CSA’s vision is to make cricket a truly national sport of winners. This has two elements to it:

• To ensure that cricket is supported by the majority of South Africans and available to all who want to play it.
• To pursue excellence at all levels of the game.

As the governing body of cricket in the country, CSA will be led by:

• Promoting and protecting the game and its unique spirit in the context of a democratic South Africa
• Basing our activities on fairness, which includes inclusivity and non-discrimination.
• Accepting South Africa’s diversity as a strength
• Delivering outstanding, memorable events
• Providing excellent service to Affiliates, Associates and stakeholders
• Implementing good governance based on King III, and matching diligence, honesty and transparency to all our activities
• Actively marketing cricket from mini-cricket to the Proteas.

CSA is committed to living by the following values:

• Honesty and integrity – we tell the truth and act consistently on a set of ethical principles.
• Professionalism and diligence – we strive to perform at the highest level of excellence.
• Mutual respect and fairness – we acknowledge the rights and dignity of others and treat those we engage with equitably.

Transformation is about the sustainability of financial revenue, human capital and talent in the work space and on the field, thereby ensuring Cricket South Africa (CSA’s) sustainability, relevance and competitive edge. Cricket South Africa firmly believes in systematic transformation from grass-roots as an entry point and throughout its cricketing structures. Such transformation provides improved access, fair opportunity and support for all South Africans, within and beyond the boundaries of the playing field.
Cricket South Africa (CSA) is the custodian of cricket in South Africa and was established in 2002 as a non-profit company to develop, administer and control all aspects of the sport in the country. Branching out of its head office in Johannesburg, CSA supports 12 Affiliates, two Associates and six Franchises across the country. CSA manages the sport across all boundaries ranging from KFC Mini-Cricket to the national team – the Proteas.
ABOUT THIS REPORT

SCOPE AND BOUNDARY

We are pleased to present our 2016/2017 integrated annual report to our stakeholders to better understand our organisation so that together we can unite in building this nation through sport. In preparing this report, we have been guided by the International Integrated Reporting Committee’s Framework and CSA continues to embrace as far as possible the King Code of Governance Principles. This report covers the financial period 1 May 2016 to 30 April 2017. However, our integrated thinking from a strategic and performance overview extends to August 2017. In communicating our business model we have considered the six capitals: financial, human, manufactured, intellectual, social and relationship, and natural capital. This illustrates our ability to utilise these capitals through our business activities and ultimately create value over time. While all six capitals are relevant and interrelated, the relevance of natural capital to our business is limited and has not been reported on in the year under review.

MATERIALITY

CSA’s Executive Management invested time and thought in determining those significant issues, challenges and risks that are material to its business and stakeholders. These issues and risks, if not effectively managed, could fundamentally impact CSA’s ability to create value going forward. This report’s performance overview is structured according to CSA’s material issues which are listed below.

- Financial sustainability
- Talent identification, retention and development
- Transformation
- Brand and reputation
- Transparency and accountability
CSA has a diverse range of stakeholders, who we interact with through various mediums as described on page xx. This report is one of the methods of engaging with our stakeholders. As we continue our integrated reporting journey, we welcome feedback from stakeholders on this report, including how we reported our strategic objectives, material issues and performance. Please contact us at info@cricket.co.za with your feedback.

This integrated annual report can be accessed on our website, www.cricket.co.za and should you require a printed copy of the report, please contact Shahnaaz Pailwan at shahnaaz@cricket.co.za

ASPECTS
Fair presentation in all material aspects of annual financial statements
Transformation B-BBEE compliance

REQUIREMENTS
External audit report
BEE verification report

STATUS
Assured
Assured

ASSURANCE PROVIDER
Nkonki Inc
Grant Thornton

The summary financial statements have been prepared from CSA’s audited annual financial statements in accordance with International Financial Reporting Standards (IFRS), and in the manner required by the Companies Act 71 of 2008 of South Africa. The full set of annual financial statements is available at CSA’s offices. The external auditors, Nkonki Inc, expressed an unmodified opinion for the year under review, which is included in this integrated annual report on page xx. The table below shows the aspects that were assured as well as the external assurance providers.

Based on the review and recommendation of the Audit and Risk Committee, the Board has approved the annual financial statements.

The Board acknowledges its responsibility for the integrity of the integrated annual report, applying its collective mind to the report’s preparation and presentation. The Board is of the opinion that this integrated annual report addresses all material issues and fairly presents the integrated performance of CSA.

Chris Nenzani
President
2 September 2017

Norman Arendse, SC
Lead Independent Director
2 September 2017

Forward-looking statements are shown on page 78.
It is our duty as Cricket South Africa to safeguard the future of the game. By backing a high-value tournament like the new **T20 Global League**, and investing in synergistic partnerships with key stakeholders, the **T20 Global League** is perfectly positioned to become an internationally successful sporting event”

CSA President, Chris Nenzani

**PRESIDENT’S STATEMENT**

**HIGHLIGHTS**

- Exceptional performance by the Proteas across all three cricket formats – ODI, Test and T20.
- Good governance, economic discipline and resource efficiency achieved across all Members.
- Revised International Cricket Council (ICC) revenue model to further boost financial sustainability.
- The introduction of the **T20 Global League**.
- Improved scores against Eminent Persons Group (EPG) barometer.

**CHALLENGES**

- Competing interests of the modern spectator requires CSA to constantly innovate domestic cricket.
- Poor sporting facilities in disadvantaged areas.
- Transforming cricket, from grassroots level to the Proteas.

Reflecting on the year gone by, we are delighted by the success of our national team and our own operational progress. As we successfully pursue operational excellence, we are pleased to announce that despite the challenging local economic climate, all Members achieved governance compliance, alignment across all programmes, and economic stability in the year under review.

Regarding governance, the ICC have implemented two of our recommendations as part of their ongoing governance review. Firstly, regarding constitutional issues, the ICC has agreed to elect an independent chairperson as opposed to selecting one from Member organisations. They also elected an independent woman director as a step towards transforming the Council. The second recommendation addresses commercial and revenue distribution. After reversing the resolutions taken in 2014, there is now a more equitable distribution of funds to Member organisations. As a result, CSA expects to receive significant additional income from the ICC over the next eight-years. This is a huge turnaround for the ICC and shows their resolve to support all Member countries on an equitable basis.

As a Member country, we are proud of our governance progress and pleased to be able to advise our international colleagues in the cricketing world.

On the home front, we continue to concentrate on our game and our area of greatest growth remains domestic cricket. In our quest to be the best cricket nation in the world, CSA reviewed both its national team and the domestic cricket systems. The recommendations from these reviews are being considered by the Board and governance committee structures. The aim of the domestic cricket review is to achieve the right balance between player opportunity, access and performance excellence. The report recommended that a seventh franchise be considered, but after careful consideration the Members Council resolved to retain the six-franchise format and to enhance the senior provincial competition setup.

Transformation remains a national imperative and the Board’s commitment to this continues. We have set targets
for the national team and monitor the quality of opportunity given to players. While the pace of transformation is slow, it has improved in the year under review as detailed in the transformation section on page xx. The EPG process gave CSA an opportunity to scrutinise its programmes. We believe that not enough is being done to source players from clubs and historically disadvantaged communities and schools. As such, there is a drive to revive club cricket in the country. However, the success of a federation requires government support and CSA continues to engage with the Sports Minister for additional funding for cricket development in disadvantaged areas. In the case of school and club cricket, poor sporting facilities inhibit participation in poorer communities. Our Members continue to link resources and activities at Hub and Regional Performance Centre (RPC) levels to address this challenge. Moreover, we encourage partnerships between Members and municipalities to assist in maintaining cricket facilities.

While our rapport with the Ministry of Sport and Recreation has been considerably enhanced with the lifting of the ban on hosting international events, there is unanimous agreement that transformation in the various competitions needs attention. Our aim is to ensure that cricket remains a growing sport in the country through its support, appeal and access to all. We believe that our cricket teams should endeavour to reflect the demographics of our country and as a well-governed organisation, inspire confidence. We remain creative and bold in our approach to bringing the game to the people. As we transform the playing field, we believe that we transform the nation, because that’s our game!

CSA is proud of our Momentum Proteas team that qualified for the 2017 ICC Women’s World Cup. We appreciate the hard work that has gone into qualifying for this tournament and wish them the best as they continue to enhance their competitiveness internationally.

Moreover, the Africa Cup T20 that was introduced in 2015 featuring a combination of South African provincial teams and teams from the African continent is in its third edition. This competition has grown year-on-year.

