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**DELIVERING RUGBY'S FUTURE**

**STRATEGIC  
TRANSFORMATION  
PLAN**

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**SOUTH AFRICAN RUGBY UNION**

*VISION*

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**TO BE AN ICON  
OF INSPIRATION  
TO ALL**

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*MISSION*

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**PROVIDING  
STRATEGIC  
LEADERSHIP AND  
STANDARDS OF  
EXCELLENCE TO  
MAKE SOUTH  
AFRICA THE BEST  
RUGBY NATION  
IN THE WORLD**

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# STRATEGIC TRANSFORMATION PLAN

## FOCUS AREAS

- 1 DEMOGRAPHIC REPRESENTATION** **PAGE 3**  
*To change SARU's demographic profile at provincial and national level on and off the field of play.*
- 2 ACCESS TO THE GAME** **PAGE 22**  
*To ensure rugby is accessible to all who wish to participate, including women, disabled persons and people in rural areas.*
- 3 SKILLS AND CAPACITY DEVELOPMENT** **PAGE 32**  
*To create development pathways for players, coaches, referees and administrators to improve productivity and performance levels.*
- 4 PERFORMANCE** **PAGE 40**  
*To deliver competitive and world-class performances on and off the field of play by focusing on quality and the application of the principle of merit.*
- 5 COMMUNITY DEVELOPMENT AND SOCIAL RESPONSIBILITY** **PAGE 45**  
*To create effective interventions in order to increase participation through community development and social responsibility initiatives.*
- 6 CORPORATE GOVERNANCE** **PAGE 49**  
*To establish effective rugby administrative structures in order to comply with good corporate governance.*

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## BACKGROUND AND DEFINITIONS

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The Department of Sport and Recreation has in place a target of at least 50% generic black representation for a team or dimension to be regarded as having been transformed.

Within that 50% representation the expectation is that half of those will be black African. It has been anecdotally suggested by the Eminent Persons' Group that that requirement for black African representation should be raised to 60%.

Generic Black is defined by the Department of Sports and Recreation as "black African, coloured and Indian". Black African is not specifically defined by the department but is generally accepted as meaning a South African of an indigenous African tribe.

In the transformation monitoring section of the Plan, reference is made to area of jurisdiction. This refers to the area under the stewardship of a provincial rugby union or SARU depending on the dimension being measured.

The Strategic Transformation Plan was developed and is monitored by the Strategic Performance Management Department of SARU and its GM, Mervin Green. The Department can be contacted on 021-928 7051.





## **STRATEGIC OBJECTIVE:** TO CHANGE SARU'S DEMOGRAPHIC PROFILE AT PROVINCIAL AND NATIONAL LEVEL ON AND OFF THE FIELD OF PLAY.

### **KEY PERFORMANCE INDICATORS**

### **OUTPUT**

- 1 Increase black participation in Vodacom Cup to 50% by 2019.
- 2 Increase black participation in Currie Cup to 50% by 2019.
- 3 Increase black participation in Super Rugby competition to 50% by 2019.
- 4 Increase black participation in Currie Cup U21 to 50% by 2019.
- 5 Increase black participation in Currie Cup U19 to 50% by 2019.

» *Increased black participation by 2019 in all SARU domestic competitions.*

- 6 Increase black participation in senior amateur competitions to 50% by 2019.
- 7 Increase black participation in the Springbok team to 50% by 2019.
- 8 Increase black participation in the Springbok sevens team to 50% by 2019.

» *Increased black participation in all national teams by 2019.*

## **STRATEGIC OBJECTIVE:** TO CHANGE SARU'S DEMOGRAPHIC PROFILE AT PROVINCIAL AND NATIONAL LEVEL ON AND OFF THE FIELD OF PLAY.

### **KEY PERFORMANCE INDICATORS**

### **OUTPUT**

<p><b>9</b> Increase black participation in the Junior Springbok team to 50% by 2019.</p>	<p>» Increased black participation in all national teams by 2019.</p>
<p><b>10</b> Increase black participation at executive and board level provincially and nationally to 50% by 2019.</p>	<p>» Increased black executives and administrators in provincial and national structures.</p>
<p><b>11</b> Increase black participation in team management at national level to 50% by 2019.</p>	<p>» Increased number of black managers of provincial and national teams.</p>
<p><b>12</b> Increase black coaches and referees involved at provincial and national level to 50% by 2019.</p>	<p>» Increased number of top black coaches and referees involved in the game at provincial and national level.</p>





## IMPLEMENTATION PLAN: DEMOGRAPHICS TO CHANGE SARU'S DEMOGRAPHIC PROFILE AT PROVINCIAL AND NATIONAL LEVEL ON AND OFF THE FIELD OF PLAY.

### KEY PERFORMANCE INDICATORS

### KEY ACTIVITIES

- 1 Increase black participation in Vodacom Cup to 50% by 2019.

**TIMELINE**  
FEB 2015

**TIMELINE**  
FEB 2015

» **Vodacom Cup 2015** – engage Northern unions (Golden Lions, Blue Bulls, Falcons, Pumas, Leopards, Free State, Griffons, Griquas) to increase black player representation to 30% (7 black players in squad of 23). From the 7 generic black players a minimum of 2 must be black Africans. By the end of the competition all black players should at least have played 1 full match.

» **Vodacom Cup 2015** – engage Southern and coastal unions (WP, Boland, SWD, EP, Border, KZN) to increase black player representation to 35% (8 black players in squad of 23). Of 8 generic black players a minimum of 2 must be black Africans. By the end of the competition all black players should at least have played 1 full match.

- 2 Increase black participation in Currie Cup to 50% by 2019.

**TIMELINE**  
JUNE 2015

**TIMELINE**  
JUNE 2015

» **Currie Cup 2015** – Northern unions increase black player representation to 30% (7 black players in squad of 23). From the 7 generic black players a minimum of 2 must be black Africans. By the end of the competition all black players should at least have played 1 full match.

» **Currie Cup 2015** – Southern unions increase black player representation to 35% (8 black players in squad of 23). From the 8 generic black players a minimum of 2 must be black Africans. By the end of the competition all black players should at least have played 1 full match.





## RESPONSE/DELIVERY PARTNERS

- » SARU Executive, President's Council. » Union presidents and coaches.
- » National coaches. » Referees and coaching associations.
- » Provincial and national schools associations.

### KEY PERFORMANCE INDICATORS

### KEY ACTIVITIES

- 3** Increase black participation in Super Rugby competition to 50% by 2019.

**TIMELINE**  
FEB 2015

» **Super Rugby 2015** – engage Super Rugby franchises to increase black player representation to 30% (7 black players in squad of 23). From the 7 generic black players 2 must be black Africans. By the end of the competition all black players should at least have played 1 full match.

- 4** Increase black participation in Currie Cup U21 to 50% by 2019.

**TIMELINE**  
JULY 2015

» **U21 Currie Cup 2015** – Northern unions increase black player representation to 30% (7 black players in squad of 23). From the 7 generic black players 2 must be black Africans. By the end of the competition all black players should at least have played 1 full match.

» **U21 Currie Cup 2015** – Southern unions increase black player representation to 35% (8 players in squad of 23). From the 8 generic black players 2 must be black Africans. By the end of the competition all black players should at least have played 1 full match.

