our social contract and speak to everything we do and the kind of organisation we want to be. They also speak to the challenges of the past and serve as a reminder that as much as each of these are desirable, we cannot attain access, inclusion or excellence by ourselves. Our stakeholders, especially government, are key to helping us achieve access and inclusion with limited resources. Our hubs are but one example of ensuring as many young people as possible can access cricket facilities. Schools also need proper facilities. Therefore, the strength of our strategic pillars speaks to the commitment and involvement of every cricket stakeholder. In addition, in pursuit of access and inclusivity, we are the only sports federation with broadcast rights sold to both SuperSport and the South African Broadcasting Corporation (SABC). Excellence is inherently part of any sporting code and is integral to the performance of the Proteas. The same excellence extends to the pipeline as we ensure that those learning to play will one day join the ranks of professional players. Excellence is equally important on and off the field. On the administrative side, a tremendous amount of work goes into ensuring that activities are implemented. Excellence must be balanced across the board – the playing side, coaching, umpiring and administration.

### ORGANISATIONAL OBJECTIVES

The organisational objectives guide CSA in all it does. We review these annually to ensure that we are on track and remain relevant. We consulted widely to get input on our objectives and are comfortable that these are spot-on for where we are. A major focus is how to digitalise our environment and there has been good movement in that area. Regarding brand reputation and management, we have had valuable discussions with sports media nationwide, which have also served to help us focus. In terms of high performance, one of our objectives is to be in the top three globally in all formats for both the Proteas Women and Men teams, so we are increasing investment in that space to achieve that objective.

## CHALLENGES

We find ourselves operating in an economic climate where companies are struggling. What typically happens is that marketing and sponsorship budgets are often the first to be cut. Another major challenge for CSA is rebuilding trust with potential commercial partners. In some instances, the CSA brand is undervalued. Our desire is for the CSA brand to be fairly valued to attract high-level sponsorships.

In resolving this challenge, which was perpetuated by reports of previous lapses in governance as well as the Proteas not performing optimally, we knew that hiding was not an option. Governance shortcomings have been addressed, and we are now focusing on investing in giving players all the support they need to perform well. On the one hand it is about cleaning our house and controlling what we can, and on the other, it is about keeping our stakeholders fully informed and engaged.

## EVENTS AFTER THE REPORTING DATE

CSA was proud to host the Annual ICC Conference and Annual General Meeting (AGM) in July 2023. This is the biggest conference in the world of cricket. We have received great reviews from participants. In August, we will launch the women's cricket professional league. This is an ideal time as it coincides with Women's Month celebrations in August.

The Proteas Men's team will be participating in the ICC Cricket World Cup in India during October and November 2023. I know I speak on behalf of the more than 60 million South Africans when I say we wish them all the best at the tournament and have no doubt that the team will represent the country with pride.

**“A BIG FOCUS FOR US IS THE PROFESSIONALISATION OF WOMEN'S CRICKET. TO THIS END WE WILL BE LAUNCHING A NEW WOMEN'S DOMESTIC STRUCTURE IN THE NEXT FINANCIAL YEAR.”**

## APPRECIATION

I have mentioned the two successful ICC World Cups that we hosted a month apart. While the experience and feedback have been remarkable, the fairly limited human resources behind the scenes certainly took strain in making it all happen. They still came up on top, but we should not gloss over the effort that went into the events. I wish to extend the greatest of thanks to our staff who outperformed under difficult circumstances.

Our Members are a key component of our delivery, they work with the players, and I appreciate their commitment and support. My gratitude also goes to the CSA Board and Members' Council for their guidance and direction. Our commercial partners are essential in ensuring that cricket continues – a huge thank you to every one of them. I would like to thank the ICC for its continued support, especially for trusting us with two World Cups and its Annual Conference. I also thank SASCOC for always being there with us, the Portfolio Committee on Sport, Arts and Culture and the various government departments who work with us to raise the profile of cricket nationally and internationally. The continued support from the Minister and Deputy Minister of Sports, Arts and Culture, and colleagues from the Department remains heartening. A heartfelt appreciation to our players and fans who are both the bedrock of the game. Thank you all!



**Pholetsi Moseki CA(SA)**  
Chief Executive Officer


# STRATEGIC PROGRESS

## STRATEGIC OVERVIEW

CSA's five-year strategy (2022–2027) was adopted in July 2022 and shared with staff in August of the same year.

The company's **objectives** are to:

- Achieve targeted growth in participation to become the dominant sport in South Africa;
- Be South Africa's most inclusive sport;
- Feature as a top 2/3 World Ranked Team across all three formats of the game;
- Effectively manage the pipeline across all areas;
- Increase revenue and reserves through new business model innovations;
- Increase brand equity by creating world-class experiences across all formats; and
- Digitally transform to deliver data-driven insights.



REEZA HENDRICKS

Objectives and related initiatives and programmes are delivered against the backdrop of CSA's **strategic pillars**:



### ACCESS

Increasing player, support and technical staff and participation, particularly focusing on women, as well as increasing the cricket fan base by growing the game's market relevance.



### INCLUSION

Deliberately growing our talent pool, fan base, and partnerships by ensuring the sport is inclusive of all South Africans.



### EXCELLENCE

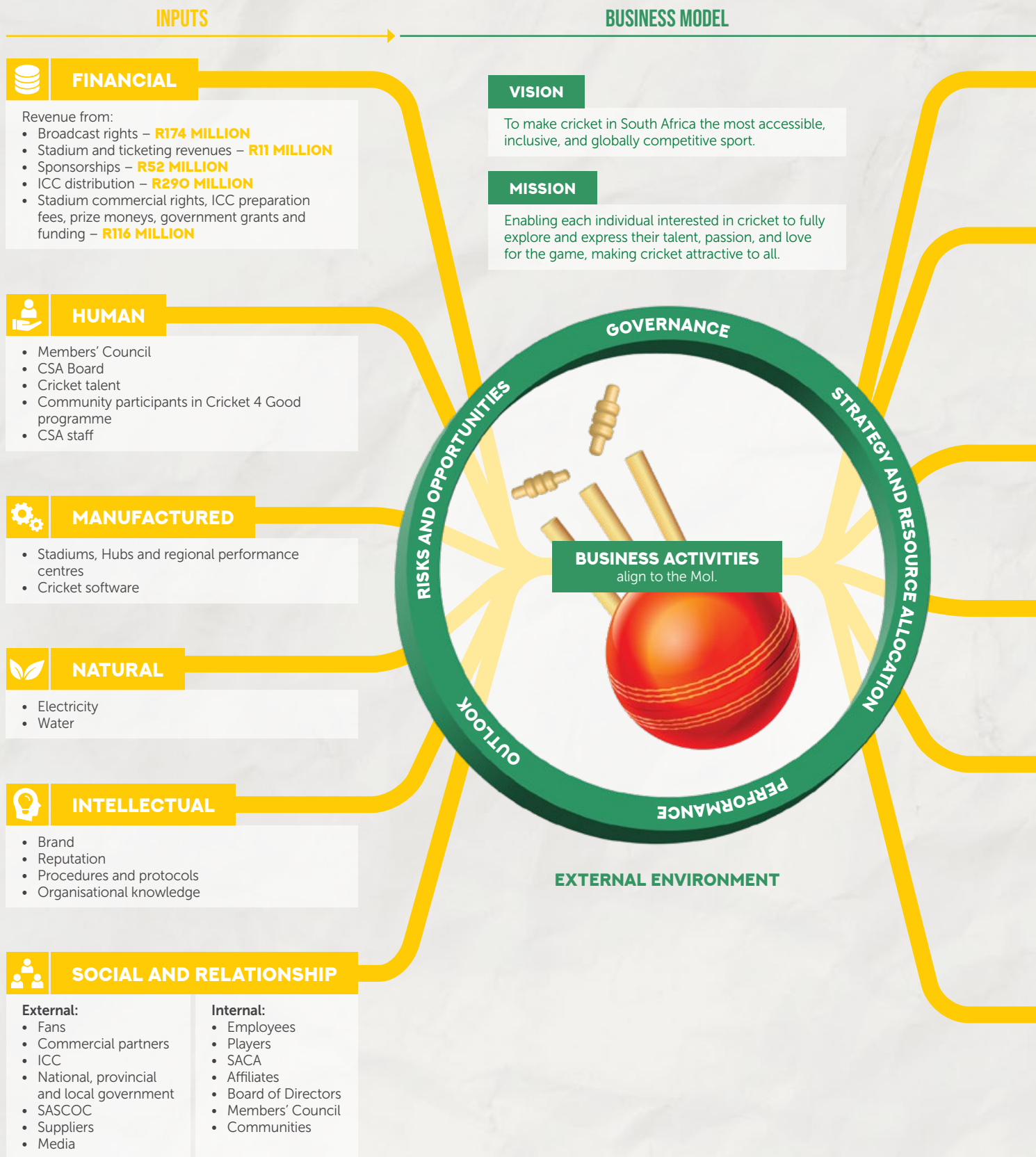
Competitive world-class (and domestic league) men's and women's national teams supported by an organisation fuelled by and striving for best-in-class.

Achieving CSA's vision, mission and objectives cannot happen in isolation but relies on and involves a broad stakeholder base characterised by mutually beneficial relationships. **Stakeholder groupings** (refer to pages 54 to 55 for more detail) include:

- Cricket players
- Employees/Members
- Fans of the game
- International market
- Sponsors and partners
- Communities
- Government.

Governance, stakeholder and reputation management, sports administration, commercial sustainability, marketing and customer relationship management, and innovation, constitute the **focus areas of CSA's roadmap**. This roadmap sets the course for delivering on the company's objectives, implementing defined initiatives and programmes, and monitoring and evaluating the performance of the latter as well as of the CSA family tasked to fulfil the company's vision and mission (refer to page 7).

# BUSINESS MODEL AND VALUE CREATION



## OUTPUTS

## OUTCOMES

- Investments to develop cricket in South Africa
- Human capital development and upskilling
- Members' payments (stadium operators)
- Maintaining sound financial management

- Formation of the Women's Committee
- Talent Acceleration Programme: **75 AND 25 PLAYERS AT REGIONAL AND NATIONAL CAMPS, RESPECTIVELY**
- Internship Programme: **1 OF 10 POSITIONS FILLED**
- High-performance Programme
- Meso Cricket Programme: **PILOTED IN 3 PROVINCES; 250 COACHES FROM NATIONAL YOUTH SERVICE CAMPAIGN TO HELP INTRODUCE PROGRAMME**
- World-class international cricket events: **2 WORLD CUPS HOSTED**
- Women's Cricket Conference: **93 IN-PERSON REGISTRATIONS AND 364 ONLINE REGISTRATIONS**
- Facilities Plan
- Transformation Strategy 2020–2024
- National Youth Service participation: **3 130 BENEFICIARIES**
- ICC Cricket 4 Good participation: **694 ANTHEM KIDS, 1 050 FLAG BEARERS, 651 KIDS ATTENDED COACHING CLINICS**

### Outputs by cricket unions

- Hosting domestic and international events
- Training facilities
- Stadium upgrades: **7 STADIUMS UPGRADED BY THE AFFILIATES**

### Outputs by cricket unions

- Generators to navigate loadshedding
- Agreements with local municipalities for assistance during loadshedding
- Feasibility study into solar solutions
- Water catchment systems and boreholes
- Water-saving interventions and equipment
- Smart irrigation practices

- Child Protection and Safeguarding Policy drafted
- Online Personal Development Plans: **25 EMPLOYEES PARTICIPATED IN LEADERSHIP DEVELOPMENT PROGRAMME**
- Elite Coach Development Programme: **6 SENIOR COACHES QUALIFIED WITH CSA HIGH PERFORMANCE – LEVEL IV CERTIFICATE**
- Internal platform launched #CSAInsidedge
- Review of CSA products and sub-brands: **> 15 PRODUCTS REVIEWED**
- Dedicated women's cricket platform
- Dedicated domestic cricket channel
- Increased outputs on social media: **4 MILLION FACEBOOK FOLLOWERS; 9 MILLION VIDEO VIEWS**
- Summer of Cricket marketing campaign: **60 MILLION IMPRESSIONS ON SOCIAL MEDIA; 48% MENTIONS FROM OUTSIDE SOUTH AFRICA**
- #TurnItUp social media campaign: **175 BILLION SOCIAL MEDIA IMPRESSIONS; > 385 000 LINK CLICKS TO WEBSITE**
- IT governance controls reviewed and updated
- Enhanced information and cybersecurity infrastructure
- (Cyber) Security Operation Centre and Information Security Committee
- Cloud-based data storage solution
- Improved media coverage sentiment – Overall public relations advertising value equivalency % increased to 56%

- Consolidated stakeholder engagement function
- Mapped stakeholder universe
- Demonstrable productive government relationships
- Hospitality opportunities targeting stakeholders
- Stakeholder engagement events and meetings
- Corporate social investment through Mini Cricket and Pink Day programmes:  
Mini Cricket – **6 010 SCHOOLS INVOLVED; 123 093 KIDS; 71 567 FIXTURES.**  
Pink Day – **> R1 000 000 RAISED BY BETWAY PINK ODI; > 10 000 SPECTATORS SPORTED PINK AT THE DP WORLD WANDERERS STADIUM**



### FINANCIAL

- Custodianship of cricket in South Africa
- Human capital (on- and off-field) empowered to pursue excellence
- Sustainable CSA and ongoing cricket development benefiting the country



### HUMAN

- A good governance culture
- A transformed and diverse workforce representative of the population
- Targeted interventions multiply opportunities for technical success
- A strong and growing pipeline
- Generate employment opportunities
- Focused attention to establish/upgrade facilities in disadvantaged areas



### MANUFACTURED

- Improved spectator safety
- Positive brand experience through modern, well-maintained stadiums
- Investor potential strengthened by regulatory-compliant cricket community



### NATURAL

- Enabling games to continue, adding to social cohesion and continued player development
- Resource savings
- Responsible resource usage and responsible corporate citizenship



### INTELLECTUAL

- A game safe to pursue for any young/vulnerable person
- Well-developed staff = positive brand ambassadors
- A growing fanbase across the country
- Positive associations with brand CSA: **91% POSITIVE SENTIMENT**
- Increased visibility of the game and its benefits: **615 MILLION PEOPLE REACHED**
- World-class and secure technology backbone
- Increased trust and positive perceptions towards CSA, contributing towards a healthy reputation



### SOCIAL AND RELATIONSHIP

- Engaged and involved stakeholders
- Smooth-running of events (also benefiting brand CSA reputation)
- Enabling input from diverse audiences to ensure all views are considered
- Growing the game sustainably and expanding the pipeline

## HIGHLIGHTS AND LOWLIGHTS

Apart from a brilliant Summer of Cricket, one of CSA's corporate highlights for the reporting period was the adoption and subsequent implementation of its revised business strategy. This strategy seeks to make cricket in South Africa the most accessible, inclusive and globally competitive sport. The sum of all its endeavours serves to enable each individual interested in cricket to fully explore and express their talent, passion and love for the game, making cricket attractive to all. We remain committed to our three strategic pillars – access, inclusion and excellence.

CSA's precarious financial situation, albeit better than forecast, remains a lowlight. Income diversification strategies are an important means of addressing this. The slow uptake of sponsorship opportunities is another lowlight that we hope to turn around in the new financial year.



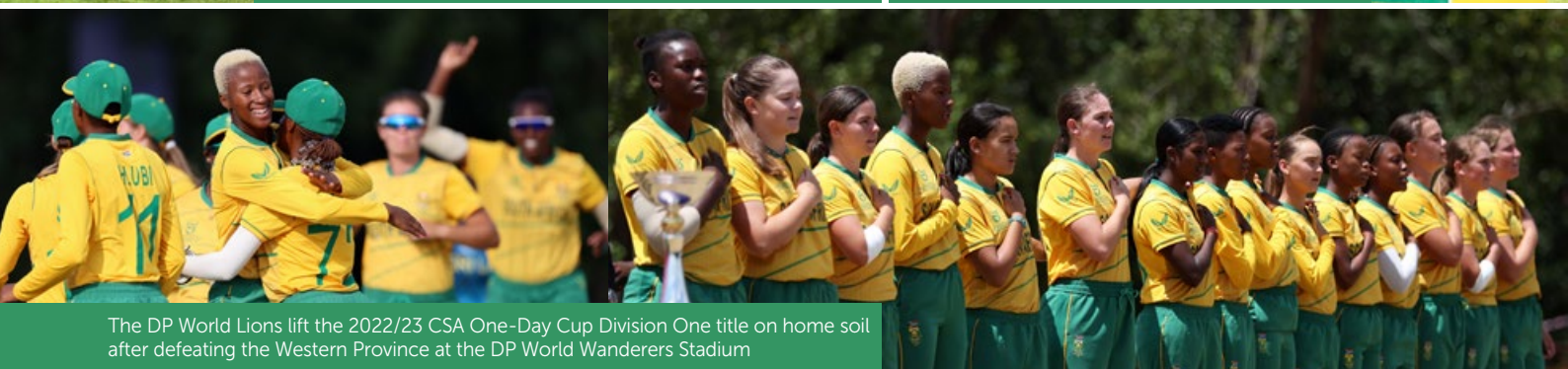
Proteas Women celebrating their historic victory in the ICC Women's T20 World Cup 2023 semi-final against England to reach their first ever World Cup final – a first senior final appearance for South Africa across men and women's cricket



Proteas Men squad celebrate their 2-1 One-Day International series victory over England in Kimberley during the 2022/23 season



Captain Temba Bavuma celebrates the Proteas Men's 2-1 One-Day International series victory over England in Kimberley during the 2022/23 season

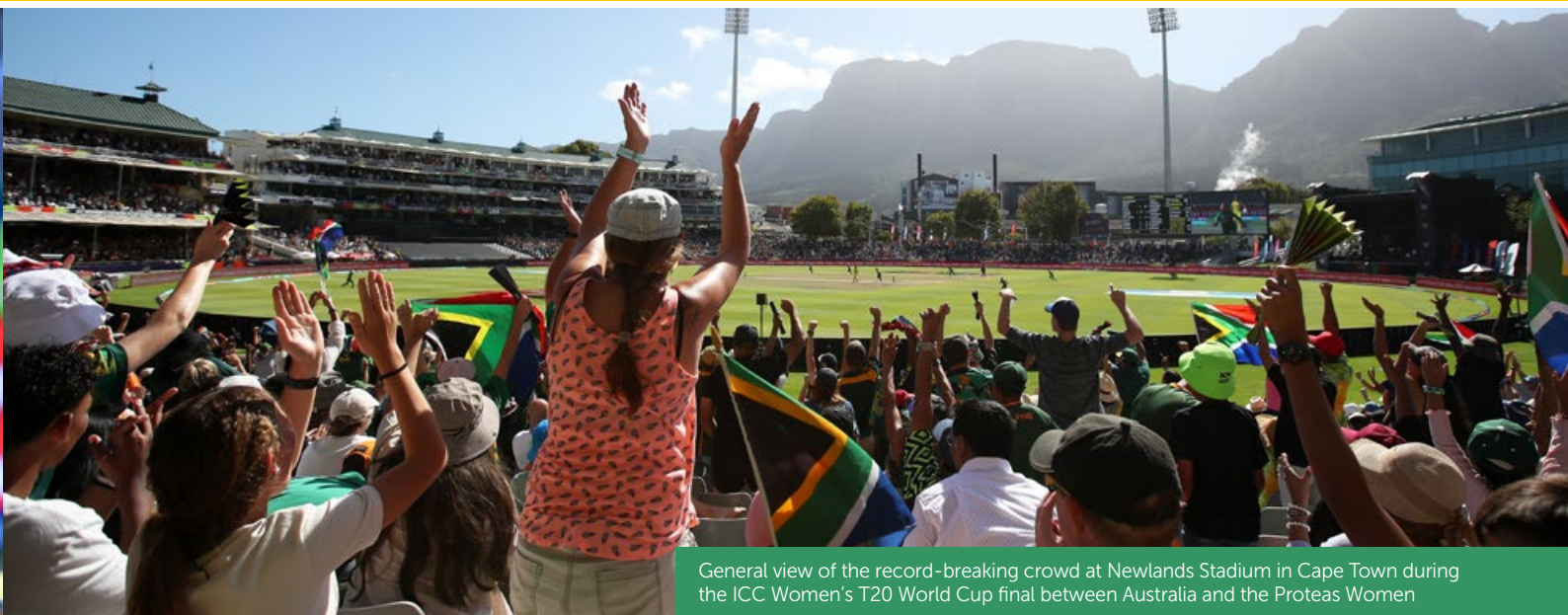


The DP World Lions lift the 2022/23 CSA One-Day Cup Division One title on home soil after defeating the Western Province at the DP World Wanderers Stadium



Action from the KFC Mini-Cricket Kids vs Cricket Legends match during the KFC Mini-Cricket 40-Year Celebrations Close-Out Event held in Soweto at the end of the 2022/23 campaign





General view of the record-breaking crowd at Newlands Stadium in Cape Town during the ICC Women's T20 World Cup final between Australia and the Proteas Women



Momentum Multiply Titans get their hands on the CSA T20 Challenge trophy following a thrilling victory over the Hollywoodbets Dolphins at the JB Marks Oval in Potchefstroom during the 2022/23 season



Western Province celebrate winning the 2022/23 CSA Women's Provincial One-Day Cup after sealing victory against the DP World Lions on the last matchday of the campaign hosted in Johannesburg



The DP World Lions lift the 2022/23 CSA One-Day Cup Division One title on home soil after defeating the Western Province at the DP World Wanderers Stadium



The DP World Lions take in the glory after clinching the CSA Women's Provincial T20 Cup title on the final day with a victory over second place Western Province in Johannesburg during the 2022/23 season



Eastern Cape Sunrisers celebrate the inaugural SA20 title following an exciting first season of South Africa's premier T20 tournament



## FINANCIAL CAPITAL

The pool of funds that is available to an organisation for use in the production of goods or the provision of services, or obtained through financing, such as debt, equity or grants, or generated through operations or investments.

~ International <IR> Framework

CSA's primary sources of income are broadcasting rights, sponsorships and the ICC distribution. Further to this, income is derived from ticket sales for international matches, government grants and funding from the National Lotteries Commission as well as investment income.

CSA must remain financially viable to maintain its long-term sustainability. CSA's budgeting cycles and plans are managed over a four-year cycle due to the fluctuating timing of its revenue.

### PROGRESS AGAINST STRATEGIC PILLARS



#### EXCELLENCE

CSA's financial performance can be measured against the strategic pillar of Excellence. In this regard, the progress in 2023 has been positive, with the result for the year being better than budgeted. Financial processes and controls are continuously monitored to ensure it remains at the highest standards.