The year ahead brings a renewed excitement with the launch of the T20 Global League. Not only will this innovation capture the interest of evolving spectator demands, it will also diversify our revenue generation, contributing to the organisation’s continued sustainability. T20 cricket has changed the way cricket is viewed and attracts a new kind of spectator – one who thrives on the fast-paced game and its enriched entertainment value. This tournament will reach its peak at the start of South Africa’s summer holiday season, making it particularly attractive to the youth. This is a league that both entertains and offers good international-level cricket. A trend for the Franchises in this competition is to appoint past icons to their coaching staff, which have further benefits for the game.

Furthermore, an event of this magnitude has the potential of growing local economies by unlocking the tourist opportunities within the eight host cities. Similarly, as with the 2016 England Test series, the significant tourist spends brought a welcome boost to the city coffers.
Our solid relationship, Standard Bank South Africa, as the principal sponsor, is evidence of the business confidence in the game.

Regulatory issues over alcohol advertising and the fast food industry are a potential revenue risk, especially in these trying economic times, when sponsorship pools are shrinking.

As some relationships grow stronger, some come to an end. It is with great sadness that CSA bids farewell to two men of great standing and a gift to South Africa, the late former Minister of Sports and Recreation, Rev Makhenkesi Stofile (71) and Mr Ahmed Kathrada aged (87). These men were principled leaders who made great contributions to societal change and transformation.

“Standard Bank South Africa has a fantastic relationship with CSA. It shares the same principles that matter to CSA such as transparency and good governance, transformation and risk management. We made the correct decision in choosing CSA as a branding partner.”

Hazel Chimhandamba, Head of Group Sponsorships at Standard Bank

Looking ahead we will continue with clear directives to manage transformation, increase access to the game, excel in operations and transfer cricket’s influence beyond the boundaries of the playing field.

In conclusion, I extend my thanks and gratitude to the Member Presidents, Board of Directors, our Chief Executive and his executive team and staff, our national teams, commercial partners, fans and the Minister and Deputy Minister of Sport and Recreation. Thanks must also go to all our volunteers who work tirelessly to make our vision a reality.

Chris Nenzani
CSA President
2 September 2017
CSA has four membership categories (Affiliate, Associate, Ancillary and Life Member) with specified rights attributed to each category. In broad terms these four categories are split into a class of voting and non-voting members.

**CSA has 12 Affiliate** and **two Associate Members** who own the **six professional franchises**: Cape Cobras; Dolphins; Warriors; Knights; Highveld Lions and Titans. These Affiliates and Associates administer amateur and senior provincial cricket in their regions and through its Franchises administer professional cricket. Affiliates and Associates are collectively referred to as Members. CSA is ultimately governed by the Members’ Council. (See page 66).

**OUR BUSINESS ACTIVITIES**

CSA’s cricket services are offered through various formats as tabled below.

<table>
<thead>
<tr>
<th>CRICKET SERVICES</th>
<th>World-class brand coverage and exposure of the game through multifaceted digital platforms.</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMERCIAL AND MARKETING</td>
<td>Exploring new commercial avenues to ensure value creation for financial sustainability of the game.</td>
</tr>
<tr>
<td>FINANCE AND ADMINISTRATION</td>
<td>The stage has been set for administrative and governance reforms to achieve differentiated strategies and game-changing transformation.</td>
</tr>
<tr>
<td>LEGAL AND SECRETARIAT, COMPLIANCE</td>
<td>Ensuring best practice corporate governance and compliance through robust organisational structures.</td>
</tr>
<tr>
<td>TRANSFORMATION AND STAKEHOLDER RELATIONS</td>
<td>Implanting the transformation philosophy throughout our structures and constructive engagement with stakeholders and other external players in an effort to build a transformed winning nation.</td>
</tr>
<tr>
<td>MEDIA AND COMMUNICATIONS</td>
<td>World-class brand coverage and exposure of the game through multifaceted digital platforms.</td>
</tr>
</tbody>
</table>
The latest cricket statistics suggest that there are 831 registered clubs countrywide with 36,839 registered club cricketers.
How and when we engage with a stakeholder group varies according to each stakeholder. Our engagement is designed around the areas of concern and issues are dealt with accordingly. The Board is kept appraised of any critical stakeholder issues through the Social and Ethics Committee. An independent research company, Nielsen, regularly monitors its fan base, television viewers and social media to better understand and connect with them through media, sponsorship, communication and experiential platforms.

CSA’s detailed stakeholder engagement table is available on the corporate website www.cricket.co.za

**CSA’s key stakeholders**

<table>
<thead>
<tr>
<th>Stakeholder Engagement</th>
<th>CSA’s key stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Government and associated entities:</strong></td>
<td>South African Cricketers’ Association (SACA)</td>
</tr>
<tr>
<td>SASCOC, Parliamentary Portfolio Committee on Sport and Recreation</td>
<td>Sponsors</td>
</tr>
<tr>
<td>ICC</td>
<td>Fellow ICC Members</td>
</tr>
<tr>
<td>CSA Members</td>
<td>Communities</td>
</tr>
<tr>
<td>Broadcasters</td>
<td>Suppliers</td>
</tr>
<tr>
<td>Players</td>
<td>Media</td>
</tr>
<tr>
<td>Employees</td>
<td>Fans</td>
</tr>
</tbody>
</table>

**Stakeholder engagement**

We recognise that our relationships with all our stakeholders impacts directly and indirectly on our reputation and our ability to achieve our organisational goals. Therefore, we invest in developing and nurturing dialogue with our key stakeholders to ensure that cricket is supported by the majority of South Africans and is available to all who want to play it. The results of our dialogue with stakeholders are considered in shaping the strategy of the organisation.
FIRST INNINGS

GETTING TO KNOW OUR TALENTED PLAYERS

DUANNE OLIVIER

Q: When did you realise that you had a passion for cricket?
My interest in cricket only blossomed when I was in high school.

Q: Who was your cricket hero growing up?
Jacques Kallis.

Q: What opportunities have CSA provided to ensure that you reach your full potential as a cricketer?
I played provincial cricket for Northerns from U15 – U19 and attending the national weeks every year allowed me to test my development against the rest of the cricketers around the country.

Q: What advice would you give to other talented young cricket players?
Enjoy the journey. It’s very easy to get lost in the pressures that come with trying to achieve your dream. Always remember to enjoy every moment and cherish the memories.

Q: Describe your emotions on your cricket debut for the Proteas
I was very overwhelmed.

THEUNIS DE BRUYN

Q: When did you realise that you had a passion for cricket?
Ever since I started playing around in the backyard at the age of two. My dad says they tried to get me to play with rugby balls, golf clubs and tennis racquets but I always ended up picking the cricket bat.

Q: Who was your cricket hero growing up?
Jacques Kallis and Matthew Hayden.

Q: What opportunities have CSA provided to ensure that you reach your full potential as a cricketer?
The structures that have been put in place from KFC Mini-Cricket to the Proteas have been instrumental in my journey to playing for the Proteas. I came through every level from age-group cricket, SA U19, the National Academy and Franchise cricket, all of these steps prepared me for my experience with the Proteas.

Q: What advice would you give to other talented young cricket players?
Work hard and treat every match that you play as if it’s your last.

Q: Describe your emotions on your cricket debut for the Proteas
My debut was a rollercoaster ride of emotions.
Q: When did you realise that you had a passion for cricket?
I played a lot of sports while growing up but I realised my passion when I had to choose between cricket and hockey in high school.

Q: Who was your cricket hero growing up?
Lance Klusener

Q: What opportunities have CSA provided to ensure that you reach your full potential as a cricketer?
I’ve had access to some of the best coaches and facilities while growing up, which has given me the best opportunity to succeed at this level.

Q: What advice would you give to other talented young cricket players?
You’re never too old to learn or good enough not to improve. Ask questions all the time and always strive to improve.

Q: Describe your emotions on your cricket debut for the Proteas
There was a bit of nerves but also excitement of a lifelong dream coming true.

Q: When did you realise that you had a passion for cricket?
I grew up in a strong sporting family so there was a big sporting culture growing up. My passion for cricket grew during my high school years. Affies had a strong sporting tradition which rubbed off on my cricket.

Q: Who was your cricket hero growing up?
Jonty Rhodes.

Q: What opportunities have CSA provided to ensure that you reach your full potential as a cricketer?
The Proteas have been given access to the best resources, both on and off the field for us to succeed.

Q: What advice would you give to other talented young cricket players?
The sky is the limit.