**TIMELINE**  
JULY 2015

- 5** Increase black participation in Currie Cup U19 to 50% by 2019.

» **U19 Currie Cup 2015** – Northern unions increase black player representation to 30% (7 black players in squad of 23). From the 7 generic black players 2 must be black Africans. By the end of the competition all black players should at least have played 1 full match.

» **U19 Currie Cup 2015** – Southern unions increase black player representation to 35% (8 players in squad of 23). From the 8 generic black players 2 must be black Africans. By the end of the competition all black players should at least have played 1 full match.

## IMPLEMENTATION PLAN: DEMOGRAPHICS TO CHANGE SARU'S DEMOGRAPHIC PROFILE AT PROVINCIAL AND NATIONAL LEVEL ON AND OFF THE FIELD OF PLAY.

### KEY PERFORMANCE INDICATORS

### KEY ACTIVITIES

- 6 Increase black participation in senior amateur competitions to 50% by 2019.

#### TIMELINE

FEB-SEPT 2015

» **Amateur competitions 2015, including provincial amateur, Community Cup – northern unions** increase black player representation to 36% (9 black players in a squad of 25). From the 9 generic black players, at least 2 must be black Africans. By the end of the competition all black players should at least have played 1 full match.

» **Amateur competitions 2015, including provincial amateur, Community Cup – southern unions** increase black player representation to 45% (12 black players in squad of 25). From the 12 generic black players, at least 2 must be black Africans. By the end of the competition all black players should at least have played 1 full match.

- 7 Increase black participation in the Springbok team to 50% by 2019.

#### TIMELINE

JUNE-DEC 2015

» **Springbok team 2015 – engage national coach** to increase black player representation to 30% (7 players in squad of 23). From the 7 generic black players 2 must be black Africans.

- 8 Increase black participation in the Springbok Sevens team to 50% by 2019.

#### TIMELINE

JAN-DEC 2015

» **Springbok sevens team – engage national sevens coach** to increase black player representation to 41% (5 black players in a squad of 12). From the 5 generic black players 2 must be black Africans.



## RESPONSE/DELIVERY PARTNERS

- » SARU Executive, President's Council. » Union presidents and coaches.
- » National coaches. » Referees and coaching associations.
- » Provincial and national schools associations.

### KEY PERFORMANCE INDICATORS

### KEY ACTIVITIES

- 9** Increase black participation in the Junior Springbok team to 50% by 2019.

#### TIMELINE

JUNE 2015

- » **Junior Springbok team 2015** – engage Junior Springbok coach to increase black player representation to 42% (12 black players in squad of 28). From the 12 generic black players 4 must be black Africans.

- 10** Increase black participation at executive and board level provincially and nationally to 50% by 2019.

#### TIMELINE

DEC 2015

- » **Provincial executive/board** – unions to increase black representation to 50%. The generic black component should include at least 40% black Africans.

- » **National Executive** – increase black representation to 50%. The generic black component should include at least 40% black Africans.

- 11** Increase black participation in team management at national level to 50% by 2019.

#### TIMELINE

DEC 2015

- » **Provincial team management** – engage unions to increase black representation to 40%. The generic black component should include at least 30% black Africans.

- » **National team management** – all national teams to increase black representation to 40%. The generic black component should include at least 30% black Africans.

## IMPLEMENTATION PLAN: DEMOGRAPHICS TO CHANGE SARU'S DEMOGRAPHIC PROFILE AT PROVINCIAL AND NATIONAL LEVEL ON AND OFF THE FIELD OF PLAY.

### KEY PERFORMANCE INDICATORS

**12** Increase black coaches and referees involved at provincial and national level to 50% by 2019.

#### TIMELINE

DEC 2015

#### TIMELINE

DEC 2015

### KEY ACTIVITIES

» **Provincial coaches** – engage unions to increase black coaches appointed to teams to 30%. The generic black component should include at least 20% black Africans.

» **National coaches** – increase black coaches involved in national teams to 30%. The generic black component should include at least 10% black Africans.





## AVERAGE NATIONAL AND PROVINCIAL ADMINISTRATION (ALL CATEGORIES) – BLACK AFRICAN

### DEMOGRAPHIC TREND **>>>** FEDERATION: Rugby – Administration Black African and Women Representation Annual Projections

DEMOGRAPHIC PROFILE	Actual December 2014 % Black African	Projected December 2015 % Black African	Actual December 2015 % Black African	Projected December 2016 % Black African	Actual December 2016 % Black African	Projected December 2017 % Black African	Actual December 2017 % Black African	Projected December 2018 % Black African	Actual December 2018 % Black African	Projected December 2019 % Black African	Actual December 2019 % Black African
Average % black African representation in all categories of national admin structure	23	30		40		45		50		60	
Average % black African representation in all categories of provincial admin structures	15	30		40		45		50		60	
Average % women representation in all admin categories at national level	15	17		23		30		35		50	
Average % women representation in all admin categories at provincial level	15	17		23		30		35		50	


**DEMOGRAPHIC PROFILE**
*Average National And Provincial Administration (All Categories) – Women Demographic Trend*

DEMOGRAPHIC PROFILE	ACTUAL DECEMBER 2014 % WOMEN	PROJECTED DECEMBER 2015 % WOMEN	ACTUAL DECEMBER 2015 % WOMEN	PROJECTED DECEMBER 2016 % WOMEN	ACTUAL DECEMBER 2016 % WOMEN	PROJECTED DECEMBER 2017 % WOMEN	ACTUAL DECEMBER 2017 % WOMEN	PROJECTED DECEMBER 2018 % WOMEN	ACTUAL DECEMBER 2018 % WOMEN	PROJECTED DECEMBER 2019 % WOMEN	ACTUAL DECEMBER 2019 % WOMEN
Average % women representation in all admin categories at provincial level	15	17		23		30		35		50	
Average % women representation in all admin categories at provincial level	15	17		23		30		35		50	

**ADMINISTRATION**

## AVERAGE ALL NATIONAL TEAMS – BLACK AFRICAN DEMOGRAPHIC TREND

FEDERATION: Rugby – National Team Black African Annual Projections

DEMOGRAPHIC PROFILE	Actual December 2014 % Black African	Projected December 2015 % Black African	Actual December 2015 % Black African	Projected December 2016 % Black African	Actual December 2016 % Black African	Projected December 2017 % Black African	Actual December 2017 % Black African	Projected December 2018 % Black African	Actual December 2018 % Black African	Projected December 2019 % Black African	Actual December 2019 % Black African
Average % black African representation in all Springbok incoming team matches	16	20		35		40		50		60	
Average % black African representation in all Springbok championship matches	12	24		35		40		50		60	
Average % black African representation in all Sevens World Series matches	14	20		40		45		50		60	
Average % black African representation in all U20 Junior World Cup matches	14	20		40		45		50		60	
Average % black African representation in all student U21 matches	15	20		40		45		50		60	
Average % black African representation in all SA schools U18 matches	13	20		40		45		50		60	

NATIONAL TEAMS (MEN)