## COMMERCIAL FOCUS

### COMMERCIAL STRATEGY OBJECTIVES

CSA's commercial strategy has four principal objectives:

1

#### MAXIMISE ALL AVAILABLE SPONSORSHIP ASSETS

A key component of the commercial programme is sponsorships. Throughout the pipeline – from KFC Mini-Cricket right through to domestic and international men's and women's cricket – sponsorship opportunities are identified both locally and internationally and leveraged accordingly. This maximises the sustainability of the game of cricket as well as of CSA.

2

#### CONTINUOUS MAXIMISATION OF BROADCAST DEALS

CSA offers a global product that is, apart from in South Africa, made accessible via broadcast agreements across India and the Sub-Continent, Australia, New Zealand, the United Kingdom, the United States of America, the Caribbean and other markets. The company is able to generate optimal revenue from its local and international broadcast partners.

3

#### IDENTIFYING AND PURSUING NEW REVENUE STREAMS

New revenue opportunities are emerging across the world with digital innovation providing platforms to access new markets and digital interest-based communities. These platforms open up new possibilities for revenue generation through Gaming, Web3 blockchain technology and digital collectables, creating new virtual experiences for cricket enthusiasts as well as growing the investment in cricket.

4

#### RETENTION OF EXISTING COMMERCIAL PARTNERS

Retaining commercial partners was especially crucial during Covid-19 when little cricket was played. CSA created additional value by pivoting some of the 'traditional' rights to digital rights so that brands could continue to produce content and use CSA's intellectual property to leverage their association with cricket. Virtual advertising has emerged as another way to create more value for commercial partners.

### ADAPTING TO MACRO-ENVIRONMENTAL PRESSURES

Changes to the commercial strategy during the reporting period were necessary to navigate global economic pressures to which South Africa was not immune. In addition, this country had some of the most stringent Covid-19 restrictions and South African markets are only now slowly recovering. CSA thus targeted international brands seeking to expand their products across multiple markets. CSA could deliver on that undertaking as it offers an international product. This enabled access to markets that were less impacted by the financial downturn as well as leveraging international brand footprints and the revenue to be accrued from those brands.

## COMMERCIAL PROGRESS DURING REPORTING PERIOD

Market pressures remain a challenge with growth in some areas stunted and companies opting to reduce their investments in commercial partnerships.

Despite a challenging environment, CSA secured a long-term seven-year broadcast partnership agreement with India-based broadcaster Viacom18 with on-going discussions with international broadcasters across the rest of the world. Locally, CSA extended its long-standing broadcast partnership with SuperSport and is currently working towards a further extension with the free-to-air SABC. Key existing partners have been retained and include South African Breweries (SAB), Momentum, KFC, and Springbok Atlas. Several other prospective partnership conversations are in focus, with a priority being to fill the international men's and women's team sponsorships, and domestic competitions for both men and women. CSA hopes to conclude its advanced discussions with several potential partners in the coming year.

### Top commercial highlights and lowlights

- ▲ Broadcast partnership with Viacom18 in India and SuperSport in Africa.
- ▲ Retention of existing partners.
- ▼ Lack of a team sponsor (at the time of compiling this report) for the men's and women's teams and domestic cricket.

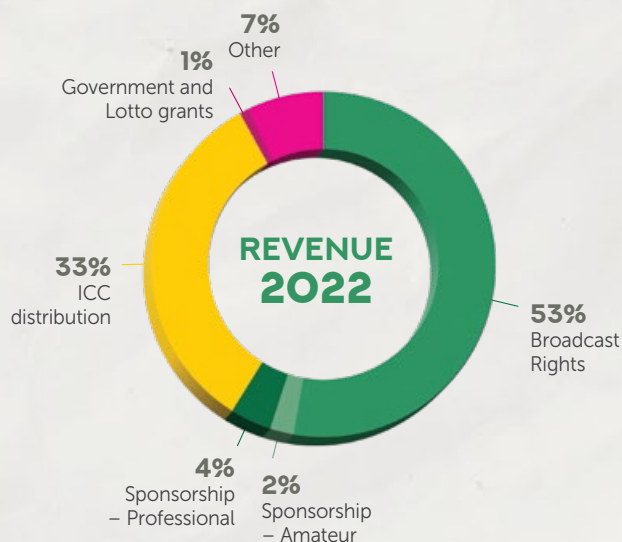
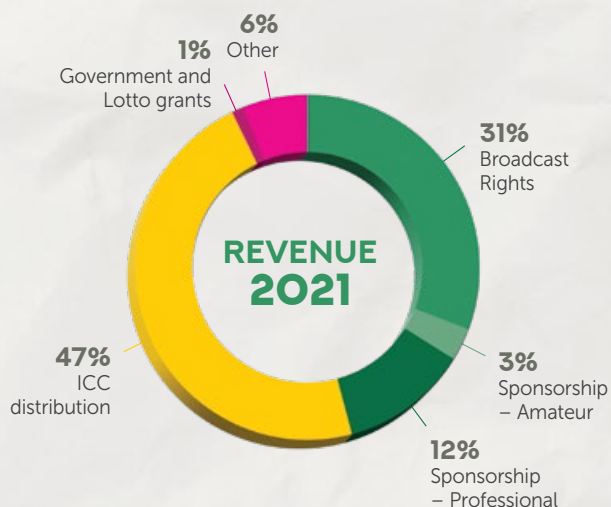
## LOOKING FORWARD

Key priorities in the 2023/24 financial period include concluding broadcast deals across the remaining markets; securing sponsorship agreements for the men's and women's teams as well as the domestic assets; and harnessing new revenue streams, particularly within the digital landscape.

Overall, there is a resurgence in the game of cricket in South Africa, driven largely by the successful ICC Women's T20 World Cup 2023 and the Proteas Women's stellar performance, the SA20, and positive performances by the Proteas Men. From a sentiment perspective, the conversation has moved to cricket on the field which bodes well for brands looking for positive associations with sport. CSA must turn this positive sentiment into commercial returns, rebuilding trust with brands and maximising returns from the compelling offering that is cricket.

## REVENUE

CSA's revenue model is primarily based on broadcast rights relating to inbound tours, sponsorships and ICC distributions, which account for 94% (2021/22: 93%) of the organisation's revenue. We maintain a revenue model that meets the long-term needs of our cricket development programmes without compromising quality.



## BROADCAST RIGHTS

Revenue from broadcast rights is derived from both domestic and international sales. Pay TV (DStv) and free-to-air television (SABC) generate CSA's broadcasting revenue domestically. Agents manage CSA's international broadcast rights revenue, which is received in foreign currencies (USD). Revenue decreased to R174 million (2021/22: R413 million), with the higher revenue in the prior year related to the Indian tour to South Africa in 2021/22.

## STADIUM REVENUES AND TICKETING REVENUES

CSA does not own cricket stadiums. Proceeds generated by these venues from ticket sales relating to international matches are shared, with CSA receiving 20% and stadium operators (CSA Affiliates) receiving 80%.

Gross ticket sales of R11 million were derived from the tours by England and West Indies.

## SPONSORSHIPS

Sponsorships are mainly derived from team sponsors, event sponsors and official suppliers. Further to this are broadcasters and specific programme sponsorships. The main vacant sponsorship asset at the end of the 2023 financial year is the title sponsorship of the Proteas Men, with finalisation of this expected during the upcoming season.

CSA's sponsorship revenue for 2022/23 was R52 million (2021/22: R52 million).

## ICC

CSA is a full member of the ICC and receives distributions according to its share model. The ICC distributed R290 million during the financial year, compared to R256 million in the previous year, with the difference related to the impact of the weaker ZAR currency as distributions are USD denominated.

## ICC EVENTS

CSA hosted two ICC World Cup events in January and February 2023, being the ICC U19 Women's T20 World Cup and the ICC Women's T20 World Cup. Revenue from these two events, largely host funding from the ICC, was R56 million.

## OTHER REVENUE

The balance of R116 million (2021/22: R57 million) was derived from various sources, including stadium commercial rights, ICC preparation fees, prize monies and government grants and funding.

## FINANCIAL SUSTAINABILITY

CSA's sustainability project, started in 2021/22, has identified key areas of focus to ensure the cost structure of the organisation is rebased to a sustainable level. This project also focuses on the diversification of revenue to ensure the sustainability of the revenue model.

Key focus areas are:

- Commercial revenues and new revenue streams;
- Domestic cricket structure and costs;
- Cost of support services;
- Members funding; and
- Stadium infrastructure, notably with a view to hosting the 2027 World Cup.

Financial objectives and targets are aligned with the seven strategic objectives of CSA (refer to *Strategic Overview on page 19*).

Cash flow management is a key area of focus against the background of the cyclical nature of revenue.

## FINANCIAL MODEL

An essential element of CSA's Strategic Financial Model is how amateur and senior provincial cricket is funded and managed. It is based on historical management, operational structures and operations guided by the Presidential Plan of CSA. Fourteen annual payments are made to Members to meet their cash requirements.

### PERIODS 1 TO 12

Paid monthly to Members.

### PERIOD 13

Paid after league fixtures, facilities, programmes, and structures are confirmed.

### PERIOD 14

Paid after the cricket season has ended and once all reports have been received and evaluated. The amount could be partially paid or forfeited based on the results of this evaluation.

## MEMBER PERFORMANCE 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 eminent persons group (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, to be considered for incentive evaluation.

Members self-evaluate, providing supporting documentation to CSA for review and validation. Three different incentives are payable, at CSA's discretion: overall winners, select programmes and functions, and most improved Member outlook.



## HUMAN CAPITAL

People’s competencies, capabilities and experience, and their motivations to innovate, including their alignment with and support for an organisation’s governance framework, risk management approach, and ethical values; the ability to understand, develop and implement an organisation’s strategy; and loyalties and motivations for improving processes, goods and services, including their ability to lead, manage and collaborate.

~ International <IR> Framework

### CRICKET ACTIVITIES

The 2022/23 season was a dedicated year for women in cricket following CSA being given the rights to host the ICC T20 World Cups for both U19 and senior women.

In short, the ICC U19 Women’s T20 World Cup 2023 and ICC Women’s T20 World Cup 2023 highlights include:



#### ICC WOMEN'S U19 T20 WORLD CUP

- Parity between men’s and women’s global event.
- Every single match was streamed.
- The tournament set the record for having the highest number of female match officials (this was broken by the Women’s T20 World Cup in the following months).
- Next World Cup in 2025 – Thailand and Malaysia.



#### ICC WOMEN'S T20 WORLD CUP

- Full female match officials panel for the first time at an ICC event.
- By the semi-finals, the tournament had seen more people through the gates (55 566) than at the same stage of the T20 WC 2020 in Australia (48 153).
- The final was sold out (12 782) in Newlands.
- Legacy project needs to continue – global participation survey.

### PROGRESS AGAINST STRATEGIC PILLARS



#### ACCESS

CSA brought back its internship programme to not only benefit its pipeline, but to also contribute to addressing the skills challenges and the high youth unemployment numbers in the country. The programme also serves to address the conundrum many first-time employment seekers face – critically needing experience while companies turn them down because of a lack of experience.



#### INCLUSION

While CSA has made some inroads in terms of gender inclusivity, cricket remains a male-dominated space. The company has its sights set on a situation where females occupying certain positions is par for the course and not seen as extraordinary anymore. The drive towards women empowerment is ongoing and includes employing females as well as gaining a better understanding of the issues affecting women in the company through the establishment of a Women’s Committee.



#### EXCELLENCE

CSA staff – on and off the field – delivered a number of successful and high-profile events to exacting standards. The company’s sustainability is also evidence of its operational excellence, especially witnessed by staff being retained where other companies are still letting people go because of Covid-19 impacts. CSA is increasing its staff complement by filling those positions left vacant because of resignations during the pandemic.

## ICC WOMEN'S T20 WORLD CUP: MORE THAN BATTING AND BOWLING

CSA was given the rights to host the ICC Women's T20 World Cup and the inaugural ICC U19 Women's World Cup in 2023. Host cities for the former were Cape Town and Paarl in the Western Cape province and Gqeberha in the Eastern Cape, and for the latter, Benoni in Gauteng and Potchefstroom in North West.

Apart from economic returns, these events also have benefits for the development of women's cricket and sport in South Africa, such as inspiring people to start sport, engendering a sense of community among citizens, being a catalyst for improving the status of the game, and providing CSA and the country with a presence on the international stage.

### Cricket 4 Good

The ICC's global community outreach programme, Cricket 4 Good (C4G), added further impetus to CSA's strategic pillars of access, inclusion, and excellence. The C4G programme includes Coaching Clinics, Anthem Kids, Flag Bearers, and Trophy Bearers.

### Anthem Kids

**30**

Children walked out with participating teams, 15 children per team, at the start of each match, standing in front of the players for the duration of each national anthem

**6-12 YEARS**

Ages of the anthem kids

**694**

Children from schools, hubs, clubs, and community groups participated as anthem kids

### Flag Bearers

**50**

Flag bearers, carrying the respective country flags, participated in each anthem ceremony (22 per team and six carrying the C4G flag)

**250**

Girls took part in the ceremony during the final

**1 050**

Flag bearers

**SIX!**

This on-field experience for the kids was priceless, especially the close-up interaction with international players and heroes. It created lifelong support for cricket and an opportunity for the kids to be on an international stage.



### Coaching Clinics

**651**

Children from local schools, hubs, regional performance centres, and clubs attended the coaching clinics

**2-HOUR**

Coaching clinics at 10 sessions hosted in Cape Town, Paarl, and Gqeberha

**7-18 YEARS**

Ages of children

The coaching programme included an introduction, skills sessions delivered by the host Member coaches, a United Nations Children's Fund life-skills session focusing on self-awareness, and a photo and signing opportunity.

**SIX!**

The sessions strengthened CSA and the ICC's resolve to make the game accessible to girls and boys and created an interest in and following of the women's game. The atmosphere created by teams visiting schools and hubs got the community involved in initiatives that impact kids positively. The interaction with international players was welcomed and contributed immensely to the success of the clinics. Teams took away a true South African cultural experience.



### Trophy Bearers

These individuals were mostly influential women with whom spectators could associate as role models. Each Host Member identified a trophy bearer who walked the trophy out at the start of a match and placed it on a plinth.

### School club and community programme

This programme afforded communities the opportunity to experience an international sport event. It created more fans for the game and increased the participation figures for the women's game as well as increasing the support base for the national teams.

**27 695**

Total number of community members (including kids) who attended matches at three venues:

**12 286**

Newlands Cricket Ground

**4 999**

Boland Park

**10 410**

St Georges Park

## Volunteer programme

Youth were given an opportunity to see a world-class sporting event while gaining skills as volunteers. Training was provided by Empire Conference and Training.

292

Youth benefited from the volunteer programme

## 100% Coach and umpire workshops

The 100% Cricket campaign is an ICC initiative dedicated to the promotion of women's cricket. CSA supported the ICC in delivering a series of workshops for coaches and umpires throughout the ICC Women's T20 World Cup 2023. Leveraging the skills and expertise of international coaches and umpires, the workshops provided a unique experience to local South African coaches, umpires, scorers, and those involved in cricket programme delivery.

The workshops included topics such as *ICC Coach and Match Official Pathways*, *CSA Coach and Match Official Pathways*, *International Coaches' Roles and Responsibilities*, *Team Dynamics*, *Team Preparation*, and *Team Culture*.

380

Attendees at the coach and umpire workshops

## SIX!

Workshop attendees benefited from the interaction with international coaches and match officials and could learn about their respective career pathways. Shared knowledge created opportunities for personal growth and for membership recruitment. The inclusive nature of the workshops greatly benefited cross-discipline learning.



## Viewing areas

1 400

Players attended match-day viewing centres

17

Viewing areas set up at hubs/regional performance centres, focusing on communities with limited or no access to hosting venues

## SIX!

All 17 centres benefitted from the promotional items provided and these should further benefit future educational/coaching endeavours. Exposure to match-day fixtures offered additional growth opportunities. A potential partner in the form of Fourways Online, sponsor of 55" TV screens and water dispensers as legacy items to use post the World Cup, was identified.



## Nissan School Trophy Tour

17 144

Learners reached during the tour

> 2 000

Children participated in cricket clinics and workshops in Johannesburg as part of World Children's Day and the start of the Nissan School Trophy Tour

## SIX!

The tour created awareness in school communities of the World Cup event (and cricket in general). The trophy presentations were hugely enjoyed by the learners and proved to be an effective marketing tool.



The successful hosting of the ICC Women's T20 World Cup 2023 and its various legacy initiatives greatly contributed to raising the profile of the women's game. It underlined the necessity of and value to be added by the unflinching pursuit of making the game accessible, inclusive, and characterised by excellence. It also reiterated the importance of collaboration at national, local and community levels across the public and private sectors. (Further highlights of the ICC T20 Women's World Cup appear on pages 27 to 28).

## LOOKING FORWARD: POST-WORLD CUP

CSA's repositioning of women's cricket subsequent to the ICC T20 World Cups will focus on:

- The professionalisation of the domestic league;
- Intentional efforts to strengthen the pathway (sustainability);
- Talent Acceleration Programme to prepare for the ICC U19 Women's World Cup 2025; and
- Reinstatement of the CSA National Academy which includes men and women. It is a high-performance programme that feeds into the professional structures.

**"THE SPORTS SCIENCE, MEDICINE, AND LEADERSHIP CONFERENCE, AS AN INITIATIVE IN ASSOCIATION WITH THE WITS CRICKET RESEARCH HUB, IS A GREAT VALUE CREATION FOR WOMEN'S CRICKET. CSA PRIDES ITSELF IN LIVING ITS COMMITMENT TO ITS EVOLVING PROCESS FOR GENDER EQUALITY, AND INCLUSION IN ESTABLISHING A FAIRER CRICKET WORLD LOCALLY. WE BELIEVE IN THE MAXIM OF ACTING LOCALLY AND INFLUENCING GLOBALLY."**

**~ MR RIHAN RICHARDS, CSA PRESIDENT**

## WOMEN'S CRICKET CONFERENCE

CSA, in collaboration with the National Lotteries Commission (NLC), hosted a *Women's Cricket Science, Medicine and Leadership Conference* in February 2023 in the Western Cape.

93

Delegates registered to attend the event in person

364

Delegates registered to attend the event online

CSA extends its gratitude to the NLC as funder, and fellow organisers, the Wits Cricket Research Hub, Drakenstein Municipality, and the Cape Winelands District Municipality, for a successful and pertinent event.

The conference brought together researchers, healthcare practitioners, coaches, managers and leaders in women's cricket in a quest to strengthen this field.

Discussion topics covered:

- Beyond the boundary – Concussion in cricket;
- Training and competition loads of an elite South African women's cricket team: Why female athletes need to be managed uniquely;
- Mental health and performance in cricket;
- Smart coping of travel fatigue and jetlag;
- Best practice in coaching women; and
- Leadership, inclusion and belonging of women in cricket.

Speakers included award-winning netball player, Jo Prins; CSA Independent Director, Muditambi Ravele; clinical physiotherapist and team physiotherapist for various sport codes, Megyn Robertson; Chairman of the Medical Committee of Cricket South Africa, Dr Shuaib Manjra; Associate Professor of Human Kinetics and Ergonomics at Rhodes University, Candice Christie; Director of the Wits Cricket Research Hub for Science, Medicine and Rehabilitation, Prof. Benita Olivier; New Zealand cricketer and youngest cricketer (male or female) to score a double century in One Day International cricket, Amelia Kerr; Sport and Exercise Medicine Professor at the University of Pretoria, Christa Janse van Rensburg; head coach of the Australian women's team, Shelley Nitschke; head coach Hilton Moreeng; cricketer, coach and mentor of female cricketers, Dr Rasika Maharaj; leader in the Australian sports industry and supporting the development of leadership capability, Belinda Clark; award-winning cricketer and mentor, Mithali Raj; and Programme Leader for Sports Business with Westford University College, Charvi Bhatt.

## SALUTING OUR STAR WOMEN CRICKETERS

### Shabnim Ismail

Ismail, who turns 35 in October 2023, was born and raised in Cravenby, Cape Town, and after impressing in her first season and a half for her hometown team, the Six Gun Grill Western Province, she was brought into the national set-up at the start of 2007.

The right-arm fast bowler made her international bow in the One-Day International (ODI) clash against Pakistan on 20 January 2007 in Pretoria. She went on to become an elite bowler with 191 wickets in 127 matches with an economy rate of 3.70 and best figures of six for 10 against Netherlands in 2011.

Ismail ends her ODI career as the second highest wicket-taker, only bettered by India's Jhulan Goswami (255 wickets). Ismail also grabbed the joint-most Women's ODI wickets taken in a single calendar year, with 37 scalps in 2022, including 14 at the 2022 ICC Women's Cricket World Cup in New Zealand.

She finishes her 50-over career with the most wickets taken at a single ground in women's ODI cricket, with 24 wickets in 17 matches at the JB Marks Oval in Potchefstroom.

In T20 international (T20I) cricket, the right-armed collected 113 caps for South Africa, taking 123 wickets (fourth on all-time list) at a strike rate of 19.30 with career-best figures of five for 12 against Pakistan in 2021.

Among other achievements, Ismail has also taken the most T20I wickets where the batter was bowled, with 42 deliveries dismantling the stumps.

During a 16-year career representing her country, Ismail has featured in four 50-over World Cups between 2009 and 2022 as well as in all eight Women's T20 World Cups, beginning with the 2009 edition before culminating in the momentous 2023 ICC Women's T20 World Cup held in South Africa.

Ismail helped South Africa to two semi-final finishes (2017 and 2022) in the 50-over tournament, with the 34-year-old also playing a leading role in guiding her nation to a semi-final and a final appearance in the T20 World Cup in 2020 and 2023, respectively.

In her one and only Test cap for South Africa in 2007, Ismail picked up three wickets against Netherlands, including a career-best return of two for five.



SHABNIM ISMAIL



## Trish Chetty

Legendary Momentum Proteas wicket-keeper and batter Trisha Chetty announced her retirement from professional cricket in March 2023 due to a recurring back injury, bringing an end to a ground-breaking, 21-year career in domestic and international cricket.

After a promising provincial stint for the KwaZulu-Natal Cricket Union and the Hollywoodbets Dolphins in her early teenage years from 2002, Chetty broke into the South African national set-up in January 2007 at 18 years old before going on to become an all-time great of the game.

The now 34-year-old glove-woman concludes her career after racking up 138 caps in ODI cricket, to go along with 82 T20I appearances as well as two Test caps for the Proteas Women.

Behind the stumps, Chetty, who hails from Durban, accumulated an unparalleled 184 dismissals in the One-Day format, 46 scalps more than her nearest competitor, taking 133 catches and a world record-equalling 51 stumpings (tied with England's Sarah Taylor and Anju Jain from India).

In the shorter format, Chetty dismissed 70 batters (42 catches and 28 stumpings) after making her T20I debut in August 2007. At the crease, the unassuming right-handed batter stacked up 2 703 ODI runs, including 16 half-centuries and a top score of 95 against Ireland in 2016. Meanwhile in the T20 format, Chetty recorded 1 117 runs at a strike rate of 88.09, adding five fifties.