Q: What extra responsibilities come with being the cricket captain?
As captain, you are not only thinking about yourself but also the 14 other players in the squad. You have to manage the environment and learn to get the best out of your players.
At CSA, we believe cricket is more than just a game. Crossing boundaries on and off the field, the spirit of the sport is integral in creating a flourishing nation that contributes to the transformation of our society. Over the past 26 years, we have evolved our role, responsibilities and activities to incorporate longer-term strategic thinking and planning. CSA is a non-profit company in terms of the Companies Act 2008; its core business is the custodianship of all cricket activities, advancing both amateur and professional cricket in South Africa. Our objectives include promoting and developing cricket because that’s our game!

Through our business model we use six interrelated capitals – financial, human, manufactured, intellectual, social and relationship – to achieve our objectives. We acknowledge that these capitals are interconnected and appreciate the importance of creating the sustainable balance between them. These capitals are explained further in the business model below, together with our business activities which ultimately lead to value creation (see page 14).

CSA’s inputs, business activities and outputs all work in harmony and enable the organisation to be sustainable and reach its strategic objectives and vision.

**BUSINESS MODEL AND VALUE CREATION**

**FINANCIAL CAPITAL**
CSA’s financial capital is largely raised through the following:
- Media rights
- Sponsorships
- ICC distributions
- Government and Lotto grants
- Ticketing

**HUMAN CAPITAL**
CSA has a total of 52 permanent staff (2016: 49), 22 fixed-term contractors (2016: 22), 30 men and women contracted Protea players (2016: 31) and 14 team management staff (2016: 13). Fixed-term contractors include coaches, pitch consultants, event consultants and a statistician.

**MANUFACTURED CAPITAL**
CSA does not own any fixed property. It leases premises from the Wanderers Club and the University of Pretoria for CSA’s High-Performance Centre. CSA optimises the use of the stadiums. Through the stadium operating model, revenues are generated to cover all the operating and capital costs without any subsidy from CSA or from the Member’s other operations. Hubs, Regional Performance Centres (RPCs) and academies also support CSA’s cricket activities.

**INTELLECTUAL CAPITAL**
As the governing body for cricket in South Africa we view our brands – CSA and the Proteas – as strategic intellectual capital. CSA’s branding and communication process gives a voice to the organisation and promotes CSA’s vision. Together with our brand, the advent of the Proteas Supporters Club and #ProteaFire has been valuable in drawing fans closer to the game #ThatsOurGame, thereby growing the exposure to CSA, which in turn attracts sponsors and partners to further boost our financial capital.

**SOCIAL AND RELATIONSHIP CAPITAL**
We value and acknowledge the role of our various stakeholders in our organisation’s success and support. From the communities where we develop talent to the fans and commercial partners that support the game, CSA seeks to continually engage these relationships.
### BUSINESS ACTIVITIES:
MANAGING OUR CAPITAL INPUTS THROUGH VARIOUS BUSINESS ACTIVITIES AND SERVICES

Cricket activities provide opportunities for talented cricketers at various levels, including developing support staff:
- KFC Mini-Cricket
- Schools Cricket (e.g., Blue-Chip school initiative)
- Hubs and RPC’s
- CSA Talent Acceleration
- Rural Cricket
- Club cricket
- Provincial, regional and national academies
- Development of coaches and match officials including the Master Coach programme
- Disability cricket – catering for the blind, deaf and intellectually impaired
- Senior provincial cricket
- Franchise cricket
- Women’s cricket
- High Performance and SA ‘A’ Teams
- National teams (Proteas and U19)

Commercial activities ensure that CSA has the financial capability to manage and support its cricket activities:
- Conceptualising, monetising, managing and delivering on all CSA commercial properties
- Securing sponsorships
- Selling media rights
- Managing international cricket events, including ticket sales and merchandising
- Managing all licensing and merchandising
- Monetising our digital assets

Support services ensure that CSA has the administrative capability to support its cricket and commercial activities:
- Finance and administration
- Commercial and marketing
- Media and communications
- Governance
- Legal, secretariat and compliance
- Transformation and Member relations
- Cricket services
- Internal audit

Best practice corporate governance frameworks implemented across CSA and its Affiliates. Page 72 (reference to the governance structure)

### Financial capital
- Revenues generated of R675 million (2016: R923 million)
- Broadcast Rights revenue of R210 million (2016: R414 million)
- Sponsorship revenue of R191 million (2016: R183 million)
- Cash balance of R740 million (2016: R1,023 million)

### Human capital
- 61 number of employees attended training
- Training and development spend of R900 000 (2016: R1,1 million)
- Employee remuneration of R210 million (2016: R173 million)
- 17 Proteas men’s cricketers
- 14 Proteas women’s cricketers

### Manufactured capital
- 64 (2016: 59) operational Hubs and RPC’s established in disadvantaged communities around South Africa to promote cricket

### Intellectual capital
- Renewal of all our commercial sponsorships
- Relationship with Standard Bank of South Africa
- Relationship with other sponsors

### Social and relationship capital
- Sport development and transformation spend of R301 million (2016: R279 million) covering the following key areas:
  - Direct activity-based funding to Members
  - Hubs and RPC’s in disadvantaged areas
  - High Performance Centres and Academies
  - National Cricket Weeks
  - Women’s Cricket
  - Rural Cricket
  - Disability Cricket
  - Coaching Education
  - Talent Acceleration Programme (TAP)
  - Cricket operations for youth
  - Fort Hare project

### OUTCOMES:
CREATING CRICKET SPORTING OPPORTUNITIES FOR SOUTH AFRICANS BECAUSE THAT’S OUR GAME!

- 14 men and two women black students at Fort Hare enrolled for various academic courses.
- Over 119 000 children have been through the KFC Mini-Cricket Programme.
- Coaches for CSA’s Hubs and RPC’s were prepared and further developed through the Coach Acceleration Programme.
- CSA’s Talent and Acceleration Programme has identified talented individuals across the country and assisted with their promotion into the South African U/19 team.

Growing the game – South Africa’s Hubs and RPC’s have been focusing on the grassroots level of the game, setting the foundations for the future of South African cricket.
VALUE CREATION IN CSA

CSA creates value by using its capital resources in a balanced and sustained way, as depicted in the business model on page 12. The various forms of value creation are discussed below.

**Financial value creation** is vital to our financial sustainability and enables us to create additional areas of value and support to our Members through activity-based distributions. CSA uses various revenue sources to create financial value as well as explore other revenue stream opportunities. During the financial year, CSA successfully renewed its sponsorships and maintained its media rights agreements.

**Social value creation** is a significant outcome of CSA’s business activities, delivering on our vision of ensuring that cricket is supported by the majority of South Africans and available to all who want to play the game. In our culturally diverse and democratic country, transformation is a non-negotiable imperative in redressing the imbalances of the past, creating active lifestyles and ensuring a winning sporting nation. It also enables growth of the game through CSA’s talent pipeline, from mini-cricket to international participation. With cricket development initiatives such as the Hubs and RPC’s programme, scholarships, the Fort Hare project, coaching and umpire training, and the provincial academy system, CSA has widened its reach to create better access and improved opportunities to the many talented South Africans.

**Commercial value creation** is important for our commercial partners who invest significantly in CSA to help us achieve our strategic objectives: cricket development, excellence, sustainability, transformation...
Economic value is created for South Africa through hosting international cricket games. International cricket fans who travel to support their teams spend money on food, beverages, accommodation and popular tourist destinations. Local support for domestic games also generates economic value through food and beverage spend.

The launch of the new T20 Global League is expected to generate economic benefits for both CSA and the country as a whole. The case study on page 16 discusses the potential economic benefits of the T20GL:

CSA is committed to developing accessibility for talented cricket players, acknowledging its successes and learning from challenges to make cricket a truly national sport of winners. CSA strives for excellence and aims to be the most sustainable and successful cricket federation in the world.
HOW THE T20 GLOBAL LEAGUE IS DRIVING THE BUSINESS OF CRICKET

Long considered a gentlemen’s sport, cricket, thanks in most part to the growth of the dynamic T20 format, is experiencing a major boom, not just on the pitch but also as a multi-billion dollar industry. CSA’s new 8 city-based franchise teams participating in the T20 Global League is set to re-energise its domestic cricket offering. Global sport sponsorship spend is forecast to reach over USD62 billion and global sporting media rights spend are expected to hit USD45 billion in 2017.

The key revenue driver for major professional sport is of course television reach and advertising. In 2008, the Indian Premier League (IPL) signed a 10-year rights deal worth USD1.026 billion with Sony Entertainment Television. That deal concludes at the end of this season and one can only begin to imagine figure that could be attached to the new deal.