**AVERAGE ALL PROVINCIAL TEAMS – BLACK AFRICAN DEMOGRAPHIC TREND**
**FEDERATION: Rugby - National Team Black African Annual Projections**

DEMOGRAPHIC PROFILE	Actual December 2014 % Black African	Projected December 2015 % Black African	Actual December 2015 % Black African	Projected December 2016 % Black African	Actual December 2016 % Black African	Projected December 2017 % Black African	Actual December 2017 % Black African	Projected December 2018 % Black African	Actual December 2018 % Black African	Projected December 2019 % Black African	Actual December 2019 % Black African
Average % black African representation in all Vodacom Cup matches	11	35	40	40	45	50	60	60	60	60	60
Average % black African representation in all Currie Cup matches	13	35	40	40	45	50	60	60	60	60	60
Average % black African representation in all Super Rugby matches	14	35	40	40	45	50	60	60	60	60	60
Average % black African representation in all U21 Currie Cup matches	9	35	40	40	45	50	60	60	60	60	60
Average % black African representation in U19 Currie Cup matches	11	35	40	40	45	50	60	60	60	60	60
Average % black African representation in all Provincial Amateur matches	14	35	40	40	45	50	60	60	60	60	60

**PROVINCIAL TEAMS (MEN)**



## AVERAGE ALL NATIONAL AND PROVINCIAL WOMEN'S TEAMS – BLACK AFRICAN DEMOGRAPHIC TREND

## FEDERATION: Rugby – Women's Black African Representation Annual Projections

DEMOGRAPHIC PROFILE	Actual December 2014 % Black African	Projected December 2015 % Black African	Actual December 2015 % Black African	Projected December 2016 % Black African	Actual December 2016 % Black African	Projected December 2017 % Black African	Actual December 2017 % Black African	Projected December 2018 % Black African	Actual December 2018 % Black African	Projected December 2019 % Black African	Actual December 2019 % Black African
Average % black African representation in all senior international matches	51	50	53	55	57	55	57	57	60	60	60
Average % black African representation in all U21 international matches	68	50	53	55	57	55	57	57	60	60	60
Average % black African representation in all U19 sevens international matches	50	50	53	55	57	55	57	57	60	60	60
Average % black African representation in girls' all senior provincial matches	73	50	53	55	57	55	57	57	60	60	60
Average % black African representation in all U16 provincial matches	64	50	53	55	57	55	57	57	60	60	60
Average % black African representation in girls' sevens provincial matches	61	50	53	55	57	55	57	57	60	60	60
Average % black African representation in U18 girls' sevens provincial matches	55	50	53	55	57	55	57	57	60	60	60


**AVERAGE NATIONAL AND PROVINCIAL ADMINISTRATION (ALL CATEGORIES) –**
**GENERIC BLACK AND WOMEN DEMOGRAPHIC TREND/REPRESENTATION ANNUAL PROJECTIONS TREND**
**FEDERATION: Rugby – Administration Generic Black African Representation Annual Projections**

DEMOGRAPHIC PROFILE	Actual Dec 2014 % Generic Black	Projected Dec 2015 % Generic Black	Actual Dec 2015 % Generic Black	Projected Dec 2016 % Generic Black	Actual Dec 2016 % Generic Black	Projected Dec 2017 % Generic Black	Actual Dec 2017 % Generic Black	Projected Dec 2018 % Generic Black	Actual Dec 2018 % Generic Black	Projected Dec 2019 % Generic Black	Actual Dec 2019 % Generic Black
Average % generic black representation in all admin categories at national level	39	30		35		40		45		50	
Average % generic black representation in all admin categories at provincial level	35	30		35		40		45		50	

**ADMINISTRATION**



## TRANSFORMATION MONITORING: DEMOGRAPHICS

## AVERAGE ALL MALE NATIONAL TEAMS – GENERIC BLACK DEMOGRAPHIC TREND

## FEDERATION: Rugby – National Teams Generic Black African Representation Annual Projections

DEMOGRAPHIC PROFILE	Actual Dec 2014 % Generic Black	Projected Dec 2015 % Generic Black	Actual Dec 2015 % Generic Black	Projected Dec 2016 % Generic Black	Actual Dec 2016 % Generic Black	Projected Dec 2017 % Generic Black	Actual Dec 2017 % Generic Black	Projected Dec 2018 % Generic Black	Actual Dec 2018 % Generic Black	Projected Dec 2019 % Generic Black	Actual Dec 2019 % Generic Black
Average % generic black representation in all Springbok incoming team matches	27	30		34		40		45		50	
Average % generic black representation in all Springbok championship matches	19	30		34		40		45		50	
Average % generic black representation in all Sevens World Series matches	54	30		35		40		45		50	
Average % generic black representation in all U20 Junior World Cup matches	32	34		39		43		47		50	
Average % generic black representation in all students U21 matches	39	34		39		43		47		50	
Average % generic black representation in all SA Schools U19 matches	40	45		47		50		55		55	

NATIONAL TEAMS (MEN)


**AVERAGE ALL MALE PROVINCIAL TEAMS – GENERIC BLACK DEMOGRAPHIC TREND**
**FEDERATION: Rugby – Provincial Teams Generic Black African Representation Annual Projections**

DEMOGRAPHIC PROFILE	Actual Dec 2014 % Generic Black	Projected Dec 2015 % Generic Black	Actual Dec 2015 % Generic Black	Projected Dec 2016 % Generic Black	Actual Dec 2016 % Generic Black	Projected Dec 2017 % Generic Black	Actual Dec 2017 % Generic Black	Projected Dec 2018 % Generic Black	Actual Dec 2018 % Generic Black	Projected Dec 2019 % Generic Black	Actual Dec 2019 % Generic Black
Average % generic black representation in all Super Rugby matches	22	30		35		40		45		50	
Average % generic black representation in all Currie Cup matches	33	35		37		40		45		50	
Average % generic black representation in all Vodacom matches	38	35		37		39		43		50	
Average % generic black representation Currie Cup U21 matches	36	35		37		39		43		50	
Average % generic black representation in all Currie Cup U19 matches	33	35		37		39		43		50	

**PROVINCIAL TEAMS (MEN)**



## AVERAGE ALL FEMALE NATIONAL AND PROVINCIAL TEAMS – GENERIC BLACK DEMOGRAPHIC TREND

FEDERATION: Rugby – Women's National and Provincial Teams Generic Black African Representation Annual Projections

DEMOGRAPHIC PROFILE	Actual Dec 2014 % Generic Black	Projected Dec 2015 % Generic Black	Actual Dec 2015 % Generic Black	Projected Dec 2016 % Generic Black	Actual Dec 2016 % Generic Black	Projected Dec 2017 % Generic Black	Actual Dec 2017 % Generic Black	Projected Dec 2018 % Generic Black	Actual Dec 2018 % Generic Black	Projected Dec 2019 % Generic Black	Actual Dec 2019 % Generic Black
Average % black African representation in all senior international matches	83	30	35	40	45	50	50	50	50	50	50
Average % black African representation in all U21 international matches	96	30	35	40	45	50	50	50	50	50	50
Average % black African representation in all U19 sevens international matches	100	30	35	40	45	50	50	50	50	50	50
Average % black African representation in girls' all senior provincial matches	85	30	35	40	45	50	50	50	50	50	50
Average % black African representation in all U16 Youth Weeks provincial matches	92	30	35	40	45	50	50	50	50	50	50
Average % black African representation in girls' sevens provincial matches	85	30	35	40	45	50	50	50	50	50	50
Average % black African representation in U18 girls' sevens provincial matches	100	30	35	40	45	50	50	50	50	50	50