Among the remarkable achievements in Chetty's career, she also became only the second player to notch up a half-century and make five dismissals in a match in Women's ODI cricket when she scored 53 and grabbed four catches and a stumping against Sri Lanka in 2013.

During her tenure as the number one 'keeper' for South Africa, Chetty featured in four 50-over World Cups (2009, 2013, 2017 and 2022) as well as all but one (2018 – injured) ICC Women's T20 Cricket World Cups between 2009 and 2020, playing a key role with the gloves to help the Proteas achieve four semi-final appearances across the two formats.

## Dané van Niekerk

Renowned Proteas all-rounder, Dané van Niekerk, has confirmed her official retirement in March 2023 from all forms of international cricket after a career that spanned more than 14 years.

The 29-year-old enjoyed an illustrious international career for South Africa, representing her country on 194 occasions, including 107 ODIs, 86 T20Is and a single Test match against India in 2014.

Beginning her career in March 2009, the former Proteas captain recorded 2 175 runs in ODI cricket, with nine half-centuries and a career-best score of 102 against Sri Lanka, while amassing a further 1 877 runs in T20 cricket, notching up 10 fifties.

With the ball, the leg-spinner bagged 204 international scalps overall (138 in ODIs, 65 in T20Is and one in Tests), including recording-breaking figures of four for zero during the ICC Women's Cricket World Cup 2017 against the West Indies in Leicester, England.

Among Van Niekerk's other notable records, the Tshwane-born star is one of only six female cricketers to claim more than 1 000 runs, 50 wickets and 50 catches in the One-Day format, while also having the fourth-best bowling strike rate (5.0) recorded in the history of Women's ODI cricket.

Van Niekerk also led South Africa as one of the best and most-capped captains in the country's history, walking out in 50 ODI encounters, winning 29 matches (61.22%), between 2016 and her last international appearance in September 2021. In the shorter format, Van Niekerk skippered the nation to 15 victories in 30 matches (50%).



TRISHA CHETTY

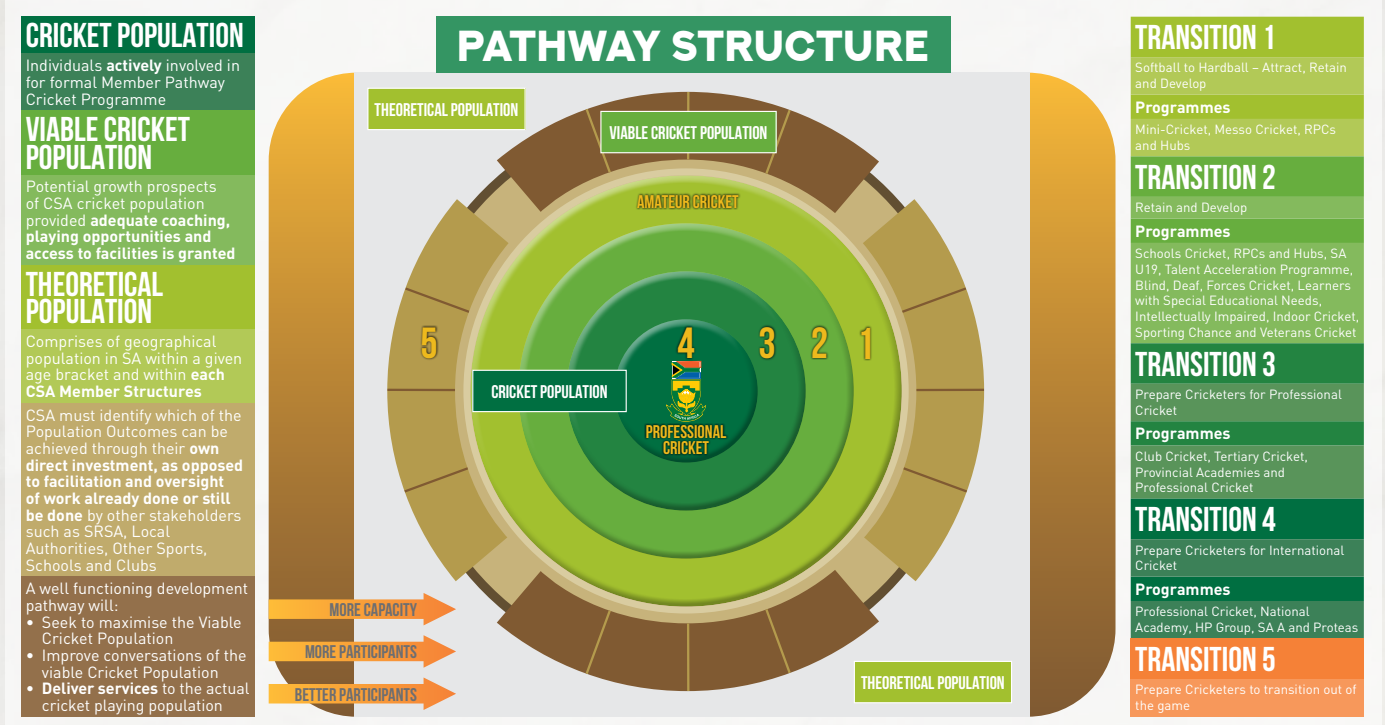
DANÉ VAN NIEKERK

## CRICKET PIPELINE MODEL

The CSA pathway model aims to provide positive experiences to all participants through a functional development process that:

- Seeks to maximise the viable population;
- Improves conversation of the viable population; and
- Delivers services to the actual cricket-playing population.

The following depicts the CSA Cricket Pipeline Model:



### Objectives of the model

The Cricket Pipeline Model's objectives are to transition players through various developmental stages, each stage accompanied by targeted programmes as indicated in the figure. The five transition stages are:

- **Transition Phase 1** – Attract, retain and develop;
- **Transition Phase 2** – Retain and develop;
- **Transition Phase 3** – Prepare cricketers for professional cricket;
- **Transition Phase 4** – Prepare cricketers for international cricket; and
- **Transition Phase 5** – Prepare cricketers to transition out of the game.

### Building a legacy

CSA and its collaborators have an opportunity to build something special that leaves a lasting influence on how the game is coached and played in South Africa. Our country is unique, diverse, and provides the backdrop for a distinctive approach to building the DNA of South African cricket. It is an ideal time to bring together all our diversity into a unified approach to develop cricketers who can achieve excellence on the field of play. The game of cricket is moving forward. CSA is thinking ahead to where

the game could possibly be in 15 years, and to plan for that now, while maintaining high standards of excellence. The intent is to show the pathway for elite cricketers within the system in South Africa.

### IDENTIFICATION, DEVELOPMENT, AND RETENTION OF TALENT

CSA uses its Talent Acceleration Programme (TAP) (*refer to page 34*) which is driven by the Leads and Coaching Framework coaches to identify the promising talent within the various pockets of excellence in our pathway.

### Development programmes

CSA's development programmes start at foundation phase with KFC Mini-Cricket, and participants can transition into hardball at primary and high school levels. The junior (providing more match content) and senior club cricket programmes nurture the participation of cricketers. Universities are another important pocket of excellence as they retain and develop cricketers for possible transition into professional cricket (the aim is to develop well-rounded individuals in both academics and cricket). Members within rural regions also have an opportunity to participate at National Age Group and Senior tournaments which enhances CSA's talent identification processes.

Cricket programmes for people with disabilities – including the visually impaired, deaf, and intellectually impaired – receive support from CSA. The support ranges from financial assistance for administrative support, subsidies for participation in provincial tournaments, to CSA presenting nationally selected teams to SASCO for the awarding of colours.

Street and beach cricket is another form of cricket facilitated by sports coaching and development organisation, Sporting Chance, which offers more real playing opportunities within the cricketers' communities.

### New programmes added during reporting period

CSA has successfully piloted the Meso Cricket programme in Limpopo, Mpumalanga and North West. The intention is to roll out this programme countrywide. The objective of Meso Cricket is to bridge the gap between Mini-Cricket and the hardball form of the game. The KFC Mini-Cricket annual drop-off rate is estimated at 60 000 players and CSA sees Meso Cricket as a solution. The identified age group is boys and girls between the ages of 10 and 16 with special focus on areas with infrastructure challenges.

### Challenges affecting retention

Post Covid-19 realities, the natural disasters that occurred in some of the provinces, and the threat of the loss of or lack of maintenance of existing playing infrastructure have contributed to a slight drop in participation numbers. Some of the facilities were vandalised during Covid-19, and CSA is battling due to a lack of resources to return them back into operation. The impact of the natural disasters is another challenge that Members needed to navigate, as municipalities affected had to prioritise the disaster relief efforts rather than spending resources on the maintenance of sporting infrastructure.

### Meeting the challenges

As a sporting code, CSA depends heavily on the municipality sporting infrastructure for the development of the game of cricket (65% of facilities utilised in the cricket eco-system to develop cricket are owned by the municipalities).

CSA developed a Facilities Plan that would ultimately be a strategic document to address the short- and long-term facility challenges within the disadvantaged areas in South Africa. CSA realised further that to make this plan achievable and sustainable, it must be supported by government as CSA is not in the business of building facilities. However, CSA also understands that to grow the game of cricket and give access to those in disadvantaged areas, it must take pro-active steps in ensuring that those who want to play the game of cricket have access to the game. It therefore has a responsibility to join hands with government in the interest of developing potential future stars – we need to drive the implementation of the plan at Member level to maximise usage of existing infrastructure and also to identify potential areas requiring new infrastructure when the need arises.

### CSA pipeline successes

Momentum Proteas left-arm spinner and second in the ICC T20I bowling rankings, Nonkululeko Mlaba, received accommodation and cricket skills support to cut down on her daily five-hour travelling journey to practice.



**“SHE’S JUST TRYING TO WORK ON THE GAME AS MUCH AS SHE CAN. I LOVE THE FIRE THAT’S BURNING INSIDE OF HER. I LIKE HOW SHE SETS THE TONE WITH THE BALL AS WELL. I FEEL LIKE AS A UNIT, WE REALLY THRIVE OFF THAT. SO, I’M HAPPY TO SEE THAT SHE’S DOING SO WELL.”**

**~ PROTEAS VICE-CAPTAIN AND TEAMMATE  
CHLOE TRYON**

Tazmin Brits, who produced one of the catches of the tournament that gave her team a huge boost in the semi-final against England at the ICC Women’s T20 World Cup 2023, worked for Spar before being identified for the High-Performance Programme. A monthly stipend and study support from CSA helped her to focus on cricket.



**“SHE IS SUCH A COMPETITOR. SHE WILL INSPIRE THE DRESSING ROOM AND DRAG EVERYONE WITH HER OVER THE LINE. LOOK AT THOSE CATCHES, SHE WAS ALWAYS IN THE GAME. WHEN YOU HAVE HAD TO FIGHT FOR EVERYTHING THAT YOU HAVE EVER RECEIVED IN YOUR LIFE, YOU FIND A WAY IN THE HARD TIMES.”**

**~ MENTOR AND CURRENT NAMIBIA WOMEN’S  
COACH FRANCOIS VAN DER MERWE**

## HUBS AND REGIONAL PERFORMANCE CENTRES

Cricket hubs are effective cricketing centres servicing communities within the area of jurisdiction of a CSA Affiliate or Associate. The objective of the hub is to develop and maintain effective cricketing structures from grassroots level right through to senior cricket. These community centres are geared towards supporting community-based projects while producing players for the CSA pathway.

Partners and collaborators who help make these centres work include the Departments of Basic Education and Sport, Art and Culture (DSAC). The memorandum of agreement with these entities assists the game of cricket to be played in previously disadvantaged communities, providing access to the schools in the townships. The DSAC allocates funding towards hub tournaments. The Ubuntu Addiction Community Trust and Corporate Butterfly contribute their skills in the area of mental health awareness to the hubs.

During the reporting period, Glencore Mines partnered with CSA to erect artificial multipurpose facilities in Rustenburg which will be jointly utilised for cricket, netball and soccer.

**6 367**

Kids benefited from the hub platforms during the reporting period

**70**

Hubs across South Africa

**80%**

Black African beneficiaries

**32%**

Female beneficiaries

Gelvandale Cricket Club in Gqeberha, Eastern Cape, was the National Hub Champion for 2022/23.

## SIX!

The KwaZulu-Natal Cricket Union established the Dolphins School of Excellence during the reporting period. The initiative enhances collaboration between the youth cricket stakeholders. Coordinated by the KZNCU, the main office is based at the Hollywoodbets Kingsmead Stadium. The Dolphins School of Excellence epitomises the pursuit of inclusivity, access and excellence. The school also offers life skills.

Other offerings include:

- T20 Bash: Weekend festival of four matches per team, coloured kit, white ball, and possible fixture at Hollywoodbets Kingsmead Stadium.
- Morning clinic where various skills are developed.
- One-hour group session presented by a current player or qualified coach.
- Tickets to attend the Hollywoodbets Dolphins and Proteas matches.
- An in-depth stadium tour.
- A clinic over two consecutive mornings to develop various skills.
- One-hour professional session presented by a Hollywoodbets Dolphins player or support staff.
- An opportunity to get a behind-the-scenes view of practice sessions.
- Branded kit including a special Delux Sports Company shirt and cap.



## TALENT ACCELERATION PROGRAMME

The Talent Acceleration Programme (TAP) provides coaching and high-performance structure from U16 to U19. The programme is overseen by a system of TAP leads and consultants.

The TAP U16 camps are mostly for black African players to prepare them for the U17 camps in TAP. During the reporting period, three regional U17 camps were held and the identified players from the camps then attended the annual national U17 TAP camp.

**75**

Players attended the TAP regional camps

**25**

Players attended the national TAP camp

Star performers identified at the camps include Liam Alder, who signed a Rookie contract with the Warriors and who will be part of the South African team in 2023; and Richard Seletswane and Kwena Maphaka from Central Gauteng Lions who performed well at the Khaya Majola and Cubs weeks. They are both part of the South African U19 team and still at school until the end of 2024 but should be professionally contracted before that.

Due to budget constraints, the U16 Talent Camp did not take place.

## TERTIARY CRICKET – USSA TOURNAMENTS

University Sports South Africa (USSA) held a meeting in Pretoria on 6 and 7 September 2022 to discuss the role of universities in the South African landscape. All USSA-affiliated universities were invited to attend and contribute to the discussion. The following universities, represented by the cricket manager and/or the head coach, were present:

- University of Pretoria (Tuks);
- Stellenbosch University (Maties);
- Nelson Mandela University (NMU – George and Gqeberha campuses);
- University of Johannesburg (UJ);
- University of the Free State (UFS);
- University of KwaZulu-Natal (UKZN);
- Fort Hare University;
- North-West University (NWU);
- University of Cape Town (UCT);
- Central University of Technology;
- Tshwane University of Technology (TUT);
- Cape Peninsula University of Technology; and
- University of the Witwatersrand (Wits).

## Addressing challenges

**Upskilling of university coaches:** The university representative is now part of the Member provincial structure which will address the concerns raised. The new course fee structure will ensure accessibility to courses and thus more candidates could be catered for.

**Access to CSA consultants:** The CSA Coach Education department will facilitate the process of engagement via an annual coaches conference for varsity cricket.

**Fixture conflicts (professional cricket and varsity tournaments):** This aspect could be managed better in the future. CSA had to complete certain competitions prior to the two ICC Women's (U19/Senior) World Cups and the new SA20 Tournament. CSA notes that the cricket landscape has changed and that private leagues will impact the normal scheduling of a cricket season.

**CSA training camps (conflict with academic commitments):** The High-Performance and Youth/Tertiary Cricket departments will coordinate the TAP camps efficiently to avoid the challenges raised.

**Improving relations between CSA Members and universities:** CSA management will facilitate a discussion between CSA Members and universities impacted by a negative relationship.

**Maximise competitive content for varsity cricket:** Maximising university content is dependent on availability of resources and CSA is pursuing options.

## Highlights

The University of Stellenbosch (Maties) claimed a maiden varsity cup cricket title with a five-wicket victory over the North-West University (Pukke) in a final held at Tuks Oval.

Players who have been called into provincial and national teams before completing their studies include:

- Tony de Zorzi (Tuks – WP);
- Wandile Makwetu (Tuks – Lions);
- Thomas Kaber (Tuks – Border);
- David Bedingham (Maties – WP);
- Calvin Savage (UJ – Dolphins);
- Corbin Bosch (Tuks – Titans);
- Aiden Markram (Tuks – Proteas);
- Lungi Ngidi (Tuks – Proteas);
- Tristan Stubbs (NWU – Proteas);
- Zubayar Hamza (UWC – Proteas);
- Anrich Nortje (NMU – Proteas);
- Bjorn Fortuin (NWU – Proteas);
- Lutho Sipamla (NMU – Proteas); and
- Junior Dala (UJ – Proteas).

## Cricket A and B week

The USSA Cricket A and B week took place in Pretoria from 5 to 9 December 2022. Tuks and Wits won the respective tournaments. For 2023, Wits will replace UCT who were relegated to the B section.

## WOMEN'S CRICKET

### T20 international performance

- The team competed as Team SA in the first ever Women's T20 tournament at the 2022 Commonwealth Games in Birmingham.
- First ever ICC World Cup Final appearance by a South African team (men or women).
- Highest finish at an ICC Women's T20 World Cup.
- Biggest crowd for a women's international cricket match in South Africa (vs Sri Lanka 8 402 – ICC Women's T20 World Cup 2023 Group Stages).
- South Africa recorded their lowest total against in international cricket after dismissing New Zealand for 67 all out during the ICC Women's T20 World Cup 2023 Group Stages.

### One-Day International

- Laura Wolvaardt scored over 3 000 runs in women's ODI cricket for South Africa (the third-most).

### Test Cricket

- The Proteas Women achieved a draw in their first Test match since 2014 against England in July 2022.
- The match included nine Test debutants for the Proteas Women, with the players receiving their first Test caps.
- Marizanne Kapp shone in the only Test against England with a record-breaking 150 off 266 balls (26 fours) in the first innings, which was the highest score for any female South African in Test cricket.
- Coming into bat as a night watcher, seamer Tumi Sekhukhune provided a rearguard defensive display to score 38 off 134 balls to help the Proteas secure the result.

### Individual accolades

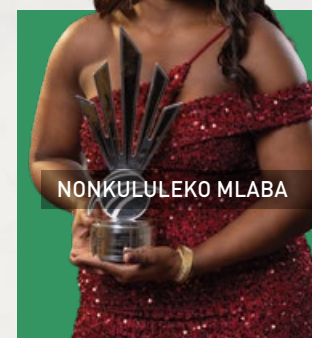
- Momentum Proteas trio Shabnim Ismail, Ayabonga Khaka and Laura Wolvaardt were named in the ICC Women's ODI Team of the Year.
- Laura Wolvaardt finished as top run scorer in the World Cup (230 runs). She also:
  - Scored three consecutive half-centuries in the ICC Women's T20 World Cup 2023, against Bangladesh, England and Australia;
  - Now holds the highest average in T20 Internationals for South Africa (30.82 in 49 innings); and
  - Recorded her 1 000<sup>th</sup> run in T20I cricket.
- Nonkululeko Mlaba finished the season as the second highest-ranked T20I bowler.



LAURA WOLVAARDT



SHABNIM ISMAIL

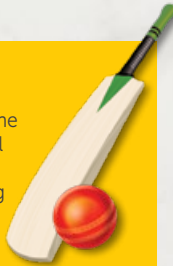


NONKULULEKO MLABA

- There were 50 T20I caps for Masabata Klaas, Ayabonga Khaka, and Laura Wolvaardt.
- There were 100 T20I caps for Sune Luus (vs Bangladesh Group Stage World Cup).
- Masabata Klaas picked up the eighth-best figures in T20I for South Africa – 4/21 against West Indies – Women’s T20 Tri-Series in South Africa).
- Tazmin Brits broke the record for the most catches taken by a South African in a T20I – four catches vs England (semi-final).
- Shabnim Ismail has now taken the most catches in South Africa’s women’s T20I history with 36 catches in 113 matches.
- Laura Wolvaardt and Tazmin Brits recorded the fifth-highest women’s T20I partnership of any wicket for South Africa (117 runs).

## SIX!

Access to women’s cricket received a boost from the NLC who assisted CSA with launching T20 National Competitions for Clubs and Schools as part of the legacy outcome of the two World Cups held during the reporting period. In addition, priority and empowerment programmes were conducted for coaches and match officials (umpires and scorers).



### Improving the quality of women’s cricket

Following the loss to Australia in the Final of the ICC Women’s T20 World Cup, discussions have started to professionalise women’s cricket in the country for the 2023/24 financial year. This has been boosted by the financial support from national government to aid in the process of professionalising women’s cricket.

**17 500**

Junior female players

**4 150**

Senior female players

**664**

Qualified and active female coaches

**61**

Qualified and active female umpires

**1**

Qualified and active female match referee

**65 980**

Female participants in the various forms of cricket including hard ball, soft ball, and modified cricket

### Women’s U19 and High Performance

The ICC Women’s U19 World Cup was a new addition to women’s cricket. The South African Women’s U19 team achieved an 83% win rate and the high-performance team, known as SA Emerging, recorded a 20% win rate.

Challenges experienced include inadequate time, due to budget constraints, to prepare the teams and less contact time with the high-performance players due to the lack of a full-time academy.

Highlights included:

- Win rate for the U19 World Cup of 83%;
- Wicket-keeper Karabo Meso’s inclusion in the ICC U19 Women’s T20 World Cup Team of the Tournament;
- Tazmin Brits and Nonkululeko Mlaba awarded with national contracts (2022); and
- Delmi Tucker, Anneke Bosch, and Nadine de Klerk awarded with national contracts (2023).

**10**

High-performance contracted players

**6**

National Academy players

**15**

South Africa U19 players



Tri-Series winners



KARABO MESO

## PROTEAS MEN

### Recognition

Temba Bavuma was appointed as the Proteas' Test captain as part of a restructure within the leadership of the national team. Kagiso Rabada was named in the ICC Men's Test Team of the Year as well as being nominated for the 16<sup>th</sup> Annual SA Sport Awards People's Choice Awards, while Marco Jansen was nominated for the Newcomer of the Year award.

### Test Cricket

The Proteas finished third in the ICC World Test Championship log for the period 2021–2023. Temba Bavuma struck his first century in seven years, a magnificent 171 off 275 balls against West Indies. It was his second test career hundred.

### One Day International

The Proteas secured the eighth and final qualifying berth for the 2023 ICC Men's Cricket World Cup to be played in India later this year.

Aiden Markram cracked 175 runs off 126 balls to set up South Africa's emphatic 146-run win over the Netherlands in the third ODI at the Wanderers.