In 2011, South Africa’s Premier Soccer League signed a television deal with SuperSport worth R2 billion – the biggest of its kind ever. The introduction of a global cricketing tournament, which will attract some of the game’s biggest stars, means the T20 Global League could challenge football for the top spot.

Changing attention spans are making broadcasters rethink and explore new formulas and scheduling of events. T20 is a prime example of how a commercialised sport is shortened to appeal to an audience with a diluted attention span.

In 2016, the cumulative in-home audience for the ICC T20 World Cup was a staggering 730 million in India alone – making T20 cricket an attractive investment opportunity for businesses seeking exposure to a wider audience. Locally, SuperSport saw viewership ratings increase by 32% compared to the last edition of the ICC World Twenty20 just two years ago, and even in America 1.4 million households tuned in to watch the tournament.

The first three matches of 2017’s IPL reached an audience of 183 million.

A test case for hosting a successful global T20 tournament in South Africa exists. In 2009 CSA/South Africa hosted the IPL after a decision to move the tournament due to political unrest in India in the run up to their elections. According to Brand South Africa the tournament injected between R1 billion (USD129 million) and R2 billion (USD258 million) into the South African economy. Up to 40 000 hotel rooms and 10 000 domestic flights were booked for the tournament. The T20 Global League clearly brings with it opportunities for our local tourism industry – an increasingly valuable asset as our emerging market looks set to experience rapid sports tourism growth.

The 2009 IPL provided R10 million (USD129 000) in scholarship funds to 300 students and 32 schools across the country. The T20 Global League will serve as a key financial injection for the development of cricket at various levels in South Africa – one of CSA’s top business objectives.

If television and sports tourism are still the biggest cash drivers for cricket, social media consumption is rapidly catching up, taking the game to more people. New revenue streams are fast emerging as fans become connected, and thanks to increased investment in big data to optimise fan relationships.

Athletes too are becoming their own media owners – from massive Instagram followings to dedicated apps and YouTube channels, the players themselves are the rights holders and have absolute control over their content and conversations. For example, Proteas batsman AB De Villers has more than four million followers on Twitter. It’s the players who hold immense power in creating exclusive cricket content, providing greater access to the game and driving stronger engagement with fans.

Mobile is increasingly becoming the device of choice of fans to consume, generate and share content, so it’s also become the key device for rights holders, broadcasters and brands. Fan acquisition and monetisation means cricket will be reaching out to fans across multiple access points for greater connection and engagement.

What successful competitions like the IPL, the Big Bash in Australia and Pakistan’s Super League have shown us is that cricket is no longer just a game – it is now big business.

The T20 Global League will not only bring world class players and cricket, it will also bring business opportunities for business owners – big and small – and give South Africa the opportunity to once again showcase our love for the game.
HIGHLIGHTS

- Proteas were top-ranked in all three formats of the game – ODI (ranked #1), Test (ranked #2), T20 (ranked #3).
- CSA stood out at the 2017 Discovery Sports Industry Awards. Along with two of our commercial partners, New Balance and Audi, we received 16 nominations out of a total of 19 categories, and won 7 of these awards.
- Launched the exciting T20 Global League whose first match is scheduled for November 2017.
- Improved performance, quality of opportunity and representation at both national and franchise levels.
- Momentum Women’s Proteas qualified for the 2017 ICC Women’s World Cup and reached the Semi-finals.
- Launched the Momentum Friendship Games to increase cricket matches played within previously disadvantaged areas.
- Kagiso Rabada was ranked within the Top 10 Bowlers in the world in ODI’s.
- Over 15 million unique viewers of all the Protea games in the period.

CHALLENGES

- Maintaining transformation within all aspects of the game.
- Improving the profile of domestic cricket.
- Retaining cricketers who seek to play outside of South Africa permanently.
- Obtaining government support to address the lack of cricket facilities in disadvantaged areas.
- Creating more playing opportunities at professional level due to the increase in both talent and the cricket pipeline.
- Enhance the Senior Provincial Cricket competition
- Monetising our digital assets.
- Maintaining the commercial program in a tough economic environment
- Bedding down the new T20GL with private ownership.
- Financial successes
- CSA maintained a strong balance sheet.
- Members maintained good financial performance.
This year marks the centenary of the late Oliver Reginald Tambo. Born on 27 October 1917, he was “a great giant that strode the globe like a colossus” (former President Nelson Mandela). He was one of the key drivers of South Africa’s liberation and a founding father of our constitutional democracy. Tambo served as President of the African National Congress (ANC) from 1969 to 1991.

This centenary reminds us of our obligation as South Africans to continue to play our part to ensure a better life for everyone. We, at CSA, are privileged to be able to directly contribute to building a nation through sport. We are duty-bound to make sure that cricket contributes to social and economic transformation – it is a powerful lever to accelerate change, boost our economy and forge social cohesion.

By so doing, this is the best tribute that we can pay to Tambo’s memory.

CSA Chief Executive, Haroon Lorgat
Chief Executive’s Statement

CRICKET, THAT’S OUR GAME!

Over the past year, the Standard Bank Proteas (men) enjoyed a fantastic season and the Momentum Proteas (women) even better by achieving their three-year goal of qualifying for the 2017 ICC Women’s World Cup. And now the South African scene is set to be energised with the new and exciting T20 Global League and on top of that CSA will receive an estimated R1.6 billion over the next six years from the ICC’s revised financial model. We also continue to make great strides with our transformation programmes and are delighted with the Sports Minister’s news that CSA is well on track with its transformation plans and so lifted the ban on CSA hosting major international events.

The Proteas experienced a marked improvement over the past year and showed great maturity in the challenges faced along the way. These challenges included the Kolpak issue, which lured several players to county cricket, and dealing with the absence of some of the more senior players for critical international games. CSA realises that it is hard to compete with the monetary incentives offered to players globally and that individuals need to maximise the lifespan of their cricketing career, which on average is about 10 to 15 years. However, we seek a balance between attracting players who are passionate about playing for South Africa and having unrealistic contract periods. Following a review of the current contracted players ahead of the 2017 - 2018 season and recognising that some players are specialists in certain formats of the game, CSA decided to increase the number of men’s national contracts from 18 to 21. CSA also awarded multi-year contracts to two young stars – Quinton de Kock and Kagiso Rabada – who now join the elite player group. In the Momentum Proteas women’s squad, we have contracted 14 players that we believe have triggered the step change in team performances.

Over the past few years, the Proteas have lost legendary players such as Jacques Kallis, Graeme Smith, Makhaya Ntini and Mark Boucher, which naturally impacted the team’s performance as new senior players sought to establish themselves among the new players in the team. CSA plays a critical role in ensuring there is depth of talent within the system. This past year proved that even without these legends and in the absence of key senior players for important international games, the rest of the team including newcomers stepped up to the challenge and produced some remarkable outcomes – one being ranked number one in the ICC ODI format. New talent emerged – the likes of Keshav Maharaj, Andile Phehlukwayo and Theunis de Bruyn – who all transitioned seamlessly from domestic to international cricket. Credit must be given to the excellent player performance plans that are in place, which has built and instilled a high-performance culture across our cricket system. These plans are tailored to individual player needs as opposed to a uniform plan for all players.
CSA is satisfied and indeed encouraged with the progress made in women’s cricket over the past three years and we are delighted that the Momentum Proteas achieved their goal of qualifying for the 2017 ICC Women’s World Cup in England. Working hard and learning from previous experiences, the team displayed excellent character and have played superbly in recent times to achieve their goals. On behalf of CSA I wish to congratulate them on reaching the semi-final of the Women’s World Cup.

Looking ahead, we have identified the need to review the current schools’ cricket governance and competition structures to ensure that our talent pipeline is nourished and sustained from an early stage. CSA will be embarking on a wide-ranging review of the schools’ cricket system, similar to the analysis conducted at the national and domestic levels and we look forward to improving on our existing structures.

T20 GLOBAL LEAGUE TAKES DOMESTIC CRICKET TO A WHOLE NEW LEVEL

Improving the domestic game has been a consistent theme and a challenge for CSA. Tremendous time and effort has gone into developing a brand new T20 cricket League that will not only transform how South African fans view the domestic game, but will also see the world’s eyes focus on South Africa every year. Through the T20 Global League, CSA Members and players will benefit economically while participating in top class competition. Add to this the external support we will plough into our Hubs and RPCs and we can expect our talent pipeline to flourish. With more international tourists and foreign direct investment, we anticipate our economy will also benefit.