## REFEREE TRENDS

## FEDERATION: Rugby – Total Referee Annual Transformation Trend

RESOURCE	Actual Number Referees December 2014	Projected Number Referees by Dec 2015	Actual Number Referees December 2015	Projected Number Referees by Dec 2016	Actual Number Referees December 2016	Projected Number Referees by Dec 2017	Actual Number Referees December 2017	Projected Number Referees by Dec 2018	Actual Number Referees December 2018	Projected Number Referees by Dec 2019	Actual Number Referees December 2019
Total active accredited referees in area of jurisdiction	2166	2425		2667		2987		3285		3679	
Total active female accredited referees in area of jurisdiction	85	86		87		88		89		90	
Active black African accredited referees in area of jurisdiction	306	970		1200		1344		1642		1839	
Active generic black accredited referees in area of jurisdiction	926	970		1200		1344		1642		1839	

## COACH TRENDS

## FEDERATION: Rugby – Total Coach Annual Transformation Trend

RESOURCE	Actual Number December 2014	Projected Number Coaches by Dec 2015	Actual Number December 2015	Projected Number Coaches by Dec 2016	Actual Number December 2016	Projected Number Coaches by Dec 2017	Actual Number December 2017	Projected Number Coaches by Dec 2018	Actual Number December 2018	Projected Number Coaches by Dec 2019	Actual Number December 2019
Total active accredited male coaches in area of jurisdiction	5533	7000		7500		8500		9000		10 000	
Total active female accredited coaches	986	950		1200		1500		1800		2000	
Active black African accredited coaches	1322	1600		2000		2200		2500		3000	
Active generic black accredited coaches	2533	3000		3500		4000		4500		5000	
Active accredited women's coaches	298	450		550		700		800		1000	

**FOCUS AREA UNPACKED: ACCESS**  
**TO ENSURE RUGBY IS ACCESSIBLE TO ALL WHO WISH**  
**TO PARTICIPATE, INCLUDING WOMEN, DISABLED PERSONS**  
**AND PEOPLE IN RURAL AREAS.**

**KEY PERFORMANCE INDICATORS**

**OUTPUT**

1 Increase participants at primary schools – number of players 150 000 by 2019.

2 Increase participants at high schools – number of players 50 000 by 2019.

3 Establish community leagues – number of organised leagues in community hubs within municipal districts.

4 Establish talent identification programme – number of talented players identified in communities and registered on Footprint.

5 Establish workforce in communities – number of trained volunteers in community hubs.

6 Roll out social cohesion community programmes – number of awareness programmes, i.e. HIV and Aids, job creation, awareness against crime, etc.

» **Mass participation programme:**  
*increased participants in non-traditional primary schools and high schools.*

» **Sustainable leagues in new rugby communities.**

» **Established and sustainable volunteer programme.**

» **Sustainable social programmes in communities.**




**KEY PERFORMANCE INDICATORS**
**OUTPUT**

<p><b>7</b> Increase participation through different modified formats – new players (20 000 per year) non-registered players for boys and girls (Get Into Rugby – (GIR)).</p>	<p>» Participation in schools through modified games increased by 20%.</p>
<p><b>8</b> Number of available facilities geographic information systems (GIS) plan – rugby fields</p>	<p>» GIS database of facilities.</p>
<p><b>9</b> Increase number of affiliated operational clubs in rural areas.</p>	<p>» Increased number of clubs in non-traditional rugby areas as well as rural areas. » Revived club structures in traditional rugby areas.</p>
<p><b>10</b> Increase number of school-club linkages to prevent dropout rate.</p>	<p>» Established school-club linkages.</p>
<p><b>11</b> Increase joint ventures with government mass participation programme.</p>	

## IMPLEMENTATION PLAN: ACCESS

TO ENSURE RUGBY IS ACCESSIBLE TO ALL WHO WISH TO PARTICIPATE, INCLUDING WOMEN, DISABLED PERSONS AND PEOPLE IN RURAL AREAS.

KEY PERFORMANCE INDICATORS	KEY ACTIVITIES
<p>1 Increase participants at primary schools – number of players 150 000 by 2019.</p> <p>2 Increase participants at high schools – number of players 50 000 by 2019.</p>	<p>» Structure 52 rugby communities in districts. Activate current and new rugby communities to increase participants in primary schools with 20 000 and high schools with 5 000 by 2015. Link with government mass participation programme.</p>
<p>3 Establish community leagues (208) – number of organised leagues in community hubs within municipal districts.</p>	<p>» Structure and organise teams and leagues in communities for the age grades U12, U15, U17 and U18 within 52 municipal districts.</p>
<p>4 Establish talent identification programme – number of talented players identified in communities and registered on Footprint</p>	<p>» Introduce talent identification tournament (Iqhawe U16 and U18) for the 9 geopolitical provinces and select a national squad for both age grades. Register all talented players on SARU Footprint and database.</p>
<p>5 Establish work force in communities – number of trained volunteers in community hubs.</p>	<p>» Train local coaches, referees and administrators to enable newly structured rugby communities to play in organised leagues.</p>
<p>6 Roll out social cohesion community programmes – number of awareness programmes, i.e. HIV and Aids, job creation, awareness against crime, etc.</p>	<p>» Create opportunities to promote rugby through various awareness programmes. Utilise trained volunteers in conjunction with NGOs and other governmental structures to deliver awareness programmes to enhance social cohesion. Unions utilise provincial players in awareness programmes in communities.</p>



## RESPONSE/DELIVERY PARTNERS

- » SARU » Provincial unions » Government structures – national and provincial sports departments, DBE, SRSA. » NGOs / MPP Funding
- » District and municipal sports councils » CATHSETTA
- » Department of Health » SRSA / District Municipalities

## RESPONSE/DELIVERY PARTNERS

## TIMELINE

» SARU

JUNE 2014 -  
DEC 2015

» Provincial unions

» Government structures – national and provincial sports departments, DBE, SRSA.

» NGOs / MPP Funding

» District and municipal sports councils

» CATHSETTA

» Department of Health

## IMPLEMENTATION PLAN: ACCESS

TO ENSURE RUGBY IS ACCESSIBLE TO ALL WHO WISH TO PARTICIPATE, INCLUDING WOMEN, DISABLED PERSONS AND PEOPLE IN RURAL AREAS.