Rassie van der Dussen scored his career-high score of 134 runs from 117 balls against England at Chester-le-Street.

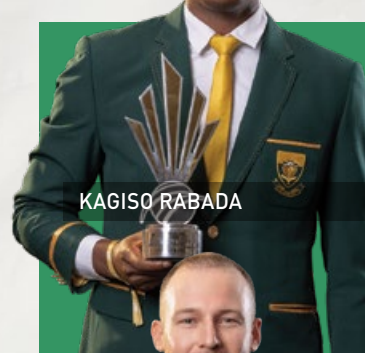
Sisanda Magala was the pick of the bowlers for South Africa as he picked up his debut five-wicket haul against Netherlands. He finished with 5/43 in nine overs.

### T20 International

- Quinton de Kock scored his maiden 100 from 44 balls faced against West Indies at SuperSport Park.
- The Proteas' team holds the record for the highest run chase in T20 cricket – they chased 258/5 against West Indies and attained a score of 259/4.
- Temba Bavuma led the Proteas with the bat in a T20I including a 100 against West Indies at Buffalo Park.
- Quinton de Kock and Reeza Hendricks shared an opening stand of 152 runs from 10.5 overs.
- David Miller achieved 2 000 career runs and scored his second career 100 against India at Guwahati.
- Tabraiz Shamsi achieved his career best bowling figures of five wickets for 24 runs against England at Southampton.
- Reeza Hendricks scored four consecutive 50s in series matches against England and Ireland.



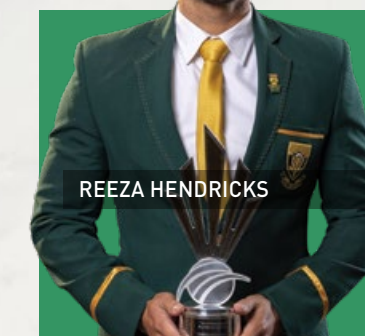
TEMBA BAVUMA



KAGISO RABADA



DAVID MILLER



REEZA HENDRICKS



AIDEN MARKRAM



West Indies series winners

## New initiatives

New initiatives during the reporting period include the split of the white and red ball coaching staff and inclusion of skills coaches per format for both male and female national teams. In addition, CSA piloted a new approach towards selection by holding the coach accountable for the selection of the starting XI and squad.



### We salute Dwaine Pretorius

Since making his international debut in 2016, the 33-year-old has represented South Africa across all three formats in 30 T20I, 27 ODIs and three Tests. He has also featured in two World Cups.

Pretorius impressed in the T20I arena and holds the record for the best figures by a South African bowler in T20Is with his 5-17 against Pakistan in 2021. Later that year, he went on to pick up nine wickets in the ICC Men's T20 World Cup in the UAE. He also has 261 runs to his name at a strike-rate of 164.15.

His performances for the Proteas have earned him stints in leagues around the world including the Indian Premier League, The Hundred, Caribbean Premier League and most recently, the inaugural SA20.

## DOMESTIC PROFESSIONAL CRICKET

### Domestic competition highlights

- Hollywoodbets Dolphins were crowned champions of the 4-Day series for Division 1.
- Tony de Zorzi's unbeaten 304\* runs set a new record as the highest individual first-class score by a batter at Newlands. His knock included 28 boundaries and seven maximums.
- Northern Cape Heat successfully defended their 4-Day Series title after finishing first in Division 2.
- DP World Lions successfully defended their One-Day Cup title for Division 1.
- Six Gun Grill Garden Route Badgers were crowned champions of the One-Day Cup for Division 2.
- The Momentum Multiply Titans (271/3) and the ITEC Knights (230/9) were in an encounter that broke the world record for the highest match aggregate in a T20 game.
- Dewald Brevis blasted 162 off 57 balls to record the highest individual score.
- Momentum Multiply Titans won the T20 title.

### Promotion/Relegation

The automatic relegation applies to the Division 1 teams and the automatic promotion applies to the Division 2 teams. The automatic promotion and relegation system for the first term of the new domestic restructure has been in effect for over two years.

- The KwaZulu-Natal Inland and AET Tuskers team gained promotion to CSA Division 1 for the 2023/24 season.
- ITEC Knights were relegated to CSA Division 2 for the 2023/24 season.
- Momentum Multiply Titans finished on top of the combined log of two seasons.

## CSA PROMOTION – RELEGATION 2021/22–2022/23 STANDINGS

	2021/22			2022/23			TOTAL
	4-DAY	1-DAY	T20	4-DAY	1-DAY	T20	
<b>Division 1</b>							
Momentum Multiply Titans	15	10	10	7	5	15	62
DP World Lions	7	15	1	5	15	3	46
Hollywoodbets Dolphins	5	0	5	15	0	10	35
GbetsRocks	3	1	15	1	3	7	30
Dafabet Warriors	10	2	2	10	1	2	27
Six Gun Grill Western Province	2	5	7	3	10	0	27
North West Dragons	0	7	3	0	7	1	18
ITEC Knights	1	3	0	2	2	5	13
<b>Division 2</b>							
AET Tuskers	7	15		10	15		47
Northern Cape Heat	15	10		15	5		45
Six Gun Grill Garden Route Badgers	10	7		1	10		28
Eastern Cape Iinyathi	5	3		7	7		22
Eastern Storm	0	1		5	3		9
Mpumalanga Rhinos	3	5		0	1		9
Limpopo Impalas	1	0		3	0		4



## INCLUSIVE CRICKET

### TRANSFORMATION STATEMENT

CSA's transformation statement remains in place and maintains that all South Africans must have access and fair opportunities and support to be part of cricket, on and off the field. The company's strategic pillars are well represented in both the statement and commensurate interventions to advance transformation in terms of access and inclusivity without compromising excellence.

During the reporting period, CSA decentralised the transformation function and made it part of the performance areas of each Executive Director. A Transformation Manager reports to the CEO on matters related to this objective. This approach broadens the reach of transformation endeavours as it looks holistically at transformation within CSA, its various supply chains, and in terms of the game of cricket on the field.

### CSA TRANSFORMATION STRATEGIC OBJECTIVES

The organisation's primary priorities for progress and evolution are outlined in detail in the current transformation strategic objectives. These goals serve as a guide for enacting significant and lasting improvements in numerous areas of the organisation's interactions and operations. The following serves to further clarify the goals.

**ACCESS:** Fostering increased stakeholder participation on and off the field.

**SKILLS AND CAPACITY:** Developing an effective pathway structure (players, match officials and administration).

**DEMOGRAPHIC PROFILE:** Establishment of a sustainable pipeline; participants to reflect regional and local population demographics.

**PERFORMANCE:** Excellence in all spheres of the business, delivering sustainable competitive performances on and off the field of play.

**GOVERNMENT PRIORITIES:** Supporting key government initiatives and sports contribution to a transformed South African society and social cohesion.

**GOOD GOVERNANCE:** Fostering accountability and transparency at all levels.

SINALO JAFTA



## TRANSFORMATION STRATEGY AND TACTICS 2020–2024

TYPE	AREAS OF FOCUS	POLICIES	PROCEDURES AND PROTOCOLS	STRATEGIES	REPORTS	INTERVENTIONS	
1.1	REGULATORY INFLUENCE	Governance/ Companies Act	CSA Mol	Write, communicate, monitor, develop systems and take remedial action. Good governance.	Regular Member engagement.	Report concerns to EXCO/Board.	Appoint mediators where needed.
		National Sports and Recreation Act No. 110 of 1998 (as amended) DSAC National Sports Plan White Paper	EPG undertaking EPG Barometer	Fair opportunity. Participation/growth. Human capital development.	Quality of opportunity. Monitor EPG forecast. Skills development report.	Report concerns to EXCO/Board.	Follow up with CSA Members. Visit where needed.
		Government departments	DSAC/DBE Ops Agreement	Meet government regulatory frameworks.	Regular engagement.	Updates	Provide written and verbal updates.
		SASCOC	Mol/Membership	Regular reporting on Member data.	Quarterly Council meetings.	Updates	Provide written and verbal updates.
1.2	CSA MANAGEMENT	Cricket development programmes at all levels	Presidential Plan	Monitor Member match with Regional Academies (UFH).	Hubs and RPCs (DBE/ DSAC). National cricket weeks.	Report concerns to EXCO/Board.	Impact analysis reports and feedback.
		Allocation of funds	SLA	Strategic Transformation Fund. Activity-Based Funding.	Analysis of application against need and impact.	Report concerns to EXCO/Board.	Impact analysis reports and feedback.
		Selection of teams at all levels	Selection Policy	Set criteria. Engage Selection Committee	Data tracking.	Q of O Reports.	Analysis and report to Coaches and TransCom.
		Employment of staff	Employment Equity Human Resource	Recruitment and EE Policies.	Evaluate Member Barometer on Transformation.	Report concerns to EXCO/Board.	Communicate remedial action.
		Procurement: Goods and services	BBBEE	Procurement System. Asset Register.	Member BBBEE Certification.	Report concerns to EXCO/Board.	Monitor, take remedial action.
1.3	CSA AND MEMBER	Appointment of staff at Affiliates and Associates	Employment Equity	Transformation Barometer in place. Tracker for monitoring.	Evaluate Member Barometer on Transformation.	Report concerns to EXCO/Board.	Communicate concern and monitor change.
		Appointment of coaches, match officials, support staff at all levels	Employment Equity	Transformation Barometer in place. Tracker for monitoring.	Evaluate Member Barometer on Transformation.	Report concerns to EXCO/Board.	Monitor, take remedial action.
1.4	CSA MEMBER	Integrated Transformation data base structure	CSA Strategic Transformation Charter	Data management system updates, tracking and reporting.	Data management system. Data base.	Report concerns to EXCO/Board.	Write, communicate, monitor, take remedial action.
		Setting and reviewing transformation targets for each transformation dimension	CSA Strategic Transformation Charter	Transformation Barometer in place. Tracker for monitoring.	Transformation Indabas to evaluate and set new targets.	Report concerns to EXCO/Board.	Write, communicate, monitor, take remedial action.
		Receiving quarterly feedback on each transformation dimension	CSA Strategic Transformation Charter	Transformation Barometer in place. Tracker for monitoring.	Evaluate Member Barometer on Transformation.	Report concerns to EXCO/Board.	Write, communicate, monitor, take remedial action.
1.5	TRANSFORMATION OFFICE	Annual reporting and feedback system and a prognosis of future performance levels	CSA Strategic Transformation Charter	Transformation Barometer in place. Tracker for monitoring.	Collate comprehensive report based on CSA and Member Barometers.	Report concerns to EXCO/Board.	Write, communicate, monitor, take remedial action.

## NATIONAL YOUTH SERVICE

CSA participated in National Treasury's National Youth Service initiative to address South Africa's youth unemployment crisis. From June 2022, CSA recruited 2 730 youth for six months, with the remaining 400 youth to be recruited during the last quarter of the financial year, totalling 3 130 beneficiaries.

Apart from responding to its transformation objectives, the project allows CSA to be active in its communities and attract youth interest in the game while also developing future administrators, umpires, scorers, and ground-staff.

The first cohort of beneficiaries received training in the areas of ground maintenance, tutoring, coaching, security and event management, and administration. Training for all beneficiaries includes technical training but also training in the areas of personal development, leadership, and youth empowerment.

Some of the beneficiaries were able to transition into temporary employment opportunities:

7

Groundskeepers

5

Tutors

400

Volunteers and support staff for the ICC Women's T20 World Cup SA 2023 and ICC Women's T20 World Cup SA 2023

250

Coaches to help introduce Meso Cricket

As part of the second phase of the project, 400 beneficiaries received training and possible job opportunities at seven CSA implementation partners who were hosting ICC World Cup matches and training matches in 2023 or national/regional weeks. The seven CSA implementation partners were:

- Eastern Cricket;
- North West Cricket;
- Western Province Cricket Association;
- Central Gauteng Lions;
- Northerns Cricket Union;
- Free State Cricket; and
- Cricket Boland.

The benefits are such that CSA hopes to continue with the project with new beneficiaries in the 2023/24 financial year.

This will result in well-maintained hubs (a key contributor to achieving transformation – read more about this on page 34), improved access to cricket facilities in rural and township communities, enhanced participation in cricket, and increased access to learner support programmes and tutorials in mathematics, science and English. It will further contribute to the sustainability and growth of cricket in South Africa, particularly in poor and marginalised communities within the targeted areas, and improve the skills and employability of participating youth.

## WORKING WITH PARTNERS

CSA's success depends on its Members as all programmes are implemented at Member level and players are developed under the auspices of the Members. Government remains an essential partner, especially as transformation requires finances as well as an enabling legislative environment to implement optimally.

A series of meetings took place during 2022/23 between CSA and its Members to discuss the status of transformation, targets and challenges.

The main challenges cited concerned finances. Cricket facilities are expensive to establish and maintain. A lack of proper facilities is one of the reasons for the lack of black batters. Bowlers, for example, run the risk of acquiring incorrect techniques if playing on sub-standard surfaces.

Socio-economic issues also affect CSA and its Members. For instance, when a promising player is identified, CSA must often address the individuals' difficulties in terms of providing food for them and their families.

These are real issues that affect the achievement of transformation targets and necessitate the involvement of more partners and collaborators.



KAGISO RABADA



## MANUFACTURED CAPITAL

Manufactured physical objects (as distinct from natural physical objects) that are available to an organisation for use in the production of goods or the provision of services, including buildings; equipment; and infrastructure (such as roads, ports, bridges, and waste and water treatment plants). Manufactured capital is often created by other organisations, but includes assets manufactured by the reporting organisation for sale or when they are retained for its own use.

~ International <IR> Framework

In CSA's case, Affiliate Members are responsible for manufactured capital such as stadiums, hubs, regional performance centres and the academies supporting cricket activities.



### PROGRESS AGAINST STRATEGIC PILLARS

- Security upgrades improve safety of fans, increasing their willingness to attend matches.
- Attractive facilities raise the profile of cricket with fans and players, locally and internationally.
- Compliance to regulations attests to a professionally run game with added investor potential.
- Improved training facilities contributes to player development and performance.

## STADIUM UPGRADES

### BORDER CRICKET

Building-related upgrades at the Buffalo Park Cricket Grounds in the Eastern Cape during the year under review include:

- Moving the scorers' box out of the players and match officials area (PMOA) with the necessary re-cabling and connection to a new server;
- Moving the match referees' room into the PMOA area and upgrading with new chairs, carpets, paintwork, and an eating area to host the match referee and third umpires;
- Converting the match referees' room into an anti-corruption room where upgrades are still being made;
- Upgrading stadium light pylons;
- Upgrading scoreboard structure to protect it against rain damage;
- Replacing the stolen CCTV system on chalets; and
- Replacing the TV podium's non-operational garage doors that posed a risk to the flooring.

All the upgrades were completed, except for the light pylon upgrades that require additional attention.

#### Value added

The stadium is now fully compliant with regards the PMOA and aligns with CSA and ICC regulations. The scoreboard risk has been minimised in that the electronics will not be damaged when it rains and will remain fully functional. The new operational lights supply artificial lighting for matches and the crowd. The safety of spectators at the back of the stadium as well as chalet holders' safety has been improved with the assets now fully under surveillance. The camera man can now safely operate the one TV platform.

#### Investment

The entire cost thus far amounts to R1 683 998. The costs were funded by Border Cricket. CSA assisted in an advisory capacity with regards the match referees' room, the anti-corruption room, and the new scorers' box.

### EASTERN CRICKET

Building upgrades at the Willowmoore Park Cricket Stadium in Benoni, Gauteng, included:

- The academy building on the B field was upgraded for the ICC Women's U19 T20 World Cup. Rooms were painted, plumbing and electrical repairs done, and the roof repaired. Wi-Fi networks were also connected on the B field.
- The grandstand was revamped, painted, and rusted poles were removed. Seats were also removed. These improvements ensured Safety at Sports and Recreational Events Act (No. 2 of 2010) compliance and meeting all regulatory and safety standards ahead of the U19 World Cup and further domestic fixtures.

All the upgrades were completed. A new CEO joined on 1 June 2023 and plans are in place to complete further stadium upgrades in the next 12 months.

#### Value added

The rooms in the building can now be utilised as change rooms. The dining hall is fit for purpose with cupboards and a sink. Meetings and courses can be conducted in the building, thus alleviating the pressure from accommodating meetings and courses in the Presidential Suite. The scorers can utilise the Wi-Fi network connections on the B field. Overall, the earlier dilapidated visual appearance of the stadium has been improved and a regulatory certificate of compliance was issued.

#### Investment

CSA invested about R200 000 and the union also contributed towards the overall cost.

## FREE STATE CRICKET

Upgrades by Free State Cricket during 2022/23 included:

- The chalets and the Longroom at the Mangaung Oval were upgraded. General maintenance and structural improvements, such as reinforcing the chalet structures and the Longroom balcony, and painting, were completed.
- The outside spectator bathrooms were repainted.
- New nets were built at Heidedal practice facilities.

### Value added

Spectator safety is one of the Union's main priorities. Upgrading these structures greatly benefits spectator safety and comfort. The bathrooms needed a facelift, provided for by the repainting. The new nets offer proper training facilities to club cricketers.

### Investment

The cost of the upgrades amounted to R150 000 and was funded by Free State Cricket.

## MPUMALANGA CRICKET

Upgrades during the reporting period include general plumbing and electrical maintenance at the office and indoor facility as well as the relocation of sponsored temporary changerooms to the field.

Upgrades the change rooms are still ongoing due to fire damage.

### Value added

The infrastructure upgrade enables Mpumalanga Cricket to host women's and Academy fixtures at less cost in the future.

### Investment

Mpumalanga Cricket invested R70 000 of the total R150 000 spent on the change rooms.

## KWAZULU-NATAL INLAND

The Pietermaritzburg Oval hosted the opening of the KwaZulu-Natal Legislature during the reporting period. Preceding this event, the municipality made upgrades to the value of R100 000 to the stadium in the form of painting, refurbishing the toilets, re-painting and marking of the parking bays, and painting of the turnstiles.



The Mangaung Oval in Bloemfontein



The Pietermaritzburg Oval

## NORTHERNS CRICKET UNION

The hospitality area – AB de Villiers Suite (sponsored by Castle) – was upgraded as well as the children’s play area.

Upgrades included free Wi-Fi installation, sponsored by Meta, in all private suites and half of the grandstand (in the main pavilion). The President Suite was upgraded with new chairs on the balcony area.

A Dairymaid sponsorship made it possible to upgrade the children’s playing area with new equipment on the eastern embankment.

Maintenance work has commenced on the stadium, which forms part of a two-year phased plan totalling R10 million. For the period reported, maintenance work already performed on the stadium totalled approximately R3.5 million.

Phase 2 of the Wi-Fi installation will see a roll-out to the entire stadium.

### Value added

The modern hospitality facilities effected an increase in revenue.

### Investment

A monetary investment of R4.5 million and a value-in-kind investment of R2 million. CSA assisted with advice regarding the Wi-Fi project.

## KWAZULU-NATAL CRICKET UNION

The following upgrades were made during 2022/23 by the KZNCU:

- Food courts, specifically Castle Corner and Hollywoodbets Chow Corner.
- Castle deck: A hospitality deck was built with a prime view.
- High-Performance Centre: The KZNCU built its own gym, which now serves all professional teams – men and women, academy as well as the high-performance school programme.

- The main entrance was upgraded to a facial reader system and a neat-looking guard hut.
- The SAB Walk of Fame: A display of magic moments at Kingsmead since unification was installed to celebrate history and instil a sense of pride.

All the upgrades have been completed. Various other projects are in progress, for example a deck is being built on the west stand which will become another premium space for match days and non-match days. In addition, the west stand timber areas are being replaced with precast concrete.

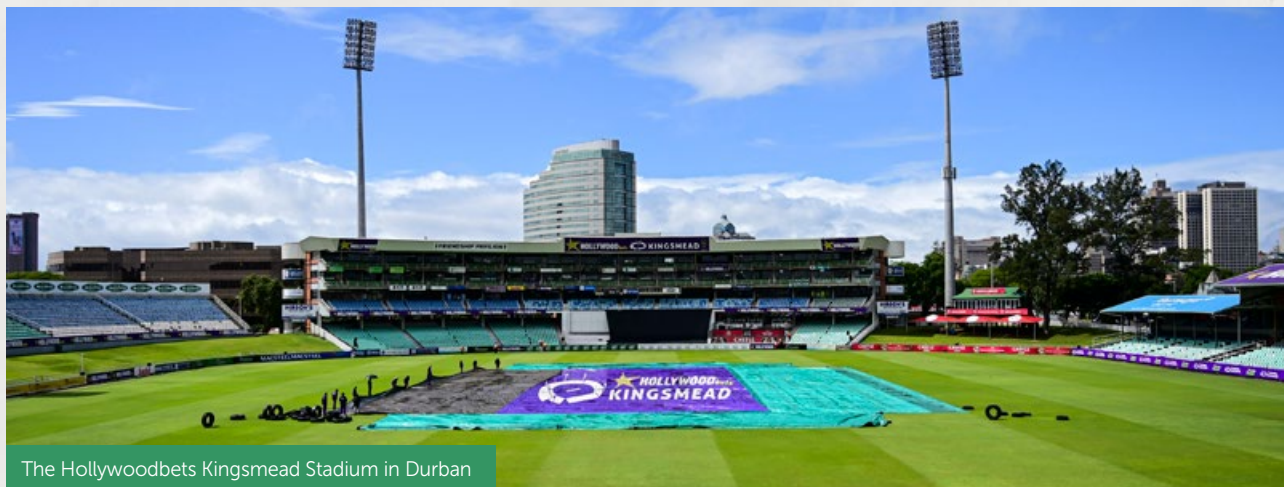
### Value added

The upgrades have significantly improved the safety and security of all stakeholders. Other benefits include:

- The food courts’ upgrade has created a significant improvement in the food and beverage offering as well as the fan experience. Clearview fencing was erected which now enables the fan to view the team’s warm-up session while enjoying something to eat and drink.
- The hospitality deck now offers a private premium experience while being part of the stadium vibes. It was built by the sponsor, and income is generated through sales on match days as well as functions on non-match days.
- The high-performance centre initiative has attracted various professionals ranging from physiotherapists, biokineticists, dieticians and massage therapists who rent space from KZNCU. This has also created the perfect opportunity to attract interns, one of whom has now been appointed as a full-time women’s strength and conditioning coach. The facility is self-sustainable with maintenance and annual upgrades offset against the income received from tenants.
- The upgraded main entrance creates a good first impression with visitors as well as being a tool to track traffic through the gates consistently. This tool is also used to calculate overtime for stadium staff.

### Investment

The financial investment was in the region of R12 million, of which partners contributed R9 million.



The Hollywoodbets Kingsmead Stadium in Durban



# NATURAL CAPITAL



All renewable and non-renewable environmental resources and processes that provide goods or services that support the past, current or future prosperity of an organisation. It includes air, water, land, minerals and forests; and biodiversity and eco-system health.