A worldwide launch in February 2017 had called for Expressions of Interest from private persons to own a new city-based T20 Global League franchise team. A quality shortlist was prepared and on 19 June 2017 in London we announced an impressive set of eight team owners. The new competition is set to kick off in style on 3 November 2017 with 16 December being the permanent date for the final at the Wanderers stadium.

TRANSFORMATION IS AN INTEGRAL PART OF CSA’S DNA

Sports Minister, Mr Thulas Nxesi, recognised the progress made by CSA with regard to transformation
and lifted the ban against CSA bidding to host major international events. During the year under review, 12 of the 21 players in the national contract squad are black players, of which four (19%) are black African players. Furthermore, through the Hubs and RPC programme, we continue to develop young black talent and we are proud of the 138 talented individuals who were selected to play in the national provincial age group weeks after being spotted at the Hubs. In addition, with star black African contracted Protea players such as Andile Phehlukwayo, Kagiso Rabada and Temba Bavuma, I am confident that the majority of South Africa’s youth will aspire to reach such prestigious heights through the opportunities offered by our cricket system. That said, CSA is aware that we cannot rest on our laurels as we continue to tackle challenges to increase the pace of transformation and improve cricket facilities in many disadvantaged communities.

A thrilling youth initiative kicked-off this year. CSA and Momentum joined forces to launch a series of Friendship Matches played across the country. These events involve a CSA Hub or RPC team playing against a traditional cricket school, the aim being to improve the quality and increase the number of cricket matches played in disadvantaged areas thereby fostering a love of cricket within these black communities and developing talented black African players as part of CSA’s talent pipeline. This initiative connected disparate communities and is a further example of CSA’s commitment to nation building and social cohesion.

**KEEPING CRICKET CLEAN**

Although match- or spot-fixing is a global scourge that threatens the integrity and image of the game worldwide, CSA remains firm in its stance of zero tolerance to corruption in any form or instance of dishonesty. This abhorrent behaviour will be dealt with severely through CSA’s robust structures, which include thorough investigations. Once again, it was disappointing to see former Protea players among those found guilty and banned from any future involvement in cricket under the jurisdiction of CSA, the ICC or any other ICC member due to their breaches of CSA’s Anti-Corruption Code. The investigation relating to the 2015 RAM SLAM T20 Challenge Series is now complete. We will continue to adopt a robust and unambiguous stance to eradicate any form of corruption.
Financially we are on a solid wicket

Not unexpectedly, we experienced a challenging financial performance during the year under review with our actual revenue (R696 million) down 18.2% on the prior year’s revenue (R851 million). The reason for this decrease was expected due to the less commercially productive inbound international tours. On a brighter note, it was extremely rewarding to see all our major commercial sponsorships renewed. Looking ahead, our revenues will be sound and the ICC’s revised financial model will certainly boost our revenues in the current tough economic conditions.

The Chief Financial Officer’s report provides further detail on CSA’s financial results.

I am tempted though to repeat the fact that we are flattered by the renewal of all our major commercial partners plus the new four-year flagship deal with the Standard Bank of South Africa. They are now the Proteas’ title sponsor across all three forms of the game. An analysis of our sponsorship values over the past five years reveals that we are back on track with sponsorship after having experienced a few volatile years pre-2014.
STRATEGICALLY WE REMAIN ON TRACK

Our five strategic pillars of excellence, development, sustainability, transformation, and brand promotion remain the driving force behind our management actions. Where relevant, certain aspects may be tweaked and agreed by the Board. All senior management’s key performance indicators (KPIs) are linked to CSA’s strategic objectives and remuneration is connected to performance against the KPIs. Similarly, KPIs are cascaded down to the various departments and to each employee upon which performance evaluations and rewards are based.

It is pleasing to report that CSA maintained its B-BBEE level IV rating, based on the revised codes following external verification. Management will continue to explore ways of improving CSA’s rating.

LOOKING AHEAD

With all the fundamentals in place – a strong administration and governance setup and a clear operating model – I am confident that CSA will continue to grow from strength to strength. Investment in brand new office premises and the new T20 Global League are signs of our optimism and will surely provide the necessary boost to take us forward.

As ever, we are committed to transformation at every level. Reviewing the schools’ cricket governance structures and refreshing domestic cricket remain priorities. We are also excited by our massive investment to refurbish and upgrade our cricket stadiums nationwide. We will also continue to manage proactively our relations with all stakeholders.

BIDDING FAREWELL

On a sad note, we said farewell to Mr Ahmed Kathrada, who was a great friend of South African cricket and who had a particularly close affinity with our Proteas, for whom he always had time for a chat. His key message to them was one of resilience, especially when times get tough. There have been many examples in recent years of how the Proteas have drawn on this inspiration.

At the time of writing this report we also bade farewell to my eldest brother, Yusuf Lorgat, who had a lifetime of involvement in administering the game and who had a huge influence on me. Just two weeks before his demise he was awarded the Metro’s Living Legend Award and in 2012 he was honoured with The Herald Citizen of the Year award for his lifetime involvement in national and provincial cricket and soccer, and for his community work.

The CSA family extends its deepest sympathy to the family, friends and colleagues of all who have passed on.

THANKS IS NEEDED

I extend sincere appreciation to the CSA Board of Directors and Member Presidents, the Chief Executives and their staff, our broadcast, media and commercial partners, and all our fans who have not only shared our vision but continue to assist us to build a truly national sport of winners.

Lastly, to my Executive Management and Staff, thank you for your work over the past year. We are entering an exciting period ahead and I look forward to sharing it with you.

Haroon Lorgat
Chief Executive
2 September 2017
STRATEGIC OVERVIEW

A clearly defined strategy enables CSA to achieve its vision and mission, manage risks and identify opportunities. During the year under review we demonstrated good progress against our strategic objectives, creating value across the commercial and cricketing activities of the organisation as discussed on page 14.

Our five strategic pillars remain relevant and are driven by our aspiration to be the most successful and sustainable organisation in the cricket playing world. We continue to measure our progress against these strategic goals.

We have specific performance measures that are essential to the development of our strategy which we used to measure the overall organisational progress. These measures include:

- **Corporate scorecard** – used to monitor progress and evaluate companywide performance, and is updated regularly.
- **Budget versus actual revenue and costs** – aims to manage our finances to ensure that we meet business objectives optimally and efficiently.
- **Cricket services scorecard** – aims to ensure that funds are spent as planned to achieve development and transformation objectives.

During the year under review, we achieved substantial progress in maintaining sustainability along our strategic path, which included operational effectiveness, efficiencies, governance and revenue generation. As we move further along our strategic journey, we are well positioned to move into a consolidation phase, as we distinguish ourselves and build the CSA brand. Some of the key initiatives that were undertaken included finalising the Domestic Cricket System Review, the National Team Performance Review and launching the thrilling T20 Global League, which is set to rejuvenate CSA’s T20 cricket offering and bring the world to South Africa for some exhilarating cricket. This T20 competition will touch on all five of CSA’s strategic pillars. Key initiatives currently underway to achieve this include conducting reviews of our domestic cricket systems and repositioning of the T20 Global League.

**CSA CORPORATE RISK DASHBOARD AND SCORECARD**

The Board bears overall responsibility for CSA’s risk management and is assisted by the Audit and Risk Committee in discharging its duties. The effective management of our risks allows us to assess, measure and mitigate those risks that threaten the pursuit of our strategic objectives. These risks are monitored and their progress and ratings presented by Exco to all CSA Board Committees throughout the financial year.