KEY PERFORMANCE INDICATORS	KEY ACTIVITIES
<p><b>7</b> Increase participation through different modified formats – new players (20 000 per year) non-registered players for boys and girls (Get Into Rugby (GIR)).</p>	<p>» Introduce GIR in non-rugby playing schools in order to increase player and volunteer numbers. Register players and coaches on IRB and SARU database.</p>
<p><b>8</b> Number of available facilities geographic information systems (GIS) plan – rugby fields</p>	<p>» Establish a geographic information system providing detail of all rugby facilities including indoor facilities to accommodate disabled people.</p>
<p><b>9</b> Increase number of affiliated operational clubs in rural areas.</p>	<p>» Create more playing opportunities for rural clubs. Introduce a club assistance programme in rural areas.</p>
<p><b>10</b> Increase number of school-club linkages to prevent dropout rate.</p>	<p>» Create school-club linkages to assist schools in delivering leagues. Clubs to assist with coaching at schools. Create pathway for players from school to club.</p>
<p><b>11</b> Increase joint ventures with government mass participation programme.</p>	



## RESPONSE/DELIVERY PARTNERS

- » SARU » Provincial unions » Government structures – national and provincial sports departments, DBE, SRSA. » NGOs / MPP Funding
- » District and municipal sports councils » CATHSETTA
- » Department of Health » SRSA / District Municipalities

## RESPONSE/DELIVERY PARTNERS

## TIMELINE

» MPP Funding

» SRSA / District Municipalities

» MPP Funding



## PRIMARY SCHOOL TRENDS

## FEDERATION: Rugby – Primary School Profile

PRIMARY SCHOOLS	TOTAL (As reported in 2014 pilot Audit)	Projected Number by Dec 2015	Actual Number Dec 2015	Projected Number by Dec 2016	Actual Number Dec 2016	Projected Number by Dec 2017	Actual Number Dec 2017	Projected Number by Dec 2018	Actual Number Dec 2018	Projected Number by Dec 2019	Actual Number Dec 2019
Total number of primary schools in area of jurisdiction	7319	7420		7520		7620		7720		7920	
Total number of primary schools in area participating in rugby in area of jurisdiction	1584	1684		1784		1884		1984		2184	
Total number of 'township' primary schools participating in rugby in area of jurisdiction	80	180		300		400		500		700	
Total number of available facilities at primary school level in area of jurisdiction	1148	1200		1220		1230		1240		1250	
Total number of primary school teams participating in organised leagues in area of jurisdiction	7920	8100		8300		8400		8500		8700	
Total number of accredited primary school coaches involved in area of jurisdiction	1255	1600		2200		2900		3800		4500	
Direct financial support to all primary schools in area of jurisdiction	9 625 563	10 200 000		11 000 000		12 500 000		13 500 000		15 000 000	



## TRANSFORMATION MONITORING: ACCESS

## SENIOR SCHOOL TRENDS

## FEDERATION: Rugby – Senior School Profile

SENIOR SCHOOLS	TOTAL (As reported in 2014 Pilot Audit)	Projected Number by Dec 2015	Actual Number Dec 2015	Projected Number by Dec 2016	Actual Number Dec 2016	Projected Number by Dec 2017	Actual Number Dec 2017	Projected Number by Dec 2018	Actual Number Dec 2018	Projected Number by Dec 2019	Actual Number Dec 2019
Total number of senior schools in area of jurisdiction	4331	4370		4420		4500		4550		4650	
Total number of senior schools in area participating in rugby in area of jurisdiction	1418	1460		1500		1550		1600		1650	
Total number of 'township' senior schools participating in rugby in area of jurisdiction	80	120		150		200		250		300	
Total number of available facilities at senior school level in area of jurisdiction	969	980		990		1000		1020		1030	
Total number of senior school teams participating in organised leagues in area of jurisdiction	5672	5780		5900		6050		6100		6300	
Total number of senior school accredited coaches involved in area of jurisdiction	4206	4600		5100		5600		6200		6700	
Direct financial support to all senior schools in area of jurisdiction	17 395 164	18 500 000		20 000 000		22 000 000		25 000 000		28 000 000	



## CLUB TRENDS

## FEDERATION: Rugby – Club Profile

CLUBS	TOTAL (As reported in 2014 pilot Audit)	Projected Number by Dec 2015	Actual Number Dec 2015	Projected Number by Dec 2016	Actual Number Dec 2016	Projected Number by Dec 2017	Actual Number Dec 2017	Projected Number by Dec 2018	Actual Number Dec 2018	Projected Number by Dec 2019	Actual Number Dec 2019
Total number of registered rugby clubs in area of jurisdiction	1182	1200		1210		1230		1250		1270	
Total number of 'township' based rugby facilities available at club level in area of jurisdiction	80	90		100		120		130		140	
Total number of rugby facilities available at club level in area of jurisdiction	732	740		750		760		770		780	
Total number of club teams participating in organised rugby leagues in area of jurisdiction	3615	3635		3655		3680		3700		3720	
Total number of accredited coaches involved at club level in area of jurisdiction	3083	3180		3300		3500		3700		4000	
Direct financial support to all clubs in area of jurisdiction	27 668 742	28 000 000		30 000 000		31 000 000		32 000 000		35 000 000	





**FOCUS AREA UNPACKED: SKILLS  
TO CREATE DEVELOPMENT PATHWAYS FOR PLAYERS,  
COACHES, REFEREES AND ADMINISTRATORS TO IMPROVE  
PRODUCTIVITY AND PERFORMANCE LEVELS.**

**KEY PERFORMANCE  
INDICATORS**

**OUTPUT**

- 1 10 000 newly accredited coaches by 2019.
- 2 5000 newly accredited referees by 2019.
- 3 1500 newly accredited administrators by 2019.

» *Increased accredited coaches, referees and administrators.*

- 4 Provide talent identification guidelines and programmes to all provinces and 52 municipal rugby districts.
- 5 Implemented talent identification system focused on players from townships and rural areas.
- 6 Database – ‘Footprint’ of talented black players from townships and rural areas.
- 7 50% throughput of players from Schools of Excellence to national youth weeks.
- 8 50% throughput of black high performance players to national age-grade squads and teams.
- 9 50% throughput of black SA Schools players to SA U20 squad for 2019.

» *Established talent identification system to create pathway for players from townships and rural areas.*

**KEY PERFORMANCE INDICATORS**
**OUTPUT**

<b>10</b> 100% throughput of black SA Schools and provincial players to SARU academies.	» <i>Talented black players for academy system.</i>
<b>11</b> Long-term player development (LTPD) – implementation in community rugby structures.	» <i>Implemented LTPD.</i>
<b>12</b> 80% generic black representation of players in SARU academy programme.	» <i>Increased number of black players in provincial and national teams.</i>
<b>13</b> 80% academy players participate in SARU professional competitions.	» <i>Increased number of black players in provincial and national high performance programmes.</i>
<b>14</b> 50% throughput of academy players to national teams.	» <i>Regional and national academies implemented; SARU high performance programmes.</i>
<b>15</b> 50% black coaches and referees involved at provincial and national levels by 2019.	



## IMPLEMENTATION PLAN: SKILLS TO CREATE DEVELOPMENT PATHWAYS FOR PLAYERS, COACHES, REFEREES AND ADMINISTRATORS TO IMPROVE PRODUCTIVITY AND PERFORMANCE LEVELS.