~ International <IR> Framework

In CSA's case, natural capital mostly includes energy and water.

## PROGRESS AGAINST STRATEGIC PILLARS

- Preparing for loadshedding keeps players on the field and fans in the stadiums.
- Implementing measures to use resources effectively responds to the global Sustainability Development Goals and South Africa's own natural resource imperatives.
- Keeping channels of engagement open with the metros and utilities helps Members to navigate issues such as loadshedding and benefits the game in the long run.

## AFFILIATE MEMBER MANAGEMENT OF NATURAL CAPITAL

### BORDER CRICKET

#### Electricity

Loadshedding was the major factor influencing effective use of the stadium. During international matches, generators were hired to ensure the smooth running of events, with the assistance of the local authority to remove the stadium from the loadshedding grid on match days only. However, during domestic cricket games, when loadshedding occurred, the game had to take place without scoreboards, lights etc.

CSA covered the costs of hiring generators for the Women's Tri Series and Men's International to ensure the smooth-running of the cricket matches.

Looking forward, the stadium is investigating possible solar power or generators to supply power to the stadium.

#### Water

The stadium relies completely on municipal water. Going forward, the stadium is looking into a water catchment system (from the roofs) as well as a borehole water system to supply water to the stadium and maintenance practices of the grounds.

**“EVEN THOUGH KWAZULU-NATAL PROVINCE WAS UNDER STRAIN FROM THE NATURAL ELEMENTS SUCH AS RAIN THAT LED TO FLOODING, THE KZNCU WAS FORTUNATE NOT TO SUFFER ANY SEVERE DAMAGES.”**

### EASTERN CRICKET

#### Electricity

Loadshedding continued to affect all involved with the union which tried to be proactive to ensure its productivity remains unaffected. Eastern Cricket invested in inverters to ensure that the telephone lines and network were connected at all times. During matches, generators were hired when necessary.

Going forward, a feasibility study into renewable energy (mainly solar) needs to be conducted to circumvent the stadium's reliance on Eskom. Inverters and generators are deemed a temporary and costly solution and the new CEO deems it vital to be proactive with regards to renewable energy in the coming years.

### FREE STATE CRICKET

#### Electricity

Loadshedding was not a big concern as Free State Cricket has agreements in place with the local electricity provider and municipality to remove the stadium from the grid when games are hosted.

Summer brought with it several thunderstorms. During one storm the sound system and one pylon was struck and incapacitated. These items are insured and have already been repaired.

#### Water

Free State Cricket aims to adhere to the following water-related standards:

- Clean warm water for showering, and water for use in toilets;
- Bottled water for drinking; and
- Regular and proper water supply to maintain cricket fields.

Free State Cricket has a borehole which it uses to maintain its playing surface and nets, saving the union a huge amount of money on utility costs. It prioritises good general maintenance, and it also nurtures its relationship with the City and local municipality.

## LIMPOPO IMPALA CRICKET

### Electricity

Loadshedding, exacerbated by lingering Covid-19 remote-working practices, has created a severe uncertainty and altered staff behaviour in terms of remote working and administrative processes that require the Internet. Inadequate power supply impacts the output of employees and negatively influences cricket events.

Limpopo Impala Cricket finalised a contract with a business that will provide a generator (50 kVa) for the offices.

Going forward, discussions with staff are proposed on issues relating to remote working and means to address these.

### Water

Water is used at events in many ways – from hydration to sanitation – and it is a most precious resource.

For the purpose of being able to offer an adequate water supply to the main fields, Limpopo Impala Cricket has repaired some of the water supply tanks and a few irrigation pipes. The system has a capacity of approximately 60 000 litres of water which is anticipated to be filled from the boreholes.

Limpopo Impala Cricket takes note of the following water-use efficiency tactics:

- Hiring mobile toilets for the reduction of water use;
- Regularly checking for water leakages from taps etc.;
- Opting to use water-efficient equipment;
- Allocating a responsible staff member to ensure water systems are appropriate; and
- Providing drinking fountains.

## MPUMALANGA CRICKET

Fire from the open area next to the field damaged the changerooms and restoration is ongoing.

Mpumalanga Cricket rents a first-class facility that practices efficient resource use. Going forward, and per agreement with the Witbank Golf Club, the Affiliate Member plans to use part of the golf course's allocated water supply from the Witbank Dam as a substitute for municipal water.

## KWAZULU-NATAL INLAND

### Electricity

The stadium does not have a generator, resulting in loadshedding negatively impacting the staff and their fulfilment of responsibilities in that they do not have access to WiFi when the power is out. As the entity is new and accruing resources (to enable mitigating the effects of loadshedding) takes time, this has been an especially trying challenge.

### Water

The stadium currently utilises municipal water. Once this new Affiliate achieves financial stability, it intends to install water-saving tanks at the stadium as an alternative water supply.



TEMBA BAVUMA  
AND DAVID MILLER



## NORTHERNS CRICKET UNION

### Electricity

Stadium operations (SuperSport Park) were significantly impacted by loadshedding. An estimated R3 million was spent on generator rental and a further R800 000 on diesel. (For perspective, the average yearly electricity bill totals approximately R2.4 million).

### Water

During the past season, only two weekends of the six months of scheduled club cricket were affected by rain. A challenge experienced is that the services and support that are usually provided to club fields by the city council are decreasing. Clubs that utilise municipal facilities for matches had to fully maintain the facility without any assistance from the council during the reporting period.

Major flooding was experienced during the December rain season. The River End parking area was flooded, which resulted in damage to the perimeter fence and a part being washed away. Fortunately, these incidences did not impact matches.

Northern Cricket Union's irrigation system has a variable speed drive which ensures that the system is pumping at optimal pressure. Water is delivered head-to-head to ensure even coverage. The system is also fitted with a master solenoid to prevent water loss.

Irrigation water is drawn from a borehole, and longer irrigation cycles are implemented less frequently to ensure more efficient watering of the entire profile. This helps encourage longer root growth resulting in stronger turf that is more resistant to stress. The outfield is irrigated during the night to avoid evapotranspiration. For further water savings, additional pipes have been laid to clean pavilion chairs with borehole water.

### Further sustainability measures

SuperSport Park is currently busy with three feasibility studies:

- Generating 1MW of solar electricity to sell back to the City: The stadium has ample space on the roof to facilitate this. The challenge currently is that Cape Town is the only municipality willing to purchase electricity.
- Recycling: A business model to recycle all waste in the stadium is being developed. As only about 25 events a year are hosted, the challenge is to have a profitable model for this.
- Borehole/rainwater for the stadium: A plan to run the stadium on borehole/rainwater with the purpose of eliminating the use of municipal water is being developed. Dolomite is, however, a concern.

## SOUTH-WESTERN DISTRICTS

### Electricity

During the reporting period, and going forward, South-Western Districts made the necessary provision for alternative electricity supply to counter loadshedding at the premises.

## KWAZULU-NATAL CRICKET UNION

### Electricity

Loadshedding has not interfered with any business operations. Upgrades made during the year include replacing all stadium lights, except for floodlights, with energy-saving LED lights. Motion sensors have been installed in certain strategic places to ensure that lights are used in an optimal manner. Air-conditioners have also been replaced with more energy-efficient units. The process to go green is a continuous effort and a conscious mindset to do things in a more sustainable manner.

Going forward, the biggest plan is to replace the floodlights with LED lamps. This will ensure a significant reduction in energy consumption.

### Water

Even though KwaZulu-Natal province was under strain from the natural elements such as rain that led to flooding, the KZNCU was fortunate not to suffer any severe damages. From a playing point of view, only one home match was abandoned due to persistent rain.

KZNCU operates in line with the National Water Act of 1998 (Act No. 36) which ensures that South Africa's water resources are protected, used, developed, conserved, managed and controlled in a sustainable and equitable manner, for the benefit of all people.

Hollywoodbets Kingsmead has embarked on a mission to go green. In aid of this, KZNCU installed a water plant that makes use of a borehole system that feeds the water to a filtration plant where the water is purified and then fed back into the Hollywoodbets Kingsmead system for irrigation and drinking purposes. This has enabled KZNCU to use water more efficiently and has since led to significant savings.

## INTELLECTUAL CAPITAL

Organisational, knowledge-based intangibles, including intellectual property such as patents, copyrights, software, rights and licences; and 'organisational capital' such as tacit knowledge, systems, procedures and protocols.

~ International <IR> Framework



### PROGRESS AGAINST STRATEGIC PILLARS

- Ensuring the safety of children and vulnerable people makes the game attractive to new young players and their communities.
- Ongoing personal professional development impacts organisational excellence and makes for positive brand ambassadors.
- Well-trained staff being noticed by the international community raises the profile of South African cricket and gives us more positive news to share to encourage participation from all South Africans.
- A visible cricket brand associated with positive experiences grows the fanbase of the game, the potential pipeline, and potential sponsors.
- Record numbers of fans returning to the stadiums, enjoying world-class events, and positive social media sentiment underline the ability of cricket to positively impact our nation's social cohesion.
- Reliable and up-to-date technology solutions add to the positive experiences of cricket supporters and the users of technology.

## CHILD PROTECTION AND SAFEGUARDING POLICY

Phase 1 of the Safeguarding Policy was implemented in the off-season of 2022, where all CSA Member Programme Coordinators and coaches working with children and vulnerable people were trained on the Safeguarding Awareness Certificate, and vetted against the Criminal Record Check, Sexual Offenders and Child Protection Registers.

The Phase 1 rollout of this project also saw all the programme coordinators trained as Designated Safeguarding Officers.

The Member Programme Coordinators and their stakeholders will play a critical role moving forward in maintaining safeguarding practices in various cricket programmes to which they are assigned, and in tournaments that form part of those programmes.

There are, unfortunately, a lot of coaches in the various programmes in our structures who continue to coach without the required CSA accreditation. This poses a huge risk to children and vulnerable people from harm and abuse.

To this end, CSA Cricket Services will roll out Phase 2 of the policy to its stakeholders during Child Protection Week (May/June 2023) to emphasise the need of creating safe environments in the game of cricket. We urge all role players to cooperate with CSA and Member offices in creating safe environments for children and vulnerable people in our game. Safeguarding compliance by CSA and all its Affiliates will be a priority for the foreseeable future.

## ONLINE PERSONAL DEVELOPMENT PLANS AND SKILLS DEVELOPMENT

Personal development will be approached differently with the roll-out of the digital performance management system (refer to page 9) that commenced during the period under review.

The online system will contribute to overall operational excellence by empowering employees with a day-to-day view of their progress and ongoing opportunities to identify, in consultation with their respective managers, development needs such as long-term learning (professional qualifications), short courses or internal training, such as the risk management training offered during 2022/23.

Though the playing staff follow daily training programmes, they also have personal development plans with set targets that are monitored and reviewed. The plans detail the training needs and include, among other interventions, training camps. It might also include educational or

academic training should, for example, the player wants to improve their academic dexterity to enrol into a university at a later stage or to have a qualification to fall back on.

CSA's personal development plans also make provision for movement within the company. For example, should an employee from the playing side wish to move into the administrative side of CSA, the company offers support to obtain the necessary professional qualifications.

Apart from technical training, CSA has also invested in soft skills training as a vital component of good leadership. A CSA Leadership Development Programme for management, which included an Enneagram session (group and individual) and covered topics such as *Leading Others* and *Conflict Management*, was held during the year and will also include the Group Coaching Circle which will be completed in the new financial year.

### Demographic breakdown of programme participants:

AFRICAN	COLOURED	INDIAN	WHITE	MALE	FEMALE
18	2	1	4	17	8

25

CSA employees benefited from the Leadership Development Programme

## CSA ELITE COACH DEVELOPMENT PROGRAMME

The CSA Coach Education office introduced the Elite Coach Development Framework to support the development of its professional coaches. CSA is pleased to announce that through this programme, we have managed to have six of our senior coaches qualifying with the CSA High Performance – Level IV Certificate. These coaches are:

- Dinesha Devnarain;
- Imraan Khan;
- Michael Smith;
- Justin Sammons;
- Rivash Gobind; and
- Wandile Gwavu.



### We salute Dinesha Devnarain

Dinesha Devnarain, a former Proteas Women cricketer, has become a pioneering figure in South African cricket. After a notable playing career representing the national team, she transitioned to coaching, inspiring the next generation of cricketers.

As a player, Devnarain showcased her talents in 29 ODIs and 22 T20Is for South Africa, including the ICC Women's T20 World Cup in 2009. However, her passion for the sport led her to coaching, where she achieved the distinction of being the first woman to receive a Level 4 CSA Coaching certificate in the country, helping to break barriers for female coaches.

Currently serving as head coach for the SA U19 Women's team and the Women's National Academy, Devnarain plays a crucial role in nurturing young talents. Her invaluable experience as a former international player adds depth to her guidance and expertise.

Under her leadership, the junior Proteas Women achieved an impressive fourth-place finish in Group A (Super Six) during the inaugural ICC Women's U19 T20 World Cup in January 2023, losing only one game throughout the competition.

The Elite Coach Programme has contributed to the individual development interventions identified for each coach that emanated from the CSA performance management process in conjunction with the Member CEOs.

The two Coaches' Conferences hosted by Cricket Services has also given birth to the new cricket brand and philosophy that CSA coaches and players adopted as we look to entrench a new style of play that will enable our teams to compete and win on the world stage. Cricket Services will continue to support the development of coaches through the Elite Coach Development programme and other programmes to achieve CSA's strategic objectives.

**“THE CSA COACHING CONFERENCE 2022 HAS BEEN A FANTASTIC AND REFRESHING ENGAGEMENT. THIS IS THE FIRST TIME THAT THE ELITE COACHES IN THE COUNTRY HAVE BEEN ASKED TO CONTRIBUTE TOWARDS THE ALIGNMENT OF THE CSA PLAYING PHILOSOPHY. THE CHARACTER OF THE PLAYERS, STAFF, AND CONSULTANTS HAS BEEN AT THE FOREFRONT IN A COLLECTIVE BID TO CREATING A PEOPLE-FIRST CULTURE AND PRIORITIZING SAFE PLAYING ENVIRONMENTS. I FEEL THAT THIS CONFERENCE COULD BECOME A CATALYST TO CREATE AN ENHANCED SOUTH AFRICAN CRICKET PRODUCT AND SUSTAIN THE REPUTATION OF SOUTH AFRICAN CRICKET AS A FORCE TO BE RECKONED WITH.”**

**~ MANDLA MASHIMBYI  
DURING THE AUGUST 2022 CONFERENCE**

## MATCH OFFICIALS

Adrian Holdstock has been appointed to the ICC Elite Umpires Panel, joining Marais Erasmus as the second South African afforded this honour.

Kerrin Klaaste was accepted onto the International Panel of ICC Development Umpires after CSA's nomination. She has now become the second female umpire from CSA to be appointed onto the panel. She was subsequently appointed to the inaugural 2023 ICC U19 Women's T20 World Cup that was hosted in South Africa in January 2023, where she stood in seven matches during the tournament. She will also become the second female ever in the history of CSA to be appointed onto the CSA Reserve Panel as of the 2023/24 season.

Both Shandre Fritz and Lauren Agenbag were selected by the ICC to be a part of the Match Officials at the 2023 ICC Women's T20 World Cup. Fritz and Agenbag would go on to be a part of the all-female panel that took charge of the semi-finals held in Cape Town.



### We salute Shaun George

The veteran match official stood in his 50<sup>th</sup> and final T20 international when the Proteas took on West Indies in the third KFC T20I at the DP World Wanderers Stadium in Johannesburg in March 2023.

The 55-year-old was also a standing umpire in 60 ODIs, the last of which came between Namibia and Nepal in Windhoek during December.

"Everyone reaches a stage where they know they've had enough and I'm now at that point," George said. "It's time to hand the baton over and give other guys the opportunity."

One of CSA's most respected umpires, he officiated in over 100 first-class matches, 171 List A or one-day games and 206 T20s.

George was also involved in 26 women's ODIs and 21 T20s, including going to five ICC Women's World Cups. Among his greatest honours was being the standing umpire alongside Gregory Brathwaite of West Indies when England played India at Lord's in the 2017 World Cup final.

## BRAND, MARKETING, EVENTS AND DIGITAL

The organisation's marketing and commercial strategic objectives aim to increase brand equity by creating world-class experiences across all formats, working towards establishing cricket as the most inclusive sport in South Africa; digitally transform to deliver data-driven insights; achieve targeted growth in participation to become the dominant sport in South Africa; and increase revenue and reserves through new business model innovations.

For the period under review, the division has embarked on the following long-term projects:

- Rebuild CSA's brand equity;
- Leverage the interest in cricket and using data-driven insights to assist cricket in becoming the fastest growing sport in the country;
- Host world-class and memorable events; and
- Collaborate with CSA Executives, Affiliates and other stakeholders to identify marketing needs to achieve CSA's vision.



LAURA WOLVAARDT

## REBUILD CSA'S BRAND EQUITY

An internal and external brand equity development programme commenced during the reporting period. Two major focus areas were the establishment of an internal platform (#CSAInsidedge) to enhance a one-team culture and promote organisational collaboration, and conducting a full-scale quantitative and qualitative corporate brand health audit. The latter ascertained the current CSA corporate brand Net Promoters' Score, i.e. measuring customer satisfaction and by extension, the willingness of customers/stakeholders to promote the company and its work. The audit also served to establish CSA's brand strengths and weaknesses. A long-term corporate brand strategy is being compiled drawing from these tools and responding to CSA's revised business strategy.

## LEVERAGE CRICKET INTEREST AND BOLSTER WITH DATA-DRIVEN INSIGHTS

CSA has embarked on an initiative to digitally transform the organisation to deliver data-driven insights across all owned media assets (*read more about our digital transformation on pages 52 to 53*). Some interventions include:

- The launch of a dedicated women's cricket platform featuring bespoke women stories;
- The launch of a dedicated domestic cricket channel; and
- Growing our Facebook following as well as Instagram, Twitter, and YouTube audience engagements.

**> 4 MILLION**

Facebook followers – making CSA the leading sport federation on this platform

**> 28,8 MILLION**

Facebook impressions logged

**> 9 MILLION**

Video views

**> 410 MILLION**

Global impressions of the domestic T20 Challenge

**> 20 MILLION**

Impressions in < six months on the newly launched Proteas Women's Instagram and Twitter channels

In addition, research has been conducted to further examine our various target audiences and how fans engage with each of CSA's products. We continue to reap the rewards from our long-standing relationship with the Customer Relations Management partner.

## WORLD-CLASS, MEMORABLE EVENTS

The reporting period boasted an unprecedented cricket season. CSA hosted multiple international and domestic fixtures, including the inaugural ICC U19 Womens T20 World Cup, the 8<sup>th</sup> ICC Women's T20 World Cup, England, West Indies and Netherlands Men's bilateral inbound tour, the SA Women's U19 tour against India, the Women's Tri-Series as well as amateur cricket.

An integrated 'Summer of Cricket' marketing campaign was launched with the aim of creating fixture awareness, encourage stadium attendance across the country and therefore contribute towards achieving CSA's mission to enable "each fan or participant interested in cricket to fully explore and express their talent, passion, and love for the game making cricket attractive to all".

A season lowlight concerned ticket pricing. These were seen as excessive and impacted stadium attendance for select games. A collaborative pricing strategy will be implemented for the 2023/24 cricket season.

**> 60 MILLION**

#summerofcricket impressions generated on social media

**48%**

Mentions emanating from outside South African borders

**> 2 BILLION**

Impressions generated by CSA corporate brand campaign #BePartOfIt

**67%**

#BePartOfIt mentions originating from Asia with an overall positive sentiment across all digital channels

**SIX!**

CSA broke the world record of previous ICC women's group stages' stadium attendance before the final.

**SIX!**

Nineteen days of bilateral cricket matches translated into over 200 000 tickets sold with an average 60% stadium attendance across the length and breadth of South Africa.

## STAKEHOLDER COLLABORATION FROM A MARKETING PERSPECTIVE

CSA's many products and brands aim to help make South African cricket the most accessible, inclusive and globally competitive sport. During 2022/23, a comprehensive review of all CSA's products and sub-brands commenced and includes, among others:

- Pipeline competitions such as schools, clubs, Khaya Majola, and the national weeks;
- Divisions 1 and 2 domestic tournaments such as T20, Knockout, the 4-Day Series, One-day Cup, and the Women's Super League;
- Inbound and outbound international bilateral tours, including Test, One-Day International, and the T20I; and
- Key events such as Pink Day, Black Day, the Freedom series, and the Nelson Mandela Legacy Cup.

Supporting the revised business strategy, the purpose of the review is to enhance the brand equity of each product and portfolio while establishing a relevant brand positioning suited to each target audience. This serves to extract maximum value – commercial and otherwise – for all stakeholders.

A lot goes on behind the scenes to promote a cricket event. In collaboration with the ICC, CSA was tasked with promoting the inaugural ICC U19 Women’s T20 World Cup as well as the 8<sup>th</sup> ICC Women’s T20 World Cup South Africa 2023. We share some fast facts about the latter.



### Fast facts: 8<sup>th</sup> ICC Women’s T20 World Cup

THE UNDERTAKING	UNDERTAKING MET?	IMPACT SNAPSHOT
<b>Positioning:</b> <i>The Biggest Women’s Sporting Event in Africa Ever</i>	<b>Yes!</b>	<ul style="list-style-type: none"> <li>#1 attended women’s sporting event in South Africa... ever.</li> <li>2.8 million reached via influencers</li> <li>57% average engagement rate (social media experts reckon 1-5% to be a good engagement rate...)</li> <li>8 000 organic views of the dance challenge</li> <li>72% increase in online mentions compared to previous Women’s World Cup</li> <li>&gt; R42 million public relations media value achieved</li> <li>615 million people reached</li> <li>175 billion #TurnItUp social media impressions</li> <li>&gt; 385 000 link clicks to website</li> <li>&gt; 15 million #TurnItUp unique social media users</li> <li>5 000 social media posts</li> <li>10x that #TurnItUp trended on Twitter</li> <li>515 pieces of public relations coverage</li> <li>99% earned exposure (i.e. promotional activities not directly paid for)</li> <li>242% increase in tournament viewership compared to 2020 World Cup</li> <li>364 radio spots aired – 20% above target</li> <li>6 million radio listenership</li> <li>40 live radio reads</li> <li>69 914 spectators in the stadiums, sold-out opening and final matches</li> <li>91% positive sentiment</li> </ul>
<b>Articulation:</b> Turn It Up! (for the nation, the game, and at the World Cup)	<b>Yes!</b>	
<b>Marketing approach:</b> Integrated through-the-line campaign using a mix of both mass-market and direct promotional tactics.	<b>And then some!</b>	
<b>Key objectives:</b> Access, inclusion, and excellence	<b>Yes!</b>	
<b>Targets:</b> <ul style="list-style-type: none"> <li>Sold-out opening and final matches;</li> <li>70% sell-out for two semi-final matches; and</li> <li>Positively shift public’s perception of women’s cricket in South Africa.</li> </ul>	<b>Oh yes!</b>	

## INFORMATION TECHNOLOGY

### DIGITAL TRANSFORMATION OBJECTIVE

The objective of CSA’s digital transformation is to leverage technological advancements and digital technologies to fundamentally change how we as a business operate, deliver value to stakeholders and fans while achieving our strategic objectives. It involves integrating digital technologies into all aspects of the organisation, including its processes, operations, customer interactions, and business models.