CSA’s Exco held two workshops during the year under review to update and reassess its risks to ensure alignment with its strategic objectives as well as internal and external factors impacting the cricket administration. These risks are monitored across nine broad risk areas and progress is measured against the previous quarterly assessments.
Corporate Risks

<table>
<thead>
<tr>
<th>RISK</th>
<th>RISK DESCRIPTION</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cricket – growth and development risk</td>
<td>The risk of ineffective implementation of the Presidential Plan, especially delivery around its five pillars of Excellence, Development, Transformation, Sustainability and Brand.</td>
<td>Medium</td>
</tr>
<tr>
<td>Governance, organisational culture and cohesion</td>
<td>The risk of a breakdown in governance structures and internal controls due to a lack of, or ineffective implementation and adherence to the CSA constitutional framework.</td>
<td>Medium</td>
</tr>
<tr>
<td>Proteas team risk</td>
<td>The risk of player free agency or challenge in players adhering to contracts.</td>
<td>Medium</td>
</tr>
<tr>
<td>Commercial risk</td>
<td>The risk of financial loss to CSA and Members due to an inability to identify and monetise assets and properties. The lack of interest from Free to Air (FTA) broadcasters (due to limited broadcast platforms) compounds the issues.</td>
<td>Low</td>
</tr>
<tr>
<td>Legal risk</td>
<td>The risk of loss (financial and reputational) due to claims or legal action against CSA or its Members.</td>
<td>Low</td>
</tr>
<tr>
<td>Finance and Administration risk</td>
<td>The risk of insufficient capacity, capability and infrastructure to deliver our operations (programmes and events).</td>
<td>Medium</td>
</tr>
<tr>
<td>Brand and strategic communication risk</td>
<td>The risk of reputational damage due to an unforeseen incident.</td>
<td>Low</td>
</tr>
<tr>
<td>Transformation and redress</td>
<td>The risk of not meeting expectations on transformation due to the lack of sufficient resources and adverse socioeconomic conditions and support from key stakeholders (i.e. government).</td>
<td>Medium</td>
</tr>
<tr>
<td>Political and stakeholder relations</td>
<td>The risk of not achieving acceptable political and stakeholder relations that would aid CSA in meeting its vision and objectives.</td>
<td>Medium</td>
</tr>
</tbody>
</table>

LEGEND

- 6 Substantially Achieved
- 4 Substantial Progress
- 3 Objective not yet achieved

Strategic objectives

- Excellence
- Development
- Sustainability
- Transformation
- Brand promotion and marketing
DELIVERING AGAINST OUR STRATEGIC OBJECTIVES

The table below lists these risks along with a description of how CSA mitigates the risks and rates the progress during the period under review.

<table>
<thead>
<tr>
<th>STRATEGIC OBJECTIVE</th>
<th>STRATEGIC ISSUE/RISK</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cricket – growth and development</td>
<td>1. The retention of identified mini cricket players and conversion into hardball cricket.</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>2. Lack of adequate facilities and local government support to grow the game of cricket in disadvantaged areas.</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>3. Retention and holistic development of cricket players with a specific focus on black African cricketers to increase the pool of black African players for national selection.</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>4. Assessing the implementation of the growth strategy.</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>5.Retention and personal (leadership and management) development of coaches at all levels.</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>6. The risk of not having a sustainable pipeline for women’s cricket on the Protea Women’s team.</td>
<td>Medium</td>
</tr>
<tr>
<td>Governance, organisational culture and cohesion</td>
<td>1. Organisational values – honesty and integrity, professionalism and due diligence, mutual respect and fairness.</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>2. Good governance, servant leadership.</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>3. Succession planning.</td>
<td>Medium</td>
</tr>
</tbody>
</table>

Proteas team risk

<table>
<thead>
<tr>
<th>STRATEGIC ISSUE/RISK</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Risk of losing the top performing nationally contracted players to foreign Domestic T20 leagues.</td>
<td>High</td>
</tr>
<tr>
<td>2. Regularly managing player injuries and workload.</td>
<td>Medium</td>
</tr>
<tr>
<td>3. Manage player attitudes, particularly the focus on money at the expense of doing the right thing.</td>
<td>Medium</td>
</tr>
</tbody>
</table>

Commercial risk

<table>
<thead>
<tr>
<th>STRATEGIC ISSUE/RISK</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Low stadium attendances.</td>
<td>Medium</td>
</tr>
<tr>
<td>2. Our new #T20 league not meeting its commercial objectives.</td>
<td>Medium</td>
</tr>
<tr>
<td>3. Possible regulatory changes would impact revenue, i.e. broadcast (pay TV), alcohol and fast foods advertising.</td>
<td>Medium</td>
</tr>
<tr>
<td>4. Increase international (USD) revenue sources.</td>
<td>Medium</td>
</tr>
</tbody>
</table>
### Strategic Objective

<table>
<thead>
<tr>
<th>Strategic issue/Risk</th>
<th>Rating</th>
<th>Mitigating actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cricket – growth and development</td>
<td>1.</td>
<td>• Talent ID and conversion to hardball structures within each Hub and RPC to improve conversion rates.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Implement and identify new black African cricket schools (potential focus and new emerging schools around Hubs).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Develop a facilities budget into the overall cricket services budget to address facility improvements at RPC and Hubs.</td>
</tr>
<tr>
<td></td>
<td>2.</td>
<td>• Player Performance Plan – increase player performances by identifying player interventions based on a needs analysis.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Actively seek to drive “Africanisation” of players, administrators and coaches within the CSA pipeline.</td>
</tr>
<tr>
<td></td>
<td>3.</td>
<td>• Review the schools’ cricket system – developing a school’s cricket plan.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Introduce effective Master coach programme for senior-provincial and Franchise coaches based on the PDP of the coach.</td>
</tr>
<tr>
<td></td>
<td>4.</td>
<td>• Increase participation and quality of cricket played at school and club levels.</td>
</tr>
<tr>
<td>Governance, organisational culture and cohesion</td>
<td>1.</td>
<td>• Set the tone in the organisation from the top and uphold the values of CSA throughout the system.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Effectively implement CSA decisions by all CSA Presidents/Chairpersons.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Policy implementation and role clarity.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Conduct due diligence procedures on sponsors, service providers and suppliers to enhance CSA’s ability to stand firm and not compromise on integrity.</td>
</tr>
<tr>
<td></td>
<td>2.</td>
<td>• Establish a succession planning strategy.</td>
</tr>
<tr>
<td>Proteas team risk</td>
<td>1.</td>
<td>• Ensure longer-term contracts for certain players.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Have a clear No Objection Certificate (NOC) strategy.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Make CSA competitions attractive and financially appealing.</td>
</tr>
<tr>
<td></td>
<td>2.</td>
<td>• Proactively monitor and manage player injuries and workload.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Constant awareness and education.</td>
</tr>
<tr>
<td></td>
<td>3.</td>
<td>• Assistance of South African Cricketers’ Association (SACA) regional managers.</td>
</tr>
<tr>
<td>Commercial risk</td>
<td>1.</td>
<td>• We are busy developing plans to increase stadium attendance locally.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Detailed planning and using expert and experienced sports agencies.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Recruiting the best available international players.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Launch the league and build a strong brand through effectiveness marketing campaigns.</td>
</tr>
<tr>
<td></td>
<td>2.</td>
<td>• CSA is driving the process further with the Sports Ministry.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Ongoing monitoring of where legislation is going and developing appropriate contingency plans.</td>
</tr>
<tr>
<td></td>
<td>3.</td>
<td>• Identify and develop action plans to entice offshore sponsors.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• The new T20 league might be the right vehicle for international sponsorship.</td>
</tr>
<tr>
<td></td>
<td>4.</td>
<td>• Talent identification, retention and development.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Financial sustainability</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Brand and reputation.</td>
</tr>
<tr>
<td>STRATEGIC OBJECTIVE</td>
<td>STRATEGIC ISSUE/RISK</td>
<td>RATING</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------------</td>
<td>--------</td>
</tr>
<tr>
<td><strong>Legal risk</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustainability</td>
<td>1. Continuous monitoring of governance at Member level.</td>
<td>Medium</td>
</tr>
<tr>
<td>Brand &amp; reputation</td>
<td>2. Monitoring the risk of not honouring CSA agreements.</td>
<td>Medium</td>
</tr>
<tr>
<td><strong>Finance and Administration risk</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excellence</td>
<td>1. Fluctuating revenue model increases business risk.</td>
<td>Medium</td>
</tr>
<tr>
<td>Sustainability</td>
<td>2. Ageing of stadium infrastructure.</td>
<td>High</td>
</tr>
<tr>
<td>Brand promotion</td>
<td>3. Sustainable funding for game development initiatives and programmes.</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>4. Lack of human resources to deliver on the apex (CSA Board) priorities.</td>
<td>High</td>
</tr>
<tr>
<td><strong>Brand and Strategic Communications</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excellence</td>
<td>1. Enhance the image and reputation of cricket and CSA</td>
<td>Medium</td>
</tr>
<tr>
<td>Sustainability</td>
<td>2. Creating exposure and profiling CSA's transformation and cricket development programmes.</td>
<td>Medium</td>
</tr>
<tr>
<td>Brand promotion</td>
<td>3. Develop strategic and operational cricket promotion and marketing plans.</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>4. Digital media strategy.</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>5. Effective communication of policies and Board decisions.</td>
<td>Medium</td>
</tr>
<tr>
<td><strong>Transformation and redress</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excellence</td>
<td>1. Monitoring the transformation progress against the CSA Transformation strategy and plans.</td>
<td>High</td>
</tr>
<tr>
<td>Sustainability</td>
<td>2. Transform national and provincial governance structures to comply with Geopolitical demarcations per the National Sports and Recreational Plan and SASCOC requirements.</td>
<td>High</td>
</tr>
<tr>
<td><strong>Political and Stakeholder Relations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brand promotion</td>
<td>1. Lack of exposure and opportunities for disability cricket.</td>
<td>Medium</td>
</tr>
<tr>
<td>Sustainability</td>
<td>2. Establishing meaningful relationship with Provincial DSR, DBEs and CSA Members.</td>
<td>Medium</td>
</tr>
<tr>
<td>Transformation</td>
<td>3. Engagement with other federations.</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>4. Enhancing government support.</td>
<td>Medium</td>
</tr>
<tr>
<td>Mitigating Actions</td>
<td>Progress</td>
<td>Link to Material Issue</td>
</tr>
<tr>
<td>--------------------</td>
<td>----------</td>
<td>----------------------</td>
</tr>
</tbody>
</table>
| • Effectively and practically apply the organisation constitution framework at Member level. | 4 | • Financial sustainability  
• Brand and reputation |
| • Monitor agreements, e.g. SACA – Memorandum of Understanding (MOU), South African Sports Confederation and Olympic Committee (SASCOC), SRSA, etc. | 4 | • Financial sustainability  
• Brand and reputation |
| • Widen our revenue sources, especially from local corporates and government.  
• Ensure there is awareness and long-term financial planning, and hold adequate cash reserves to tide us over lean years. | 4 | • Financial sustainability  
• Brand and reputation |
| • Effectively implement the Stadium Operating Model – conduct stadium upgrades and agree on suitable funding plans. | 4 | • Brand and reputation  
• Financial sustainability  
• Transformation |
| • Form a funding model that sustainably allocates financial and human capital between the key CSA business streams [professional cricket, cricket development, marketing and events, and stadium infrastructure and cricket facilities]. | 4 | • Brand and reputation  
• Financial sustainability  
• Transformation |
| • Adequately capacitate the relevant departments. | 4 | • Brand and reputation  
• Financial sustainability  
• Transformation |
| • Monitor regularly and be proactive through engaging with key media regularly to manage public issues, e.g. transformation/ Franchise cricket/ operational model/ new FTP/ season launches/CSA digital magazine/ official Proteas supporter’s club/selection issues/anti-corruption issues. | 4 | • Transformation  
• Brand and reputation  
• Financial sustainability |
| • Run cost effective marketing campaigns to promote the game.  
• CSA departments to inform media department about good news stories.  
• Report on gender representation across CSA structures. | 4 | • Transformation  
• Brand and reputation  
• Financial sustainability |
| • Build the culture and capacity within CSA and its Affiliates to promote the game efficiently and effectively. | 4 | • Transformation  
• Brand and reputation  
• Financial sustainability |
| • Engaging with various industry experts to enhance CSA’s digital platforms. | 4 | • Transformation  
• Brand and reputation  
• Financial sustainability |
| • Ensure communication is deliberate, accurate and effective. | 4 | • Transformation  
• Brand and reputation  
• Financial sustainability |
| • Implement and monitor the EPG barometer for CSA and its Members [national barometer].  
• Measure quality of opportunity at all levels of representation. | 6 | • Transformation  
• Brand and reputation  
• Financial sustainability |
| • CSA Member Presidents to drive geo-political alignment process at Member level.  
• Consider implications of geo-political alignment. | 4 | • Transformation  
• Brand and reputation  
• Financial sustainability |
| • Increase representation throughout CSA structures.  
• Create an environment comfortable for all people to participate in. | 4 | • Transformation  
• Brand and reputation  
• Financial sustainability |
| • Prepare a strategic plan with specific resourcing.  
• Finalise Disability Cricket Associations’ Ancillary Membership. | 4 | • Brand and reputation  
• Financial sustainability  
• Transformation |
| • Follow up on provincial schools’ coordinating structures. | 4 | • Brand and reputation  
• Financial sustainability  
• Transformation |
| • Ensure discussion and engagement on common interests, changes in legislation, etc. | 4 | • Brand and reputation  
• Financial sustainability  
• Transformation |
| • Work with the South African Local Government Association [SALGA] to improve facility maintenance at a local level.  
• Improve relations with government, SASCOC and provincial sports councils.  
• Encourage Members to build these relationships by attending local municipality meetings.  
• Engage with the portfolio committee.  
• Adhere to government/political protocols. | 4 | • Brand and reputation  
• Financial sustainability  
• Transformation |