KEY PERFORMANCE INDICATORS	KEY ACTIVITIES
<p>1 10 000 newly accredited coaches by 2019.</p>	<p>» Conduct coaching and referee courses level 1 and 2 in all unions and municipal districts and rugby communities to accredit 2 000 coaches and 700 referees by 2015.</p> <p>» SARU mobile coaching unit to provide online coaching tools and support.</p>
<p>2 5 000 newly accredited referees by 2019.</p>	
<p>3 1 500 newly accredited administrators by 2019.</p>	<p>» Train 500 administrators by 2015 through the SARU and CATHSSETA accredited course.</p>
<p>4 Provide talent identification guidelines and programmes to all provinces and 52 municipal rugby districts.</p>	<p>» Train community rugby coaches including rural communities in talent identification programmes.</p>
<p>5 Implemented talent identification system focused on players from townships and rural areas.</p>	
<p>6 Database – ‘Footprint’ of talented black players from townships and rural areas.</p>	<p>» Ensure talented players are registered on SARU Footprint database.</p>



## RESPONSE/DELIVERY PARTNERS

» SARU coaching and referees structures » Provincial union high performance structures » Regional academies » IRB training department » CATHSSETA » SASCOC » SRSA » National Lottery » National selectors

## RESPONSE/DELIVERY PARTNERS

## TIMELINE

- » SARU coaching and referees structures
- » Provincial union high performance structures
- » Regional academies
- » IRB training department
- » CATHSSETA
- » SASCOC
- » SRSA
- » National Lottery
- » National selectors

JUNE 2014 -  
DEC 2015

## IMPLEMENTATION PLAN: SKILLS TO CREATE DEVELOPMENT PATHWAYS FOR PLAYERS, COACHES, REFEREES AND ADMINISTRATORS TO IMPROVE PRODUCTIVITY AND PERFORMANCE LEVELS.

KEY PERFORMANCE INDICATORS	KEY ACTIVITIES
<p><b>7</b> 50% throughput of players from Schools of Excellence to national youth weeks.</p>	<p>» Create opportunities for talented black players in Schools Excellence Programme to be included in provincial Craven Week teams.</p>
<p><b>8</b> 50% throughput of black high performance players to national age-grade squads and teams. The generic black component should include at least 40% black Africans.</p>	<p>» Create pathway for at least 50% of players progressing to SARU high performance squads.</p>
<p><b>9</b> 50% throughput of black SA Schools players to SA U20 squad for 2015. The generic black component should include at least 40% black Africans.</p>	<p>» Ensure at least 50% black players progress to SA Schools or SA U18 team for 2014 and 2015.</p>
<p><b>10</b> 100% throughput of black SA Schools and Provincial players to SARU academies.</p>	<p>» Ensure that all black players involved in SA U18 are recruited to SARU academies.</p>
<p><b>11</b> Long-term player development (LTPD) – implementation in community rugby structures.</p>	<p>» Ensure all activities are aligned with SARU's LTPD.</p>



## RESPONSE/DELIVERY PARTNERS

» SARU coaching and referees structures » Provincial union high performance structures » Regional academies » IRB training department » CATHSSETA » SASCOC » SRSA » National Lottery » National selectors

## RESPONSE/DELIVERY PARTNERS

## TIMELINE

JUNE 2014 -  
DEC 2015

» MPP FUNDING & Coca Cola school of excellence

## IMPLEMENTATION PLAN: SKILLS TO CREATE DEVELOPMENT PATHWAYS FOR PLAYERS, COACHES, REFEREES AND ADMINISTRATORS TO IMPROVE PRODUCTIVITY AND PERFORMANCE LEVELS.

KEY PERFORMANCE INDICATORS	KEY ACTIVITIES
<p><b>12</b> 80% generic black representation of players in SARU Academy Programme. The generic black component should include at least 50% black Africans.</p>	<p>» <i>Players recruited for SARU academies must be at least 80% black. Recruit from local clubs and schools to ensure players stay for longer periods in their home environment.</i></p>
<p><b>13</b> 80% academy players participate in SARU professional competitions. The generic black component should include at least 50% black Africans.</p>	
<p><b>14</b> 50% throughput of academy players to national teams. The generic black component should include at least 40% black Africans.</p>	<p>» <i>Selectors must ensure black players get equal opportunities to be selected for provincial and national teams.</i></p>
<p><b>15</b> 50% black coaches and referees involved at provincial and national levels by 2016. The generic black component should include at least 40% black Africans.</p>	<p>» <i>Establish comprehensive high performance programmes to train black provincial coaches and referees.</i></p> <p>» <i>Provide mentoring and support to ensure coaches and referees develop optimally.</i></p>





## RESPONSE/DELIVERY PARTNERS

» SARU coaching and referees structures » Provincial union high performance structures » Regional academies » IRB training department » CATHSSETA » SASCOC » SRSA » National Lottery » National selectors

## RESPONSE/DELIVERY PARTNERS

## TIMELINE

JUNE 2014 -  
DEC 2015

**FOCUS AREA UNPACKED: PERFORMANCE  
TO DELIVER COMPETITIVE AND WORLD-CLASS PERFORMANCES  
ON AND OFF THE FIELD OF PLAY BY FOCUSING ON QUALITY  
AND THE APPLICATION OF THE PRINCIPLE OF MERIT.**

**KEY PERFORMANCE  
INDICATORS**

**OUTPUT**

<p>1 A comprehensive calendar of domestic competitions.</p> <p>2 The focus of youth events is talent identification.</p>	<p>» <i>Domestic competition calendar of events.</i></p>
<p>3 The focus of senior competitions is player preparation for international competitions.</p> <p>4 A comprehensive calendar of international competitions.</p>	<p>» <i>International competition calendar of events.</i></p>
<p>5 The focus is winning medals and being among the top three in IRB rankings.</p> <p>6 Winning consistently at international level.</p>	<p>» <i>Medals and top IRB rankings.</i></p>
<p>7 100% throughput of black SA U20 players to Vodacom Cup.</p> <p>8 50% throughput of black SA U20 players to Currie Cup.</p> <p>9 20% throughput of black SA U20 players to Super Rugby.</p> <p>10 60% throughput of black SA U20 players to national teams.</p>	


**KEY PERFORMANCE INDICATORS**
**OUTPUT**

**11** 100% throughput of generic black players from SA U20 squad contracted to unions as professional players.

**12** 40% black employees in senior and middle management positions.

» *Improved national and provincial employment equity scorecard.*  
 » *Increased number of black persons employed in senior positions.*

**13** Preferential procurement – 40% purchases from targeted suppliers and service providers.

» *Improved national and provincial preferential scorecard.*

**14** 30% women in middle and senior management positions.

» *More women and disabled persons employed.*

**15** 2% persons with a disability employed.



## IMPLEMENTATION PLAN: PERFORMANCE TO DELIVER COMPETITIVE AND WORLD-CLASS PERFORMANCES ON AND OFF THE FIELD OF PLAY BY FOCUSING ON QUALITY AND THE APPLICATION OF THE PRINCIPLE OF MERIT.