The specific objectives of CSA’s digital transformation strategy are being finetuned to be clearer, detailed, and presented in a roadmap for adoption and implementation.

The strategy includes the following objectives:

- Enhancing operational efficiency;
- Improving customer and fan experience;
- Driving innovation;
- Enabling data-driven decision-making;
- Empowering employees; and
- Ensuring business resilience.

CSA’s digital transformation is an ongoing process rather than a one-time project. It requires a strategic approach, strong leadership and continuous adaptation to leverage the full potential of digital technologies in achieving business objectives.

## INFORMATION TECHNOLOGY GOVERNANCE PROCESS

CSA started its IT governance process in the previous fiscal year. The organisation maintained a consistent focus on enhancing its IT governance controls, diligently conducting a thorough review and update of policies and procedures. The objective was to align these more closely with industry best practices and adapt to the evolving maturity of both the organisation and the IT department.

The organisation also introduced the Member IT Scorecard and IT Risk Registers, both of which have been finalised and are scheduled to be presented to the Chief Executives Committee. These initiatives aim to foster greater IT governance awareness among CSA and its Members, ensuring the establishment of a more resilient IT landscape and improved information security posture.

## VALUE-ADDING INFRASTRUCTURE ARCHITECTURE

During the reporting year, the primary objective in the infrastructure architecture domain was to enhance process efficiency, resulting in improved uptime for existing services and applications, and enhanced service level agreements. In pursuit of this goal, we augmented our environment with additional information and cybersecurity infrastructure, enabling us to strengthen both our cyber and infrastructure security measures.

In addition, CSA upgraded its wide area network to cater to the demands of the Women's World Cups and SA20 events. The upgrades guaranteed smooth and uninterrupted streaming capabilities throughout the duration of the events and included the deployment of additional Wi-Fi points at the hosting stadiums.

Cyber security infrastructure enhancements boosted security and risk mitigation. The new architecture incorporates advanced security features and controls, bolstering CSA's defences against cyber threats, data breaches, and other security risks. This helps protect sensitive information, maintain regulatory compliance, and mitigate potential financial and reputational damage.

The enhanced network infrastructure and increased capacity have empowered CSA to successfully host international events that necessitate reliable and high-quality streaming services directly from the event sites. These advancements in network capabilities have ensured that CSA can deliver seamless and uninterrupted streaming experiences to a global audience, enabling them to engage with and enjoy the events remotely.

## CYBERSECURITY PROGRESS

CSA's IT department deployed multiple cyber security tools. These included awareness training, end-point protection, security information and event management tools, as well as a Security Operation Centre (SOC) and domain-based message authentication, reporting and conformance, a technical standard required because of the global events (World Cups and SA20) that helps protect email senders

and recipients from advanced threats. The organisation's international prominence has also attracted malicious actors attempting to breach its infrastructure.

The organisation successfully established a cyber security partnership with Emerge Cyber. As a result, we now operate a 24/7 SOC dedicated to monitoring all CSA log files and incidents, enabling us to swiftly identify early indicators of malicious activities.

Additionally, an Information Security Committee has been formed to strengthen our focus on information security. The purpose of the Information Security Committee is to oversee and drive the organisation's information security initiatives, ensuring the implementation of effective security measures, policies and practices. This committee will play a crucial role in driving CSA's information security initiatives and ensuring the organisation's resilience against potential threats.

Staff education plays a central role in the organisation's cyber security initiative, with a focus on online training. This training has been incorporated into the IT Scorecard for CSA and its Members, and the training applications are an integral component of the deployed cyber infrastructure.

## RESOLVING CHALLENGES

Data management and privacy posed significant challenges for the IT department due to the growing volume and complexity of data. To address this, the department implemented a cloud-based data storage solution. Furthermore, the information security policy was reviewed and updated to enhance the classification and distribution of data, ensuring improved data management practices and strengthened data privacy measures.

The IT department faced capacity challenges due to hosting two World Cups and the overlapping SA20 event. This resulted in a reduced focus on the service desk (first-line support) and increased emphasis on event support. Despite these challenges, the department maintained an above-average score of **4.2 out of 5** for overall IT performance based on the results of our annual IT survey that was sent out to **600 network users**.

In terms of staff, the IT department is currently undergoing a staff rotation period, necessitated by resignations in two key positions. While efforts are being made to fill these positions, it has underscored the importance of documenting processes and facilitating skills transfer as a top priority.

## LOOKING FORWARD

The CSA IT strategy for the period 2021–2023 prioritised skills development; operational procedures, processes, and policy reviews, rather than new technology enhancements beyond the significant cybersecurity developments. The renewed IT strategy will place a greater emphasis on digital transformation and will see the introduction of more technology enhancement projects and initiatives.



## SOCIAL AND RELATIONSHIP CAPITAL

Social and relationship capital includes shared norms; common values and behaviours; key stakeholder relationships, and the trust and willingness to engage that an organisation has developed and strives to build and protect with external stakeholders; intangibles associated with the brand and reputation that an organisation has developed; and an organisation's social licence to operate.

~ International <IR> Framework



### PROGRESS AGAINST STRATEGIC PILLARS

- A consolidated stakeholder engagement approach will further professionalise CSA and contribute to a single CSA as opposed to engaging from and in silos.
- Productive relationships with stakeholders contributes to meeting CSA's strategic objectives and vision of making the game accessible and enjoyable by all South Africans.
- Initiatives such as Mini-Cricket and Pink Day allow CSA and its partners to improve the game's sustainability and grow an enthusiastic and well-skilled pipeline.

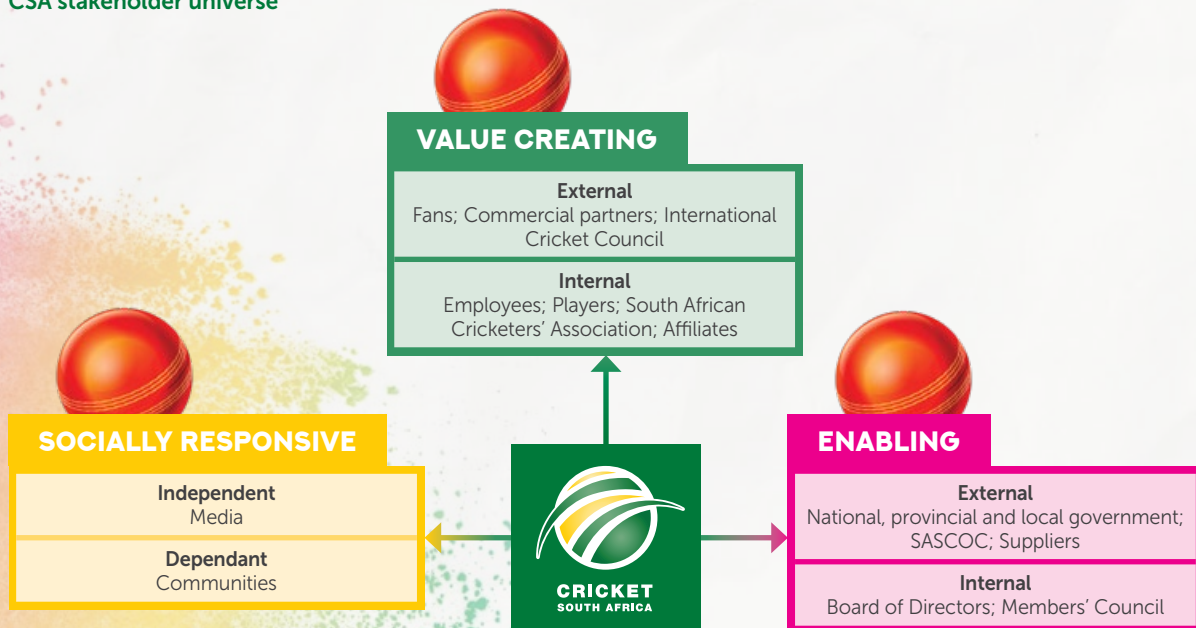
## STAKEHOLDERS, PARTNERSHIPS AND COLLABORATIONS

### ENHANCING STAKEHOLDER FUNCTION

The year under review saw a concerted effort in consolidating CSA's stakeholder engagement function with the appointment of a Public Affairs Executive. CSA's stakeholder universe is vast and forms an invaluable component of the organisation's endeavours to achieve its objectives.

The CSA stakeholder universe has been mapped and prioritised. A stakeholder engagement framework has been developed and targeted engagement plans are in the process of being completed as are monitoring and evaluation mechanisms. The completed engagement plans will be integrated into a company-wide stakeholder engagement plan.

### CSA stakeholder universe





## PRODUCTIVE GOVERNMENT RELATIONS

The ICC U19 T20 World Cup 2023 and the ICC WT20 World Cup 2023 enjoyed the support of all tiers of government.

CSA is grateful to the Department of Sports, Arts and Culture (DSAC) for its administrative facilitation. Issuing visas for 1 070 players and ICC staff was no mean feat and the Local Organising Committee worked directly with the Department of Home Affairs and the Department of International Relations and Cooperation to achieve this. CSA liaised with the South African Revenue Service (SARS) regarding event tax and customs as they pertain to event-related imports. The South African Police Service and the National Joint Operational and Intelligence Structure assisted with event safety and security, while the Department of Health were prepared to attend to any health-related incidents that might have occurred during these global events. The Office of the President and Parliament performed the necessary ceremonial duties including the hosting of dignitaries.

Host cities in the provinces – Gauteng, Western Cape, and Eastern Cape – provided value-in-kind support. For example, in a first for the ICC, the City of Cape Town hosted the participating nations at Maiden's Cove, Camps Bay. The National Lotteries Commission sponsored a global *Women's Conference on Sports Science, Medicine and Leadership for Success* at Laborie in Drakenstein. The event was a success with the expected in-person attendance of 100 people being exceeded and 365 people joining the conference online.

## BROADENING STAKEHOLDER LANDSCAPE

The 2022/23 cricket season offered opportunities for stakeholder entertainment and hospitality. As such, various current and prospective commercial partners and local, provincial and national government stakeholders have been CSA's guests at tournaments and matches that formed part of the *Summer of Cricket*.

## STAKEHOLDER RELATIONS MANAGEMENT

Leveraging the more consolidated approach to stakeholder engagement, initiatives in the last quarter of the reporting period included:

- An engagement with the recently appointed Minister of Sports, Arts and Culture, Mr Zizi Kodwa.
- A luncheon hosted by the Deputy Minister of Sports, Arts and Culture, Ms Nocawe Noncedo Mafu, in honour of the Momentum Proteas' historical performance at the ICC Women's T20 World Cup 2023 hosted on home soil. The event also saw the announcement of a monetary incentive of R7,5 million as well as R5 million annual funding towards the establishment of a professional Women's League.

- Proteas Women's visit to the City Hall in Cape Town at the invitation of the Mayor for a lunch following the final of the ICC Women's T20 World Cup.
- Also in celebration of the Momentum Proteas' performance, CSA hosted a welcome reception for the team, adding greatly to the team and staff morale. Celebrations continued at a function hosted by the sponsor at Momentum's head office as well as a special recognition at SuperSport Park during the West Indies Test Series where the team could directly engage fans.
- Hosting the Minister and Deputy Minister at some of the Proteas vs West Indies matches.
- Reputation research consultants have commenced work on a reputation survey to determine stakeholder sentiments and perceptions towards CSA with actionable recommendations on focus areas for stakeholder engagement going forward. This survey will also provide a benchmark key performance indicator score on reputation for the CSA performance scorecard.
- Preparations for the ICC Annual Conference and AGM, to be hosted in Durban, KwaZulu-Natal, from 10 to 14 July 2023, were initiated.
- CSA participated in a three-day consultative workshop for sport and recreation bodies hosted by SASCOC and DSAC in March 2023. The workshop appraised federations and bodies on key government policy impacting the industry, progress on legislation review, and engagement with supporting national government departments such as Home Affairs and SARS.
- Targeting CSA internal stakeholders and focusing on progress made by the company, a Town Hall Meeting with staff was hosted by the CEO and supported by EXCO during March 2023. The meeting was well-attended by staff with impressive and robust engagement levels.

### SIX!

With the lifting of attendance limitations due to Covid-19 lockdowns, fans could – and did! – stream back to the stadiums, resulting in record-breaking numbers of fans attending the SA20 tournament and the ICC Women's T20 World Cup South Africa 2023.

### SIX!

Commercial partners KFC, Momentum, SAB, and SuperSport renewed their contracts with CSA. Several other companies have showed interest in becoming CSA's commercial partners.

## CORPORATE SOCIAL INVESTMENT

CSA, as in the case with stakeholder engagement, has started to consolidate its corporate social investment (CSI) initiatives. The new approach aims to ensure that CSI endeavours have lasting and sustainable impact, as well as being measurable, rather than offering a once-off benefit. Top highlights during the reporting period include the Betway Pink ODI.

### MINI CRICKET

With KFC and other stakeholders, CSA celebrated 40 years of the Mini-Cricket Programme at community festivals during the reporting period. The festivals were held across the country with the final celebration taking place at the Soweto Cricket Oval in April 2023. Mini-Cricket alumni and current players, coaches and administrators shared the impact that the programme had made over four decades while mini-cricketers participated in fun-filled matches against the legends. More than 400 children attended the Soweto festival.

KFC's investment in mini-cricket has contributed tremendously towards making cricket accessible to all demographics. The CSA-KFC partnership assures South Africa of the stars of today and will keep cultivating budding stars of tomorrow. KFC reiterated that the programme provides much more than sports coaching. It shapes future community members, role models and leaders and, most importantly, levels the playing field.

**“THE KFC MINI-CRICKET PROGRAMME HAS IN MANY WAYS CHANGED LIVES AND LIVELIHOODS IN COMMUNITIES AND RE-ENGINEERED THEIR SOCIAL FABRIC. ITS IMPACT HAS MANY LAYERS, WHICH ALL POINT TO A VIBRANT CITIZENRY, REVELLING IN THE BEAUTIFUL GAME OF CRICKET.”**

~ PHOLETSI MOSEKI, CSA CEO

### SIX!

The KFC Mini-Cricket Programme is the longest running developmental sports programme in South Africa.



#### 40-year anniversary in numbers

16

Festivals

16

Different cricket stadiums

8 000

Matches

70 000

Regional league matches to be played during 2022/23 season

#### 2022/23 mini-cricket season in numbers

6 010

Schools participating

123 093

Kids involved

13 125

Coaches involved

1 141

Coaches attended provincial seminars

5 250

Children attended community festivals

328

Regional festivals

9 500

Children attended mega festivals

71 567

Fixtures





Pink Day winners

## PINK DAY ODI

The Betway Pink ODI is a flagship fixture on the South African cricket calendar. Annually, for the past 11 years, Pink Day sees players and supporters pitch up in pink at matches in support of breast cancer awareness, education, early detection, treatment and research.

The year under review also marked the sixth anniversary of Pink Day's support of the Charlotte Maxeke Johannesburg Academic Hospital Breast Care Unit. The Breast Care Unit sees up to 350 women with newly diagnosed breast cancer every year and provides a service to seven district hospitals from Gauteng, Mpumalanga, Limpopo and further afield. Proceeds of the day went towards funding for this Breast Care Unit.

The Betway Pink ODI, apart from offering scintillating cricket, also offers activations around the ground that emphasise the power of sport and its potential to change the world for the better. The title sponsor donates R1 000 for every four and R2 000 for every six hit by either team – giving the players the opportunity to contribute financially to the cause.

## SIX!

Since its inception, the Betway Pink ODI has raised more than R7 million from sponsors, fans, CSA and players towards charitable beneficiaries.



## FORWARD-LOOKING

In consolidating and streamlining its CSI activities, CSA remains committed to support the communities where its hubs are, and an improved financial situation will cause additional investment going to these partner communities. CSA is also looking to add more corporate partners to invest in CSI projects, similar to Betway and Glencore. Coach development is one area in need of focused and sustainable investment.

> R1 MILLION

Pledged at the Betway Pink ODI in 2023 for breast cancer awareness, treatment and research

> 10 000

Spectators sported pink at the DP World Wanderers Stadium

2-0

Series win by the Proteas over the Netherlands

61 FOURS AND 15 SIXES

Recorded

~ R300 000

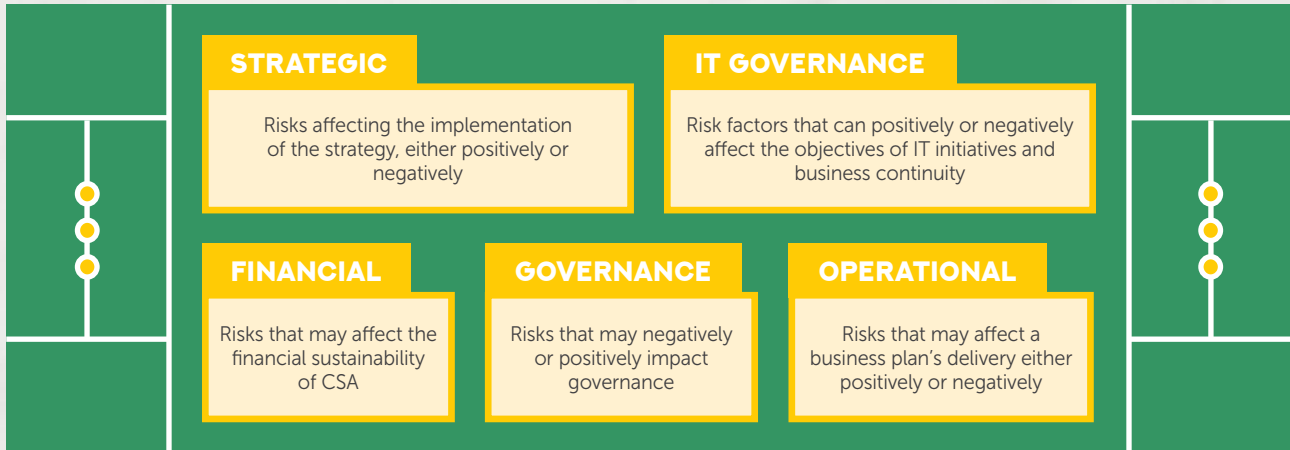
Added to Betway's donations to the Charlotte Maxeke Johannesburg Academic Hospital from fours and sixes hit

370

Runs accumulated by South Africa

# ENTERPRISE RISK MANAGEMENT

CSA has amended its Enterprise Risk Management (ERM) Framework during the year under review to ensure alignment with its newly approved five-year strategy. The following figure depicts the updated ERM Framework visually:



CSA's Board approved the Risk Management Policy in February 2023 with implementation having started immediately. The Risk and Compliance Manager conducts quarterly assessments with CSA management to determine the effectiveness of the ERM framework and to identify new and emerging risks. The Risk and Compliance Manager reports directly to the CEO and as such, enjoys direct access to the Executive Committee. During the reporting period, the Executive Committee attended a risk workshop, underscored by CSA's conviction that senior management implements endeavours to identify, prioritise, control, mitigate and address risks. The level of risk maturity in CSA has increased and the extent to which risk management activities are embedded has improved.

RECORD T20I CHASE  
VS WEST INDIES

## RISK REGISTER

RISK NAME	RISK DESCRIPTION	CURRENT CONTROLS IN PLACE				
		WHO	WHAT/HOW	WHEN	WHY	EVIDENCE
<b>STRATEGIC OBJECTIVE: INCREASE IN REVENUE AND CASH RESERVES USING NEW BUSINESS MODEL INNOVATIONS</b>						
Financial Sustainability	Inadequate financial resources to sustain business operations	Chief Financial Officer	<ul style="list-style-type: none"> <li>Supply chain management (SCM) function/processes, managing accounts process and acting on negative variances, mid-year forecasting, Financial Sustainability Task Team in place.</li> <li>Competitive pricing (price negotiation) and ensuring compliance to SCM processes, comparing actual vs budget (monthly), cutting budgets in one area to cover another area, replanning for remaining period, Team closely monitors big-item projects (members/CSA) for financial sustainability of these.</li> </ul>	Ongoing	To reduce/manage costs.	<ul style="list-style-type: none"> <li>Quarterly report that reflects actual costs that are in line/within budgeted costs (observation of savings).</li> <li>October reforecast figures reflect costs in line with budget.</li> </ul>
		Chief Commercial Officer	Change in go-to-market strategy; now focusing on international brands (India and Middle-East), unbundling of property offerings, targeting emerging industries (move from banks etc. towards Fintechs, betting industry, tech-based brands).	Ongoing with quarterly measurement	Revenue enhancement and diversification.	Quarterly report (FINCOM/Board-pack) reflecting won deals toward meeting set targets (sponsorship and broadcast rights).
<b>STRATEGIC OBJECTIVE: TOP 3 WORLD-RANKED NATIONAL TEAM (ALL FORMATS)</b>						
Non-performing national teams	Inability to maintain a Top 3 position in ICC rankings across all formats (men and women)	Director of Cricket	Camps (skills maintenance, fitness, team culture development etc.), bilateral tours (improving game-time and competition), high-performance strategy (building support structures for the Proteas), coaches/medical/CEOs conferences to align on playing philosophy, cricket clinics (athlete management tool, player personal development), SA20 League (improvement of player performance – participation in competitive international league).	Ongoing	To ensure winning, representative teams ranked in the Top 3 by ICC.	Improved performance of the Proteas towards being in the Top 3 in all formats of the game.
			Revision of player contracting model (contracting according to player specialisation), issuing multi-year contract vs annual, three additional rookie contract scheme introduced (capture more young talent), match-fee structure for Proteas Women (increased as part of ensuring parity).	Annually	To ensure the retention of quality players (effecting in a winning team).	Top international players (on individual player rankings) remain contracted to CSA/Proteas.
			Elite Coach Development Programme (national coaches knowledge-sharing sessions with support coaches), expert professional advisers (sharing of knowledge on international cricket landscape), international conference exposure (coaches, managers, physios etc.), coach shadowing (domestic elite coaches shadowing top T20 coaches).	Ongoing	Ensure alignment of high-performance programmes with international standards.	Achievement of set performance benchmarks (within high-performance programme), demonstrating continuous improvement per player.
<b>STRATEGIC OBJECTIVE: DIGITALLY TRANSFORM TO DELIVER DATA-DRIVEN INSIGHTS</b>						
Cyber Security Risk	CSA data exposure/corruption as a result of cyber security threats	IT Head of Department	Internal audit and external auditors, SOC in place (cyber-space monitoring), MF Authentication (two-factor authentication), endpoint security (perimeter security on the network), access control (passwords/usernames etc), vulnerability management, penetration tests, segregation of duties, simulator tools.	Ongoing monitoring, annual testing	To protect the organisation from cyberattacks.	Cyber incident reports.
Digital Transformation Risk	Inability to effectively transform the organisation digitally, to gain a competitive edge/insights	Chief Financial Officer	No control at present.		To assess CSA's readiness for digital transformation (DX) and plot a way forward for DX for the organisation.	DX strategy and roadmap outlining the journey.