**Note:** The progress levels are coded as follows: 1 (Low), 2 (Low-Medium), 3 (Medium), 4 (High), 6 (Very High).
MATERIAL ISSUES

For CSA, a material issue is a matter that if not effectively managed, could fundamentally impact CSA’s ability to create value going forward over the short, medium or long term. In determining CSA’s material issues, CSA’s Executive Management reviewed and discussed the prior year’s material issues, while also considering the risk issues described on page 25 and the connection to strategic objectives. Following this review, the Executive Management concluded that the material issues were still relevant for the current reporting period. These issues are tabled below with reference to where a specific issue is discussed within this report.
<table>
<thead>
<tr>
<th>MATERIAL ISSUE</th>
<th>LINK TO STRATEGIC OBJECTIVE</th>
<th>LINK TO RISK</th>
<th>PAGE REFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial sustainability</td>
<td>• Sustainability</td>
<td>• Commercial</td>
<td>Page 43</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Operational excellence</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Political and stakeholder relations</td>
<td></td>
</tr>
<tr>
<td>Talent identification, retention and</td>
<td>• Development</td>
<td>• Cricket – growth and development</td>
<td>Page 45</td>
</tr>
<tr>
<td>development</td>
<td>• Sustainability</td>
<td>• Proteas team</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Transformation</td>
<td>• Transformation and redress</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Political and stakeholder relations</td>
<td></td>
</tr>
<tr>
<td>Transformation</td>
<td>• Transformation</td>
<td>• Cricket – growth and development</td>
<td>Page 51</td>
</tr>
<tr>
<td></td>
<td>• Development</td>
<td>• Proteas team</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Sustainability</td>
<td>• Transformation and redress</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Excellence</td>
<td>• Political and stakeholder relations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Sustainability</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Brand promotion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brand reputation and marketing</td>
<td>• Sustainability</td>
<td>• Cricket – growth and development</td>
<td>Page 54</td>
</tr>
<tr>
<td></td>
<td>• Brand promotion</td>
<td>• Proteas team</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Brand and strategic communication</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Political and stakeholder relations</td>
<td></td>
</tr>
<tr>
<td>Transparency and accountability</td>
<td>• Excellence</td>
<td>• Legal</td>
<td>Page 62</td>
</tr>
<tr>
<td></td>
<td>• Sustainability</td>
<td>• Commercial</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Brand promotion</td>
<td>• Brand and strategic communication</td>
<td></td>
</tr>
</tbody>
</table>
SA recorded a loss of R159 million against a budgeted loss of R128 million compared to the prior year’s profit of R107 million. Although the company recorded a financial loss it remains a going concern due its strong balance sheet and favourable cash position.

This loss was forecast due to the inherent nature of CSA’s revenue cycles, which fluctuate within its four-year cycle, depending on the inbound tours to South Africa. Going forward CSA is anticipating a bumper summer season of inbound international cricket tours featuring Bangladesh, India and Australia.

The losses were largely attributable to an 18% decrease in revenue from professional cricket, due to the lower broadcast rights fees earned from the current year’s inbound tour content, as well as the impact of foreign exchange. There was a 17% increase in expenses during the year under review.
Approximately 11% of the 17% resulted from the Board’s decision to commit further specific distributions to Members to enable them to invest in a number of designated cricket development programmes and other cricket related projects. The remaining 6% of the increase arose from inflation within operating costs as well as other activity based costs which were well controlled during the year.

The bulk of CSA’s revenue streams of R675 million (2016: R823 million) originate from broadcast rights of R210 million (2016: R414 million), sponsorships of R191 million (2016: R163 million) and ICC distributions of R149 million (2016: R109 million) with the balance of revenue from the Champions League T20 of R70 million (2016: R70 million), international gate ticket takings of R35 million (2016: R66 million), government and Lotto grants of R2 million (2016: R3 million) and other income of R18 million (2016: R18 million). Following the ICC’s announcement that it will be revising its revenue distribution model, CSA expects to receive an increase of approximately 25% compared to the ICC distribution in the current financial period.

Investment income grew 50% to R50 million, largely due to the favourable cash flows and increased interest rates.