KEY PERFORMANCE INDICATORS	KEY ACTIVITIES
<p>1 A comprehensive calendar of domestic competitions. <b>TIMELINE</b> NOV 2014</p>	<p>» <i>Review competitions structure with regard to amateur competitions and tournaments.</i></p>
<p>2 The focus of youth events is talent identification. <b>TIMELINE</b> JULY 2014</p>	<p>» <i>Implement proper talent identification system in youth tournament structures.</i></p>
<p>3 The focus of senior competitions is player preparation for international competitions. <b>TIMELINE</b> JUNE 2015</p>	<p>» <i>Review purpose of the Vodacom Cup and age-grade Currie Cup competitions to align with SARU's transformation objectives.</i></p>
<p>4 A comprehensive calendar of international competitions. <b>TIMELINE</b> NOV 2014</p>	<p>» <i>Review the international competitions calendar to ensure talented young players get optimum international exposure, i.e. SA U18, South African A Team, etc.</i></p>
<p>5 The focus is winning medals and being among the top three in IRB rankings. <b>TIMELINE</b> JUNE 2014 - DEC 2015</p>	<p>» <i>Select and prepare national teams to win consistently and remain among top three in IRB ranking.</i></p>
<p>6 Winning consistently at international level. <b>TIMELINE</b> 2014 - 2015</p>	<p>» <i>Win Rugby World Cup and Junior World Cup.</i></p>
<p>7 100% throughput of black SA U20 players to Vodacom Cup. <b>TIMELINE</b> FEB - NOV 2015</p>	<p>» <i>Create opportunities for Junior Springbok players to play in SARU domestic competitions, i.e. Vodacom Cup, Currie Cup and Super Rugby.</i></p>



## RESPONSE/DELIVERY PARTNERS

- » SARU » Provincial unions » SASRA » USSA
- » SARU academies » Provincial and national coaches

### KEY PERFORMANCE INDICATORS

### KEY ACTIVITIES

<p><b>8</b> 50% throughput of black SA U20 players to Currie Cup.</p> <p><b>TIMELINE</b> FEB - NOV 2015</p>	<p>» Create opportunities for Junior Springbok players to play in SARU domestic competitions, i.e. Vodacom Cup, Currie Cup and Super Rugby.</p>
<p><b>9</b> 20% throughput of black SA U20 players to Super Rugby.</p> <p><b>TIMELINE</b> FEB - NOV 2015</p>	
<p><b>10</b> 60% throughput of black SA U20 players to national teams.</p> <p><b>TIMELINE</b> JULY 2015</p>	<p>» Engage unions and franchises, guiding the process to ensure black Junior Springbok players are contracted and play consistently at higher levels. This will prevent dropout of talented black players when they exit the Junior Springbok team.</p>
<p><b>11</b> 100% throughput of generic black players from SA U20 squad contracted to unions as professional players. The generic black component should include at least 40% black Africans.</p> <p><b>TIMELINE</b> JULY 2014</p>	

## IMPLEMENTATION PLAN: PERFORMANCE TO DELIVER COMPETITIVE AND WORLD-CLASS PERFORMANCES ON AND OFF THE FIELD OF PLAY BY FOCUSING ON QUALITY AND THE APPLICATION OF THE PRINCIPLE OF MERIT.

### KEY PERFORMANCE INDICATORS

### KEY ACTIVITIES

**12** 40% black employees in senior and middle management positions. The generic black component should include at least 40% black Africans.

#### TIMELINE

JUNE 2014 - DEC 2015

» Unions to ensure they employ black administrators in senior and middle management positions by providing equal opportunities for those who qualify.  
 » Ensure that unions provide personal development programmes that will enable employees to qualify for senior positions.  
 » Ensure all structures comply with employment equity legislation in the workplace.  
 » Conduct audits on all union employment structures to ensure compliance.

**13** Preferential procurement – 40% purchases from targeted suppliers and service providers.

#### TIMELINE

JUNE 2014 - DEC 2015

» Ensure all rugby structures comply with preferential procurement policies.  
 » Conduct audit on all union procurement engagements to ensure compliance.

**14** 30% women in middle and senior management positions.

#### TIMELINE

JUNE 2014 - DEC 2015

**15** 2% persons with a disability employed.

#### TIMELINE

JUNE 2014 - DEC 2015



## **FOCUS AREA UNPACKED: COMMUNITIES TO CREATE EFFECTIVE INTERVENTIONS IN ORDER TO INCREASE PARTICIPATION THROUGH COMMUNITY DEVELOPMENT AND SOCIAL RESPONSIBILITY INITIATIVES.**

### **KEY PERFORMANCE INDICATORS**

### **OUTPUT**

1	52 functional community rugby governing structures.	» <i>Community structures within 52 municipal districts.</i>
2	Functional sports councils aligned with 52 rugby communities.	» <i>Functional sports councils.</i>
3	Functional joint ventures with NGOs.	» <i>Community programmes aligned with NGOs.</i>
4	Expanded mass participation programmes in communities.	» <i>Mass participation programmes.</i>
5	Implementation of outreach programmes, i.e. HIV and Aids, sport and environment, sport against crime, social cohesion and sport for peace.	
6	Job creation programmes.	» <i>Job creation for unemployed youth in communities.</i>
7	Implementation of life skills programmes.	
8	Accredited training programmes for volunteers and coaches. » <i>Provision of training tools.</i> » <i>Online and web-based training tools.</i>	» <i>Accredited grass-roots training and education programmes in 52 municipal districts.</i>
9	Implement provincial and national corporate social investment programmes.	

## IMPLEMENTATION PLAN: COMMUNITIES TO CREATE EFFECTIVE INTERVENTIONS IN ORDER TO INCREASE PARTICIPATION THROUGH COMMUNITY DEVELOPMENT AND SOCIAL RESPONSIBILITY INITIATIVES.

KEY PERFORMANCE INDICATORS	KEY ACTIVITIES
<p>1 52 functional community rugby governing structures.</p> <p><b>TIMELINE</b> JUNE 2014 - DEC 2015</p>	<p>» <i>Facilitate the establishment of community rugby hubs in all unions.</i></p>
<p>2 Functional sports councils aligned with 52 rugby communities.</p> <p><b>TIMELINE</b> JUNE 2014 - DEC 2015</p>	<p>» <i>Convert hubs into community-based organisations.</i></p>
<p>3 Functional joint ventures with NGOs.</p> <p><b>TIMELINE</b> JUNE 2014 - DEC 2015</p>	<p>» <i>Forge relationships with provincial sports departments to ensure linkages with clubs, hubs, municipalities, civil society and NGOs.</i></p>
<p>4 Expanded mass participation programmes in communities.</p> <p><b>TIMELINE</b> JUNE 2014 - DEC 2015</p>	<p>» <i>Introduce various rugby formats to introduce the game in community hubs.</i></p> <p>» <i>Arrange leagues in hubs and cross-border competitions.</i></p>
<p>5 Implementation of outreach programmes i.e. HIV and Aids, sport and environment, sport against crime, social cohesion and sport for peace.</p> <p><b>TIMELINE</b> JUNE 2014 - DEC 2015</p>	<p>» <i>Implement outreach programmes, i.e. HIV and Aids, sport and environment, sport against crime, etc.</i></p>





## RESPONSE/DELIVERY PARTNERS

» SARU » Provincial unions » DBE » SRSA » Sponsors and corporate partners » Sports councils » NGOs » Community volunteers

### KEY PERFORMANCE INDICATORS

### KEY ACTIVITIES

6 Job creation programmes.  
**TIMELINE**  
JUNE 2014 - DEC 2015

» Create job opportunities for local youth to coach and organise the game in hubs.