RISK NAME	RISK DESCRIPTION	CURRENT CONTROLS IN PLACE				
		WHO	WHAT/HOW	WHEN	WHY	EVIDENCE
<b>STRATEGIC OBJECTIVE: BECOMING SA'S MOST DOMINANT SPORT (THROUGH MASS PARTICIPATION)</b>						
Transformation	The face of CSA (on and off the field) not adhering to the national transformation charter	Director of Cricket	Black African Batting plan (identify and upskill black batters), season review roadshows (identify gaps for black players and ensure role clarity to deliver through PDP discussion, guiding Members on appropriate contracting approach to ensure sufficient number of Black players), player surveys on coaches and support staff by players (players communicating challenges with tech staff etc.), National Academy (focusing on black players for skills enhancement).	Ongoing	To ensure selection of a winning representative team.	Increased number of black batters contracted by the respective professional teams.
		Transformation Manager	<ul style="list-style-type: none"> <li>EPG measures in place, measuring compliance with government targets*; dedicated Transformation Board Committee** with oversight on transformation mandates; transformation roadshows.</li> <li>Members visits to establish and confirm their transformation status as well as identifying their challenges***.</li> </ul>	* Annual ** Quarterly meetings *** Ongoing	CSA that reflects transformation targets of 50%.	A report that reflects the transformation status of 50%.
<b>STRATEGIC OBJECTIVE: PIPELINE MANAGEMENT ACROSS ALL AREAS OF CSA (ON AND OFF THE FIELD)</b>						
Succession planning	Lack of succession planning within the organisation (both administration and governance level)	Human Resources Manager	A succession planning practice is in place across the business to ensure there is sufficient backup for critical roles. The practice is, however, not yet documented; to ensure business continuity, risk is managed. The organisation is currently in the process of defining its policies and processes in this area.		Qualified personnel to succeed key roles as and when this is needed.	HR Policy and process governing succession planning, CSA employees retiring in line with HR retirement policy, at handover – handover reports signed by all parties (line manager, retiree, new role individual).
		Company Secretary	<ul style="list-style-type: none"> <li>Members Council has developed a staggering process (rotation of directors annually) regulated within the MoI.</li> <li>A third of Non-Executive Directors (NEDs) are required to rotate annually (both Independent and NEDs).</li> </ul>	Annually at the AGM or when a NED resigns mid-term	To ensure succession planning is managed and balancing institutional knowledge through retention of effective Directors by re-election.	Report from NomComm reflecting standby NEDs available for the ensuing year, Board members' register also reflecting expertise.
<b>STRATEGIC OBJECTIVE: INCREASE BRAND EQUITY BY CREATING WORLD-CLASS EXPERIENCES ACROSS ALL FORMATS OF THE GAME</b>						
Brand equity and reputation	Brand erosion resulting in the loss of brand equity and reputational damage	Chief Marketing Officer	<ul style="list-style-type: none"> <li>Brand audit conducted (independent), Fan surveys conducted, implementation of SASREA and SOMAHA.</li> <li>Independent service provider assessments (brand audit and fan survey), stadium managers forum discussions, joint compliance assessments (ESSPC).</li> </ul>	Annual surveys and match-by-match assessments	To improve brand equity and net promoter score (NPS).	Statistics report on stadium attendance and fan-base, Improved the current negative NPS.
		Public Affairs Executive	<ul style="list-style-type: none"> <li>Stakeholder ID and prioritisation*, stakeholder engagement plans in place to manage issues**.</li> </ul>	* Annual ** Quarterly reports	To ensure effective stakeholder buy-in and advocacy thereby building mutual trust.	Reputation assessment rating, media sentiment.
		Board /Chief Executive Officer	<ul style="list-style-type: none"> <li>Thorough Board performance evaluation (BPE) conducted by external independent party. Findings are presented to the Members' Council. Underperformance is identified and addressed, skills gaps are identified and addressed.</li> <li>Self-evaluation (SE) of board committees. Evaluation is presented to the Nomination Committee, which assesses any skill gaps and plans for succession accordingly.</li> </ul>	Biennial BPE Annual SE	To ensure highest standards of corporate governance, ethical practices and transparency and avoid a repeat of previous governance collapse. Ensure Board members are equipped and skilled to effectively govern CSA.	Board Performance evaluation results with recommendations.

# GOVERNANCE

## GOVERNANCE FRAMEWORK

CSA is subject to the corporate governance, disclosure, and other legal requirements of the Companies Act, No. 71 of 2008. CSA also adheres to the applicable principles of the King Code of Governance Principles (King IV Code).

- The Board endorses the corporate governance principles encapsulated in King IV, including the concept of integrated thinking, which underpins corporate citizenship, stakeholder inclusivity, sustainable development in the sport of cricket and the business of CSA. The Board commits to stakeholders that it will operate in accordance with the CSA values:
- Honesty and integrity;
- Professionalism and diligence; and
- Mutual respect and fairness.

The CSA Governance Framework has not changed in the reporting period.

## BOARD CONSTITUTION

The CSA Mol stipulates that the Board comprises at least 13 Directors of whom the majority should be independent. The current Board includes five Non-Independent Directors and eight Independent Directors, with the CEO and the CFO bringing the total to 15. Of the independent directors, one must have a legal qualification and one must have an accounting or economics qualification.

Directors serve a three-year term and are eligible for re-election for an additional three-year term; however, Directors are not allowed to serve for more than two consecutive terms.



The full Mol is available from [www.cricket.co.za/csa-moi](http://www.cricket.co.za/csa-moi).

## DIRECTORS' REGISTER

### Independent Directors

- Lawson Naidoo (Chairperson) **appointed 12 June 2021**
- Steven Budlender SC (Lead Independent Director) **appointed 12 June 2021**
- Adv. Norman Arendse SC **appointed 16 June 2021**
- Andrew Charles Hudson **appointed 12 June 2021**
- Palesa Kadi **appointed 26 November 2022**
- Pearl Maphoshe **appointed 26 November 2022**
- Mark Shepstone Rayner **re-appointed 26 November 2022**
- Muditambi Elizabeth Ravele **appointed 12 June 2021**

### Non-Independent Directors

- Daniel Govender **appointed 12 June 2021**
- John Mogodi **re-appointed 26 November 2022**
- Simphiwe Ndzundzu **appointed 12 June 2021**
- Craig Nel **re-appointed 26 November 2022**
- Tebogo Siko **appointed 12 June 2021**

### Executive Directors

- Pholetsi Moseki (CEO)
- Tjaart van der Walt (CFO)

## LIST OF BOARD MEETINGS HELD DURING THE REPORTING PERIOD

NUMBER	DATE OF BOARD MEETING	TYPE OF MEETING	PHYSICAL OR VIRTUAL
1.	21 May 2022	Ordinary	Physical
2.	19 July 2022	Special	Virtual
3.	3 September 2022	Ordinary	Physical
4.	27 September 2022	Special	Virtual
5.	25 November 2022	Ordinary	Physical
6.	9 January 2023	Special	Virtual
7.	21 January 2023	Ordinary	Physical
8.	25 February 2023	Special	Physical
9.	18 April 2023	Special	Virtual

## BOARD RESPONSIBILITIES

The Board's responsibilities are enshrined in CSA's Mol. The Board of Directors of CSA (the Board) is elected by the Members' Council and its primary responsibility is that of setting the strategic direction of CSA and exercising control over the affairs of CSA through the Governance Framework and its committees.

The Board provides continuous oversight of material matters such as risks, opportunities and strategic allocation of resources. In its oversight role, the Board serves as an independent check and balance to CSA's executive management team, whose main responsibility remains to manage the business.

The Board is also responsible as the overall custodian of good corporate governance, promoting an ethical and cohesive organisational culture, effective controls, compliance, accountability, and responsive and transparent stakeholder management.

## BOARD COMMITTEES

CSA has the following Board committees:

### AUDIT, GOVERNANCE AND RISK COMMITTEE

**Palesa Kadi (Chair)**

Mark Rayner  
Steven Budlender

**Permanent Invitees:**

John Mogodi  
Pholetsí Moseki (CEO)  
Tjaart van der Walt (CFO)  
Company Secretary  
Naidene Ford-Hoon (Independent Expert)

**Invitees:**

PwC (External Auditors)  
Internal Auditors

**Committee Assistant:**

Louisa Pheko

### CRICKET COMMITTEE

**Andrew Hudson (Chair)**

Adv. Norman Arendse  
Simphiwe Ndzundzu  
Craig Nel  
Tebogo Siko  
Heinrich Strydom (CEC Rep)  
Henry Davis (SACA Rep)  
Rihan Richards (MC Rep)  
Daleen Terblanche (Past Player Women)  
Vacant (Past Player Men)

**Permanent Invitees:**

Pholetsí Moseki  
Enoch Nkwe (DoC)  
Edward Khoza  
Company Secretary

**Committee Assistant:**

Louisa Pheko

### CRICKET PIPELINE COMMITTEE

**Tebogo Siko (Chair)**

James Fortuin (CEC Rep)  
Daniel Govender  
Andrew Hudson  
Palesa Kadi  
Craig Nel  
Xander Snyders (MC Rep)

**Permanent Invitees:**

Pholetsí Moseki  
Enoch Nkwe  
Edward Khoza  
Company Secretary

**Committee Assistant:**

Louisa Pheko

### FINANCE AND COMMERCIAL COMMITTEE

**Mark Rayner (Chair) – AGRC Link**

Andrew Hudson  
Palesa Kadi  
John Mogodi  
Lawson Naidoo  
Craig Nel

**Permanent Invitees:**

Pholetsí Moseki  
Tjaart van der Walt  
Mtunzi Jonas (CCO)  
Company Secretary

**Invitees:**

Andrew Breetzke (SACA CEO)  
Donavan May (CSA VP)  
Wanele Mngomezulu (CMO)

**Committee Assistant:**

Louisa Pheko

### HR AND REMUNERATION COMMITTEE

**Pearl Maphoshe (Chair)**

Adv. Norman Arendse  
Steven Budlender  
Daniel Govender  
Muditambi Ravele

**Permanent Invitees:**

Pholetsí Moseki  
Tjaart van der Walt  
Company Secretary

**Committee Assistant:**

Louisa Pheko

### NOMINATIONS COMMITTEE

**Lawson Naidoo (Chair)**

Steven Budlender  
Pearl Maphoshe

**Permanent Invitees:**

Pholetsí Moseki  
Company Secretary

**Committee Assistant:**

Louisa Pheko

### SOCIAL AND ETHICS COMMITTEE

**Adv. Norman Arendse (Chair)**

Daniel Govender  
John Mogodi  
Pholetsí Moseki  
Simphiwe Ndzundzu  
Muditambi Ravele  
Tjaart van der Walt

**Permanent Invitees:**

Refentse Shinnars (PAE)  
Company Secretary

**Committee Assistant:**

Louisa Pheko

### TRANSFORMATION COMMITTEE

**Muditambi Ravele (Chair)**

Pearl Maphoshe  
Lawson Naidoo  
Simphiwe Ndzundzu  
Tebogo Siko

**Permanent Invitees:**

Pholetsí Moseki  
Enoch Nkwe  
Tjaart van der Walt  
Anne Vilas (MC Rep)  
Company Secretary  
Transformation Manager: Vacant

**Committee Assistant:**

Louisa Pheko

## BOARD SUB-COMMITTEE MEETINGS HELD DURING THE YEAR UNDER REVIEW

NAME OF COMMITTEE	NUMBER OF MEETINGS
Audit, Governance and Risk Committee	5
Cricket Committee	5
Cricket Pipeline Committee	3
Finance and Commercial Committee	6
HR and Remuneration Committee	5
Nominations Committee	5
Social and Ethics Committee	4
Transformation Committee	2





**ADV. NORMAN ARENDESE SC**  
CHAIRMAN OF THE SOCIAL AND ETHICS COMMITTEE

## SOCIAL AND ETHICS COMMITTEE REPORT

The Social and Ethics Committee (SEC or committee) is a statutory committee of the Board of Cricket South Africa NPC and is constituted in terms of Section 72(4) of the Companies Act No. 71 of 2008 (“the Act”) and article 27.2 of the Cricket South Africa MoI with due consideration of the King IV Report on Corporate Governance for South Africa, 2016 (King IV).

### MEMBERSHIP AND COMPOSITION

The SEC is made up of two Independent Directors with one being the Chairman, three Non-Independent Directors, and two Executive Directors being the Chief Executive Officer and the Chief Financial Officer. (Refer to page 62 for details of members.)

### PURPOSE OF THE COMMITTEE

The purpose of the committee is to assist the Board with the oversight of social and ethical matters relating to CSA. In addition to its statutory monitoring duties, the Board has delegated to the committee the performance of duties relating to environmental sustainability, and governance. The committee monitors the company’s activities in relation to matters falling within its area of responsibility and function with accountability to the Board and the AGM. It makes recommendations to the Board for the latter’s consideration and approval. The committee does not assume the functions of management, which remain the responsibility of the executives, officers, and other members of senior management. The committee provides oversight and reporting on matters within its ambit as espoused in its terms of reference.

**“FOLLOWING THE IT AND INFORMATION INTEGRITY REVIEW AND AUDIT THAT WAS PERFORMED IN THE PREVIOUS REPORTING YEAR, MULTIPLE CYBERSECURITY TOOLS HAVE BEEN DEPLOYED IN THE COMPANY.”**

### ROLES AND RESPONSIBILITIES

The committee performs all the functions that are necessary to fulfil its role as stated above and including the following statutory duties: Monitoring the company’s activities, having regard to any relevant legislation, other legal requirements or prevailing codes of best practice with regard to matters relating to social and economic development, the governance of ethics, effective oversight on environmental, social, and governance (ESG)-related matters of the company, and has oversight on the management of strategic risks which fall within its mandate.

### REPORTING AND COMPLIANCE

The committee formally reports its activities to the Board and makes recommendations on all matters within its mandate in respect of which the committee does not have decision-making authority. The committee also reports to the AGM on how it carried out its functions and to respond to any questions on the committee’s activities, responsibilities and any other issues that relate to its work.

## ACTIVITIES DURING THE YEAR UNDER REVIEW

FOCUS AREA	RESPONSE
Review of policies	The register of policies was tabled to the committee with the status of the updates and progress made being noted.  A further request for policies on succession planning and sponsorship were made to management.
Fraud and corruption	In ensuring the governance of good ethics, the committee exercised oversight on matters related to whistleblowing on alleged fraud and corruption. The committee recommended that various forensic investigations be initiated by management to ascertain the substance of the allegations.  The Committee is considering the findings of various reports presented to it in relation to all the reported matters.
Information integrity	Following the IT and information integrity review and audit that was performed in the previous reporting year, multiple cybersecurity tools have been deployed in the company. These include, but are not limited to, awareness training, end-point protection, and information security.
Ethics	The committee noted that an Ethics Officer would not be appointed at this stage, however, the Company Secretary, once appointed, would fulfil the role together with the Compliance Officer. A full review of the code of ethics and the ethics framework will be reviewed as soon as this arrangement is in place.
Transformation and B-BBEE	CSA recognises that intentional transformation is key to truly make an impact in the transformation of the cricketing landscape in South Africa. Over and above the company ensuring the transformation mandate is implemented through its strategic pillars, the company participated in the NYS programme which amongst other things, fosters social cohesion and most importantly assisted hundreds of youth to acquire occupational skills in the cricketing eco-system, opening various job placement opportunities for the youth during FY22/23.  Furthermore, CSA in compliance with the B-BBEE Act of 2013 as amended, and to ensure that the impact of the company's transformation initiatives is measurable, an audit by a SANAS accredited verification agency was undertaken, with an audit outcome of a B-BBEE Level 4 status being attained.

## FORWARD-LOOKING FOCUS AREAS

FOCUS AREA	RESPONSE
Governance of ethics	The committee will approve a plan for the management of ethics in the company. The code of conduct and ethics policy will be reviewed, ensuring that arrangements are made for both to be familiarised with employees and the broader CSA stakeholder universe.  The committee will also ensure that a comprehensive ethics framework is in place and gets implemented.
Corporate social investment	A company policy and strategy for corporate social investment will be considered in the year ahead.
Stakeholder management	A policy and strategy on Stakeholder Relations Management should be in place, supported by a comprehensive company-wide stakeholder engagement plan.
Environmental, social, and governance	Effective oversight on ESG-related matters of the company shall be carried out by the committee.  Focus on the development of the ESG framework and its implementation, development of the strategy and its implementation, development of related policies and implementations plans, and holistic ESG reports.
Risk oversight	The committee will exercise oversight on the management of strategic risks which fall within its mandate.

## CONCLUDING REMARKS

Significant strides have been made in ensuring that CSA adheres to statutory requirements in relation to social and economic development, Principles of the United Nations Global Compact, combating of corruption, meaningful contribution towards the development of communities, and sound management of stakeholder relations.

The committee does remain mindful of the work that lies ahead in ensuring ongoing compliance on matters that fall within its statutory mandate. It is satisfied that it has satisfactorily discharged its duties as set out in the terms of reference.

I extend my gratitude to the Board of Directors for their support and enablement of the committee throughout the

year. I also wish to thank my fellow committee members for their full participation and robust engagements to ensure that our mandate is fulfilled. Their commitment and hard work is recognised.

Leading this committee has been a privilege and I am grateful for the opportunity afforded to myself and my colleagues in promoting a culture of sound ethics in the company and fostering a commitment towards the development of our various cricketing communities.



**Adv. Norman Arendse SC**  
Chairman of the Social and Ethics Committee

# ANNUAL FINANCIAL REVIEW



**TJAART VAN DER WALT CA(SA)**  
CHIEF FINANCIAL OFFICER

## CHIEF FINANCIAL OFFICER'S REVIEW

The financial sustainability of CSA, being one of the main risks for the business based on the events of recent history, remains one of our key strategic objectives. This objective is clearly articulated in the focus on revenue growth and diversification as well as cost management and efficiency, with the resultant growth in reserves critical to sustain the business through the current four-year cycle and for the longer-term future. Certain actions taken by the leadership of CSA over the last 12 to 18 months is evident in the financial performance for the 2023 financial year and has put the company on the path to a stronger financial position.

### FINANCIAL PERFORMANCE

Although the company reported a net loss of R119 million, the performance was better than expected and much improved compared with the loss of R198 million in the previous year. CSA benefitted from the weakening Rand exchange rate, which impacted US Dollar denominated revenue from international broadcast rights as well as distributions from the ICC. The company reported net foreign exchange gains of R44 million on the back of the weaker currency, which averaged R17.25/USD compared with R15.98/USD in the prior year.

CSA's investment in Africa Cricket Development (Pty) Ltd, the entity managing the newly formed SA20 league, also contributed positively to the result with our share of profit being R34 million.

The hosting of two ICC World Cup events during the year further contributed positively to CSA's results, which was pleasing considering that both events were a huge success both on and off the field.

There was reduced spending on amateur and professional cricket, a result of intentional cost reductions given CSA's financial position at the start of this financial year and the outlook over the short to medium term. Spending on amateur cricket was R196 million compared with R236 million in 2022, with professional cricket expenditure coming in at R498 million compared with R539 million in the previous financial year. The cost reductions related mainly to funding of cricket programmes at both national and Member level.

Although the net loss at the end of the year was better than expected, CSA's cash flow continued to be closely managed due to the cyclical nature of its revenue inflows and its reserve position.

**“IT IS VITALLY IMPORTANT TO RESPONSIBLY MANAGE CSA'S FINANCES TO ENSURE THAT THE INCREASE IN RESERVES EXPECTED DURING THE NEW FINANCIAL YEAR NOT ONLY SUSTAIN THE BUSINESS THROUGH THE BALANCE OF THE FOUR-YEAR CYCLE, BUT ALSO BE UTILISED TOWARDS KEY STADIUM INFRASTRUCTURE UPGRADE PROJECTS.”**

## OUTLOOK

The outlook for the new financial year is positive, notably due to the impact of international broadcast revenue relating to the Indian tour to South Africa in December and January that will materially change CSA's financial position. The positive impact of the revised distribution model from the ICC will also benefit the company from 2024 onwards.

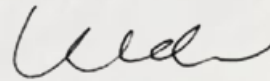
This will result in more funding being channeled into programmes supporting the cricket imperative of a strong Proteas Men's team, notably providing opportunities for the SA 'A' team and extended professional domestic fixtures. Further to this will be the focus on putting funding towards professionalising women's cricket and supporting the Proteas Women's team. We are confident that investing in these programmes will result in tangible returns that will benefit South African cricket at all levels into the future.

It is vitally important to responsibly manage CSA's finances to ensure that the increase in reserves expected during the new financial year not only sustain the business through the balance of the four-year cycle, but also be utilised towards key stadium infrastructure upgrade projects leading up to the ICC Men's World Cup to be hosted in South Africa in 2027. The strategic objective of securing and maintaining a healthy financial position will, however, be guiding all financial decisions and in this regard the principles underlying our financial sustainability imperative will continue to be upheld.

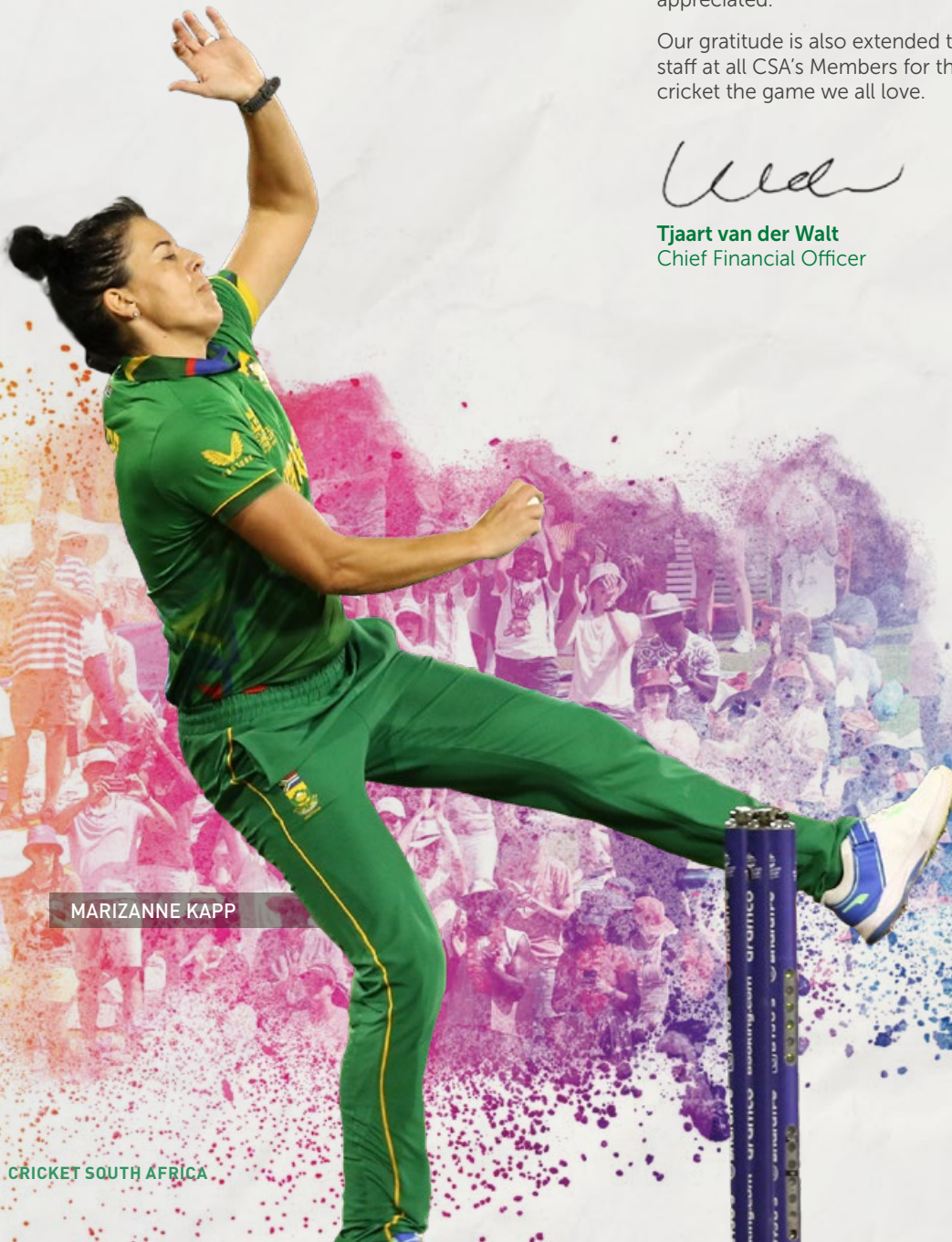
## APPRECIATION

A sincere thank you needs to go to all CSA staff who ensured that the Summer of Cricket will be remembered as a memorable season providing cricket fans with exciting action and entertainment. Your hard work behind the scenes, in whichever area of the business, is valued and appreciated.

Our gratitude is also extended to the management and staff at all CSA's Members for their contribution to making cricket the game we all love.



**Tjaart van der Walt**  
Chief Financial Officer



MARIZANNE KAPP



**PALESA KADI**  
CHAIRPERSON: AUDIT, GOVERNANCE  
AND RISK COMMITTEE

## AUDIT, GOVERNANCE AND RISK COMMITTEE REPORT

The Audit, Governance and Risk Committee (AGRC) has pleasure in submitting its report, which has been approved by the Board of Directors (the Board). The report 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. CSA recognises the importance of the corporate governance principles as espoused in the South African Companies Act and King IV.

The AGRC consists of Independent Non-Executive Directors of the governing body and meets at least four times per annum with a standing invitation to internal and external auditors and executive management. Committee members have the necessary financial literacy skills and experience to execute their duties effectively.

The current AGRC was appointed on 26 November 2022 and has consulted management, and internal and external auditors 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 26 November 2022.

The same members, if re-elected, will be recommended by the Board for reappointment at the next AGM on 2 September 2023 for the ensuing financial year ending 30 April 2024.

The Chief Executive and Chief Financial Officer attend and report at all meetings of the AGRC. Other relevant senior managers and executives attend meetings by invitation.

The Members Council appointed PricewaterhouseCoopers Inc. (PwC) on 26 November 2022 as the external auditors for the financial year ending 30 April 2023. The Board considered the independence of PwC and was satisfied thereto.

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 risk areas that are monitored through the activities of management and internal audit.

The AGRC has oversight of CSA's annual financial statements and reporting processes, including internal financial control systems. It is responsible for ensuring that the organisation's internal audit function is independent and has the necessary resources, standing and authority to discharge its duties. The committee oversees cooperation between the internal and external auditors and serves as a link between the Board and these functions.

Functionally, internal audit reports to the chairperson of the AGRC and administratively, to the CFO. CSA has appointed Nexia SAB&T to fulfil the internal audit function after the termination of the agreement with Outsource Risk and Compliance Assessment (Pty) Ltd.

The AGRC 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 duties delegated to it by the Board. The company applies a combined assurance model. The AGRC has evaluated the annual financial statements of the company for the 2022/23 financial year and, based on the information provided to the AGRC, considers that CSA complies in all material respects with the requirements of the Companies Act and International Financial Reporting Standards (IFRS). The AGRC has recommended the annual financial statements to the Board for approval.

The AGRC performs the following duties:

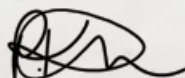
- Review the company's annual financial statements and the Integrated Report, culminating in a recommendation to the Board to approve these. During its review, the AGRC will:
  - Take appropriate steps to ensure the annual financial statements are prepared in accordance with IFRS and the requirements of the Companies Act;
  - Consider and, where appropriate, make recommendations on internal financial controls;
  - Deal with any concerns or complaints on accounting policies from 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 update the Corporate Risk Scorecard and make recommendations 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, litigation and cases of fraud and whistleblowing;
- Review the sustainability requirements for external assurance of material sustainability issues;
- Approve the audit fees and engagement terms of the external auditor;
- Provide oversight of risk management, and report to the Board on a regular basis;
- Provide oversight of combined assurance and report to the Board;
- 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.

The AGRC's agendas provide for confidential meetings between committee members and the internal and external auditors.

The AGRC has satisfied itself that the Chief Financial Officer, Tjaart van der Walt, had the requisite expertise and experience to lead and manage the finance function for the year under review.

In addition, the AGRC has satisfied itself that the composition, experience, and skill set of the finance function met the company's requirements.



**Palesa Kadi**  
Chairperson: Audit, Governance and Risk Committee

28 August 2023

# SUMMARY FINANCIAL STATEMENTS

PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF  
CRICKET SOUTH AFRICA NPC FOR THE YEAR ENDED 30 APRIL 2023

## INDEPENDENT AUDITOR'S REPORT ON THE SUMMARY FINANCIAL STATEMENTS

To the members of Cricket South Africa NPC

### OPINION

The summary consolidated financial statements of Cricket South Africa NPC, set out on pages 70 to 73, which comprise the summary statement of financial position as at 30 April 2023, the summary statements of profit or loss and 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 2023.

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 Standards (IFRS) and the requirements of the Companies Act of South Africa as applicable to summary financial statements.

### SUMMARY ECONOMIC INTEREST 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 ECONOMIC INTEREST FINANCIAL STATEMENTS AND OUR REPORT THEREON

We expressed an unmodified audit opinion on the audited financial statements in our report dated 21 August 2023

### DIRECTOR'S RESPONSIBILITY FOR THE SUMMARY ECONOMIC INTEREST FINANCIAL STATEMENTS

The directors are responsible for the preparation of the summary financial statements in accordance with the International Financial Reporting Standard (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.

**PricewaterhouseCoopers Inc.**  
Director: S Murugen  
Registered Auditor

Johannesburg, South Africa  
28 August 2023

**SUMMARY FINANCIAL STATEMENTS**

PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC FOR THE YEAR ENDED 30 APRIL 2023

**SUMMARY STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**

	ECONOMIC INTEREST	
	2023 R'000	2022 R'000
<b>Revenue</b>	<b>700 240</b>	<b>778 353</b>
Amateur cricket	19 204	22 839
Professional cricket	681 036	755 514
<b>Expenses</b>	<b>(904 441)</b>	<b>(995 624)</b>
Central cost	(137 174)	(145 018)
Amateur cricket	(195 602)	(233 716)
Professional cricket	(498 139)	(539 222)
National women and men teams	(73 526)	(77 668)
<b>Operating loss</b>	<b>(204 201)</b>	<b>(217 271)</b>
Investment income	14 388	9 776
Net foreign exchange gains/(losses)	43 973	(2 209)
Fair value adjustments	21	17 676
Share of loss from associate	(4 258)	(5 846)
Share of profit from joint venture	33 676	-
Impairment of investment in associate	(2 988)	-
<b>Loss for the year</b>	<b>(119 389)</b>	<b>(197 874)</b>
Other comprehensive income	-	-
<b>TOTAL COMPREHENSIVE LOSS FOR THE YEAR</b>	<b>(119 389)</b>	<b>(197 874)</b>



## SUMMARY FINANCIAL STATEMENTS

PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC FOR THE YEAR ENDED 30 APRIL 2023

### SUMMARY STATEMENT OF FINANCIAL POSITION

	ECONOMIC INTEREST	
	2023 R'000	2022 R'000
<b>ASSETS</b>		
Non-current assets	237 407	190 244
Current assets excluding cash and cash equivalents	147 276	157 929
Cash and cash equivalents	151 955	271 972
<b>TOTAL ASSETS</b>	<b>536 638</b>	<b>620 145</b>
<b>EQUITY AND LIABILITIES</b>		
<b>Reserves</b>	<b>368 406</b>	<b>487 795</b>
Retained earnings	368 406	487 795
<b>Liabilities</b>	<b>168 232</b>	<b>132 350</b>
Current liabilities	168 232	132 350
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>536 638</b>	<b>620 145</b>

## SUMMARY FINANCIAL STATEMENTS

PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC FOR THE YEAR ENDED 30 APRIL 2023

### SUMMARY STATEMENT OF CHANGES IN EQUITY

	RETAINED EARNINGS R'000
<b>Balance at 30 April 2021</b>	<b>685 669</b>
Total comprehensive loss for the year	(197 874)
<b>Balance at 30 April 2022</b>	<b>487 795</b>
Total comprehensive loss for the year	(119 389)
<b>Balance at 30 April 2023</b>	<b>368 406</b>

### SUMMARY STATEMENT OF CASH FLOWS

	ECONOMIC INTEREST	
	2023 R'000	2022 R'000
Loss before taxation	(119 389)	(197 874)
Non-cash adjustments to reconcile net profit to net cash flows	(31 670)	5 816
Working capital movements	8 439	(26 326)
<b>Net cash outflow from operating activities</b>	<b>(142 620)</b>	<b>(218 384)</b>
<b>Net cash inflow from investing activities</b>	<b>22 603</b>	<b>369 202</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>(120 017)</b>	<b>150 818</b>
Cash and cash equivalents at beginning of the year	271 972	121 154
<b>CASH AND CASH EQUIVALENTS AT END OF THE YEAR</b>	<b>151 955</b>	<b>271 972</b>

## SUMMARY FINANCIAL STATEMENTS

PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC FOR THE YEAR ENDED 30 APRIL 2023

# NOTES TO SUMMARY FINANCIAL STATEMENTS

## 1 NATURE OF BUSINESS AND OPERATIONS

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

## 2 BASIS OF PREPARATION

### Summary financial statements

According to the Companies Act, summary financial statements must be prepared according to the requirements for summary financial statements. Under the Companies Act, summary financial statement reports must comply with the framework concepts and measurement and recognition requirements of International Financial Reporting Standards (IFRS) and the SAICA Financial Reporting Guides issued by the Accounting Practices Committee as well as the Financial Reporting Standards Council Financial Pronouncements, and they must also contain the information required by IAS 34 Interim Financial Reporting.

As part of preparing the financial statements from which the summary financial statements were derived, accounting policies are consistent with the accounting policies applied to the previous annual financial statements in terms of International Financial Reporting Standards.

### Annual financial statements (full AFS)

We have prepared our annual financial statements in compliance with IFRS, as the South African Companies Act requires.

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.

Preparing financial statements requires using 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 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

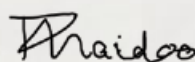
The significant accounting policies and detailed notes to the annual financial statements are disclosed in the audited annual financial statements, which are available at the offices of the company.

## 4 DISCLOSURES OF CHANGE IN DIRECTORS

Refer to page 62 which provides details related to the entire list of directors as well as changes in directors.

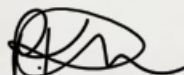
## 5 DISCLOSURES OF RELATED PARTIES

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 and Cricket Stadium entities. Refer to note 19 of the full annual 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 are disclosed in note 8 of the full annual financial statements.



**Lawson Naidoo**  
Chairperson: CSA Board

28 August 2023



**Palesa Kadi**  
Chairperson: Audit, Governance and Risk Committee

28 August 2023

## SUPPLEMENTARY INFORMATION

### CRICKET SOUTH AFRICA-RELATED MEMBERS/BODIES/STRUCTURES/\*SUBSIDIARY

AFFILIATE MEMBERS [15]	GEO-POLITICAL BOUNDARY	CSA-ACCREDITED PLAYING VENUES
Boland	Western Cape	Boland Park – Paarl
South-Western Districts		Recreational Ground – Oudtshoorn
Western Province Cricket		Newlands Cricket Ground – Cape Town
Easterns Cricket	Gauteng	Willowmoore Park – Benoni
Northerns Cricket		SuperSport Park – Centurion
Free State Cricket	Free State	Mangaung Oval – Bloemfontein
Northern Cape Cricket	Northern Cape	Diamond Oval – Kimberley
Border Cricket	Eastern Cape	Buffalo Park – East London
Eastern Province Cricket		St George’s Park – Port Elizabeth
Gauteng Cricket	Gauteng	DP World Wanderers Stadium – Johannesburg
North West Cricket	North West	JB Marks Oval– Potchefstroom
KwaZulu-Natal Cricket	KwaZulu-Natal	Hollywoodbets Kingsmead – Durban
KwaZulu-Natal Inland		Pietermaritzburg Oval – Pietermaritzburg
Limpopo Impala Cricket	Limpopo	Polokwane Cricket Club
Mpumalanga Cricket	Mpumalanga	Uplands College – White River

AFFILIATE MEMBERS	ANCILLARY MEMBERS
<p>The 15 entities that 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.</p> <p>The President of each Affiliate is a member of the Company’s Members Council (“Shareholder group”).</p>	<ul style="list-style-type: none"> <li>• Blind Cricket SA</li> <li>• Deaf Cricket Association</li> <li>• SASA Intellectually Impaired</li> <li>• SA Schools’ Cricket</li> <li>• USSA Cricket</li> <li>• Forces Cricket (SAPS/Correctional Services/Defence Force)</li> <li>• Indoor Cricket SA</li> <li>• Sporting Chance</li> <li>• Veterans Cricketers Association of SA</li> </ul>

## FOUR-YEAR FINANCIAL PLAN – 1 MAY 2022 TO 30 APRIL 2026

Apart from the annual budgets and actual results, CSA prepares budgets and operates its business based on 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 sustainably and evaluate its finances more meaningfully. Therefore, annual results should be viewed in the context of the four-year cycle.

The results for 2022/23 set out above represents the first year of the new four-year cycle.

# AWARDS

The CSA Awards were held in-person at Vodaworld in Mindrand for the first time since the onset of the global Covid-19 pandemic and signalled the celebration of an exciting *Summer of Cricket*. The CSA Pathway Awards which honour developing talent took place in the morning of 7 July 2023, the forerunner to the evening's gala awards ceremony.

SA U19 Women's Karabo Meso was named CSA U19 Women's Player of the Year after her performance behind the stumps in the inaugural ICC U19 Women's T20 World

Cup and Tazmin Brits went home with the coveted CSA Women's Provincial Player of the Year, for a third consecutive year.

Shabnim Ismail and Anrich Nortje were named SA Women's and Men's Player of the Year respectively at the gala event on Friday evening. The pair walked away with the top prizes which they won together two years ago in 2021. It is the third time the recently retired Ismail scooped the coveted award, while Nortje took top for the second time in his career.

## CSA AWARDS 2022

### PROFESSIONAL AWARDS: NATIONAL

SA Women's Player of the Year	Shabnim Ismail
Women's T20 International Player of the Year	Nonkululeko Mlaba
Women's One-Day International Player of the Year	Laura Wolvaardt
Women's Players' Player of the Year	Nonkululeko Mlaba
SA Men's Player of the Year	Anrich Nortje
Test Player of the Year	Kagiso Rabada
One-Day International Player of the Year	Temba Bavuma
T20 International Cricketer of the Year	Reeza Hendricks
International Men's Newcomer of the Year	Gerald Coetzee
SA Men Players' Player of the Year	David Miller
SA Fans' Player of the Year	Sinalo Jaftha
Best Delivery Fuelled by KFC	Kagiso Rabada

### PROFESSIONAL AWARDS: DOMESTIC NATIONAL

Division 1 4-Day Domestic Series Player of the Season	Beyers Swanepoel (Dafabet Warriors)
Division 2 4-Day Domestic Series Player of the Season	Rivaldo Moonsamy (Northern Cape Heat)
Division 1 One-Day Cup Player of the Season	Ryan Rickelton (DP World Lions)
Division 2 One-Day Cup Player of the Season	Joshua van Heerden (Eastern Cape Iinyathi)
CSA T20 Challenge Player of the Season	Bamanye Xenze (Gbet Rocks)
Division 1 Coach of the Year	Mandla Mashimbyi (Momentum Multiply Titans)
Division 2 Coach of the Year	Mark Charlton (Northern Cape Heat)
Domestic Players' Player of the Season	Ryan Rickelton (DP World Lions)
Domestic Newcomer of the Season	Jordan Hermann (Dafabet Warriors)
SACA Most Valuable Player Award	Beyers Swanepoel (Dafabet Warriors)
Makhaya Ntini Power of Cricket Award	Mondli Khumalo

### PROFESSIONAL AWARDS: OPERATIONS

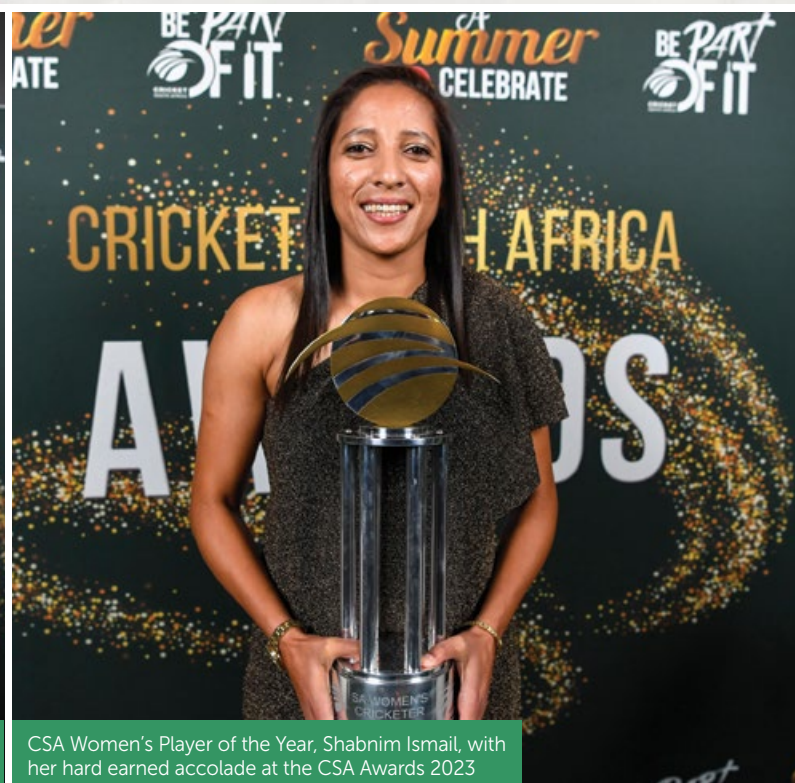
CSA Umpires' Umpire of the Year	Adrian Holdstock
CSA Umpire of the Year	Adrian Holdstock
CSA Fairplay Award	North-West Dragons

## CSA PATHWAY AWARDS 2022

KFC Mini-Cricket Coach of the Year	Kholiwe Nkuna (Mpumalanga)
KFC Mini-Cricket Coordinator of the Year – Joint Winners	Mnonopheli Mfenqe (Border) Nation Ntlame (North West)
KFC Bucket Loads of Good Award	Logan Naina (Easterns)
CSA Blind Cricket Player of the Year	Sphelele Khalala
CSA Deaf Cricket Player of the Year	Arthur McGee
CSA Intellectually Impaired Player of the Year	Mpho Selaolane
CSA Veterans Cricketer of the Year	Alan Dawson
Women's Provincial Coach of the Year	Claire Terblanche (Six Gun Grill Western Province)
Kemach Equipment Groundsman of the Year	Bryan Bloy (SuperSport Park, Centurion)
CSA Women's Provincial Player of the Year	Tazmin Brits (Six Gun Grill Garden Route Badgers)
CSA Boys U16 Player of the Tournament	Kwena Maphaka
CSA Girls U16 Player of the Tournament	Diedre van Rensburg
CSA Girls U19 Player of the Tournament	Gizelle Abrahams (Boland)
Khaya Majola Cricket Week Player of the Tournament	Bongile Mfunelwa (Western Province)
CSA U19 Men's Player of the Year	Kwena Maphaka
CSA U19 Women's Player of the Year	Karabo Meso
CSA Learners with Special Education Needs Player of the Tournament	Bathabile Masigo
CSA Fairplay Award	North West Dragons
National T20 Women's Club Player of the Tournament	Alysia Rudolph (Avion CC, Easterns)
CSA Student Player of the Year	JP King (North West)
RPC and HUBs Coach of the Year	Warren Bell (Gelvandale Hub, Eastern Province)



CSA Men's Player of the Year, Anrich Nortje, celebrates the accolade at the CSA Awards 2023



CSA Women's Player of the Year, Shabnim Ismail, with her hard earned accolade at the CSA Awards 2023

# THANK YOU TO OUR PARTNERS

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C A S T O R E



cricket clinic



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basic education  
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Basic Education  
REPUBLIC OF SOUTH AFRICA



sport, arts & culture  
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SPORT

**Sunfoil**



SuperSport  
World of Champions



CRICKET  
SOUTH AFRICA  
MEDICAL COMMITTEE



CRICKET  
SOUTH AFRICA  
MEMBERS



ADMINISTRATORS



COACHES



CSA STAFF



GROUND STAFF



MATCH OFFICIALS



MEDIA



PLAYERS



PRIVATE ACADEMIES



THE PUBLIC



## CRICKET SOUTH AFRICA NPC

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