7 Implementation of life skills programmes.  
**TIMELINE**  
JUNE 2014 - DEC 2015

8 Accredited training programmes for volunteers and coaches – online and web-based training tools  
**TIMELINE**  
JUNE 2014 - DEC 2015

» Train volunteers as coaches, referees and rugby organisers.  
» Train volunteers to use online coaching tools and do online reporting and administration.  
» Monitor and evaluate development of coaches, referees and organisers.  
» Produce and distribute generic training manuals on coaching and organising the game.  
» Maintain database of community coaches and volunteers.

9 Implement provincial and national corporate social investment programmes.  
**TIMELINE**  
JUNE 2014 - DEC 2015

» Forge relationships with community service providers involved in sport.  
» Engage sponsors and other corporate partners to invest through their corporate social investment programmes.





## **FOCUS AREA UNPACKED: GOVERNANCE TO ESTABLISH EFFECTIVE RUGBY ADMINISTRATIVE STRUCTURES IN ORDER TO COMPLY WITH GOOD CORPORATE GOVERNANCE.**

### **KEY PERFORMANCE INDICATORS**

### **OUTPUT**

1 Number of legal governance documents implemented.	» <i>Required documents in place and implemented.</i>
2 Compliance with constitution and policies.	» <i>Compliance with good corporate governance.</i>
3 Compliance with anti-doping regulations.	
4 Alignment of rugby strategic objectives with the National Sports and Recreation Plan.	
5 National and provincial strategies implemented.	
6 Achievement of objectives against strategic and business plans.	
7 Performance management systems implemented for executives, boards and CEO's.	» <i>Performance management system implemented.</i>
8 Number of functional sub committees, i.e. audit and risk, transformation, finance, etc.	» <i>Functional subcommittees.</i>
9 Frequent evaluation of the executive body, board members and CEO.	» <i>Board and executive body evaluations.</i> » <i>CEO evaluations.</i>

## IMPLEMENTATION PLAN: GOVERNANCE

### TO ESTABLISH EFFECTIVE RUGBY ADMINISTRATIVE STRUCTURES IN ORDER TO COMPLY WITH GOOD CORPORATE GOVERNANCE.

KEY PERFORMANCE INDICATORS	KEY ACTIVITIES
<p>1 Number of legal governance documents implemented.</p> <p><b>TIMELINE</b> JUNE 2014 - DEC 2015</p>	<p>» Ensure that national governing body as well as union structures comply with corporate governance standards in terms of constitution and policies implemented.</p>
<p>2 Compliance with constitution and policies.</p> <p><b>TIMELINE</b> JUNE 2014 - DEC 2015</p>	<p>» Ensure all elections are held within constitution guidelines.</p>
<p>3 Compliance with anti-doping regulations.</p> <p><b>TIMELINE</b> JUNE 2014 - DEC 2015</p>	<p>» Ensure all structures comply with anti-doping regulations.</p> <p>» Continuously train administrators and coaches in terms of anti-doping regulations.</p>
<p>4 Alignment of rugby strategic objectives with the National Sports and Recreation Plan.</p> <p><b>TIMELINE</b> JUNE 2014 - DEC 2015</p>	<p>» Ensure all unions are aligned with and implement the key strategic objectives of the National Sports and Recreation Plan.</p> <p>» Ensure all union business plans are aligned with budgets that can deliver on the overall SARU objectives.</p>
<p>5 National and provincial strategies implemented.</p> <p><b>TIMELINE</b> JUNE 2014 - DEC 2015</p>	



## RESPONSE/DELIVERY PARTNERS

- » SARU » Provincial unions » SRSA » SASCOG
- » Rugby associations

### KEY PERFORMANCE INDICATORS

### KEY ACTIVITIES

- 6 Achievement of objectives against strategic and business plans.

#### TIMELINE

JUNE 2014 - DEC 2015

- » Rescind and review the current constitution and all governance policies to align with new rugby structure.

- 7 Performance management systems implemented for executives, boards and CEOs.

#### TIMELINE

JUNE 2014 - DEC 2015

- » Implement a performance management system to regularly evaluate the board and CEO of all rugby structures.
- » SARU to provide guidance to unions in terms of the implementation of the performance management system.

- 8 Number of functional subcommittees, i.e. audit and risk, transformation, finance, etc.

#### TIMELINE

JUNE 2014 - DEC 2015

- » Ensure subcommittees are properly structured and deliver on their mandates.
- » Implement performance system to frequently evaluate the efficiency of subcommittees

- 9 Frequent evaluation of the executive body, board members and CEO.

#### TIMELINE

JUNE 2014 - DEC 2015



## NATIONAL BODY GOVERNANCE PROFILE

## FEDERATION: Rugby – National Body Governance Profile

NATIONAL BODY: GOVERNANCE	TOTAL (As reported in 2014 pilot Audit)	Projected Number by Dec 2015	Actual Number Dec 2015	Projected Number by Dec 2016	Actual Number Dec 2016	Projected Number by Dec 2017	Actual Number Dec 2017	Projected Number by Dec 2018	Actual Number Dec 2018	Projected Number by Dec 2019	Actual Number Dec 2019
	Number of times strategic plan has been reviewed over the past five years	4									
Number of times transformation strategy has been reviewed and updated over the past five years	4										
Number of times transformation status has been monitored over the past five years	4										
Number of times board effectiveness and productivity has been formally determined over the past three years	4										
Number of times the effectiveness of board meetings have been evaluated and productivity has been formally reviewed over the past two years	4										



## TRANSFORMATION MONITORING: GOVERNANCE

## NATIONAL BODY GOVERNANCE PROFILE

## FEDERATION: Rugby – National Body Governance Profile

NATIONAL BODY: GOVERNANCE	TOTAL (As reported in 2014 Pilot Audit)	Projected Number by Dec 2015	Actual Number Dec 2015	Projected Number by Dec 2016	Actual Number Dec 2016	Projected Number by Dec 2017	Actual Number Dec 2017	Projected Number by Dec 2018	Actual Number Dec 2018	Projected Number by Dec 2019	Actual Number Dec 2019
	Number of times the effectiveness of board chairperson has been formally reviewed over the past two years	4									
Number of times the effectiveness of the CEO has been formally reviewed over the past three years	4										
Number of unqualified annual financial statements over the past five years	4										
Number of doping incidents reported over the past three years	5										



## NATIONAL BODY GOVERNANCE PROFILE

## FEDERATION: Rugby – National Body Governance Profile

NATIONAL BODY: GOVERNANCE	TOTAL (As reported in 2014 pilot Audit)	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
		Number by Dec 2015	Number Dec 2015	Number by Dec 2016	Number Dec 2016	Number by Dec 2017	Number Dec 2017	Number by Dec 2018	Number Dec 2018	Number by Dec 2019	Number Dec 2019
National body: Total procurement spent	3 868 094										
National body: Total procurement from B-BBEE companies	303 690										
Provincial entities: Total procurement spent	10 088 021										
Provincial entities: Total procurement from B-BBEE companies	906 029										







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***SOUTH AFRICAN RUGBY UNION***