At year end CSA’s cash resources were at a healthy R740 million. The Board considered CSA’s future commitments to continue all forms of cricket in South Africa and is confident that these resources ensure the sustainability of cricket in South Africa given the fluctuating seasonal revenues in the foreseeable future.

It was encouraging to note that 13 of the 14 Members (Affiliates and Associates) and four of the six Franchises continued to perform to better than break-even results despite the tough economic climate. The KwaZulu-Natal Cricket Union (KZNCU) and Border Cricket Union Members, and the Warriors and Cobras Franchises, are the entities that recorded losses in the current year. These results are a testament to the effective implementation of the Operating Model introduced in the 2015 financial period. We continue to work together with our Members in supporting them to continue improving both financially and administratively.

The Members’ Council and the Board approved that a new entity be established to own and operate the T20 Global League under the auspices of CSA and will produce its first financial statements for the 15-month period ending 30 April 2018 and will be consolidated in the 2018 financial statements of CSA.

In the wake of the recently announced T20 Global League, CSA has earmarked funds to be invested on stadium refurbishment and upgrades. Following extensive engagement with stadium managers and Member chief executives, work has already commenced nationwide to ensure that the T20 Global League stadiums are ready for the start of the new tournament, which kicks off in November 2017. Major improvements and upgrades will be made on areas such as cutting-edge artificial lighting systems, advanced sports field technology and LED scoreboards, as well as revamping change-rooms and media centres.

In conclusion, I would like to acknowledge the continued support and financial contribution made to South African cricket by our fans, players, commercial partners and sponsors, suppliers, other external stakeholders, Members, directors and especially our dedicated staff. We look forward to the exciting year ahead with the new T20 Global League and an exciting programme of international cricket and give assurance to our supporters that we will continue to manage CSA finances effectively.

Naasei Appiah
Chief Financial Officer
2 September 2017
INDEPENDENT AUDITOR’S REPORT ON THE SUMMARY FINANCIAL STATEMENTS TO THE DIRECTORS OF CRICKET SOUTH AFRICA NPC

Opinion
The summary financial statements, which comprise the summary statement of financial position as at 30 April 2017, the summary statement of comprehensive income, statement of changes in equity and cash flows for the year then ended, and the related notes, are derived from the audited financial statements of Cricket South Africa NPC for the year ended 30 April 2017.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, on the basis described in the notes to the summary financial statements.

Summary Financial Statements
The summary financial statements do not contain all the disclosures required by IFRS. 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 Audited Financial Statements and Our Report Thereon
We expressed an unmodified audit opinion on the audited financial statements in our report dated 21 July 2017.

Management’s Responsibility for the Summary Financial Statements
Management is responsible for the preparation of the summary financial statements on the basis as described in the notes to the 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 Standards on Auditing (ISA) 810 (Revised), Engagements to Report on Summary Financial Statements.

Thuto Masasa CA (SA)
Registered Auditor | Director
Nkonki Inc | 1 Simba Road | Sunninghill
Johannesburg | 2157
21 July 2017

Directors: *Mitesh Patel CA(SA), *Thuto Masasa CA(SA)
Executive Committee: *Mitesh Patel CA(SA) (CEO), *Thuto Masasa CA(SA), *Ahmed Pandor CA(SA), CISA, MBA, *Sangeeta Kallen CA(SA), Karthi Naicker CFE, MBA, BCom, *Emma Mashilwane CA(SA)
*Partner and Registered Auditor
A full list of partners and directors is available from the website www.nkonki.com
Each member of the Nkonki network is licensed to include “Nkonki” in its legal name but remains a separate and independent legal entity
B-BBEE rating: Level 1 contributor in terms of the Chartered Accountancy Profession Sector Code
## SUMMARY FINANCIAL STATEMENTS

PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC

for the year ended 30 April 2017

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

<table>
<thead>
<tr>
<th></th>
<th>2017 R'000</th>
<th>2016 R'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>674 935</td>
<td>822 926</td>
</tr>
<tr>
<td>Amateur cricket</td>
<td>26 792</td>
<td>29 630</td>
</tr>
<tr>
<td>Professional cricket</td>
<td>648 143</td>
<td>788 496</td>
</tr>
<tr>
<td>Coach Hire</td>
<td>-</td>
<td>4 800</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td>(910 392)</td>
<td>(777 047)</td>
</tr>
<tr>
<td>Central cost</td>
<td>(92 245)</td>
<td>(65 934)</td>
</tr>
<tr>
<td>Amateur cricket</td>
<td>(300 679)</td>
<td>(278 961)</td>
</tr>
<tr>
<td>Professional cricket</td>
<td>(462 545)</td>
<td>(375 687)</td>
</tr>
<tr>
<td>National team</td>
<td>(54 923)</td>
<td>(48 188)</td>
</tr>
<tr>
<td>Coach Hire</td>
<td>-</td>
<td>(8 277)</td>
</tr>
<tr>
<td><strong>Operating (loss) profit</strong></td>
<td>(235 457)</td>
<td>45 879</td>
</tr>
<tr>
<td>Investment income</td>
<td>50 128</td>
<td>33 441</td>
</tr>
<tr>
<td>Net foreign exchange gain</td>
<td>24 020</td>
<td>23 648</td>
</tr>
<tr>
<td>Fair value adjustments</td>
<td>2 499</td>
<td>4 191</td>
</tr>
<tr>
<td><strong>(Loss) profit before taxation</strong></td>
<td>(158 810)</td>
<td>107 159</td>
</tr>
<tr>
<td>Taxation</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>(Loss) profit for the year</strong></td>
<td>(158 810)</td>
<td>107 159</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL COMPREHENSIVE (LOSS) INCOME FOR THE YEAR</strong></td>
<td>(158 810)</td>
<td>107 159</td>
</tr>
</tbody>
</table>
### SUMMARY STATEMENT OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th></th>
<th>2017 R'000</th>
<th>2016 R'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current assets</td>
<td>169 554</td>
<td>140 541</td>
</tr>
<tr>
<td>Current assets excluding cash and cash equivalents</td>
<td>233 761</td>
<td>105 022</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>740 446</td>
<td>1 023 309</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>1 143 761</td>
<td>1 268 872</td>
</tr>
<tr>
<td><strong>EQUITY AND LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>RESERVES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained earnings</td>
<td>655 444</td>
<td>814 254</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Current liabilities</td>
<td>65 249</td>
<td>166 220</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>423 068</td>
<td>288 398</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY AND LIABILITIES</strong></td>
<td>1 143 761</td>
<td>1 268 872</td>
</tr>
</tbody>
</table>

### SUMMARY STATEMENT OF CHANGES IN EQUITY

<table>
<thead>
<tr>
<th></th>
<th>2017 R'000</th>
<th>2016 R'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RETIRED EARNINGS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance as at 30 April 2015</td>
<td>707 095</td>
<td></td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>107 159</td>
<td></td>
</tr>
<tr>
<td>Balance as at 30 April 2016</td>
<td>814 254</td>
<td></td>
</tr>
<tr>
<td>Total comprehensive loss for the year</td>
<td>(158 810)</td>
<td></td>
</tr>
<tr>
<td>Balance as at 30 April 2017</td>
<td>655 444</td>
<td></td>
</tr>
</tbody>
</table>

### SUMMARY STATEMENT OF CASH FLOWS

<table>
<thead>
<tr>
<th></th>
<th>2017 R'000</th>
<th>2016 R'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(Loss) profit before taxation</strong></td>
<td>(158 810)</td>
<td>107 159</td>
</tr>
<tr>
<td>Non-cash adjustments to reconcile net profit to net cash flows</td>
<td>(11 886)</td>
<td>(638)</td>
</tr>
<tr>
<td>Working capital adjustments</td>
<td>34 935</td>
<td>663 008</td>
</tr>
<tr>
<td>Net cash (outflow) inflow from operating activities</td>
<td>(135 761)</td>
<td>769 529</td>
</tr>
<tr>
<td>Net cash (outflow) inflow from investing activities</td>
<td>(147 102)</td>
<td>7 127</td>
</tr>
<tr>
<td>Net cash flow from financing activities</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net (decrease)/increase in cash and cash equivalents</td>
<td>(282 863)</td>
<td>776 656</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of the year</td>
<td>1 023 309</td>
<td>246 653</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENTS AT END OF THE YEAR</strong></td>
<td>740 446</td>
<td>1 023 309</td>
</tr>
</tbody>
</table>
NOTES TO SUMMARY FINANCIAL STATEMENTS

1  NATURE OF BUSINESS AND OPERATIONS
   The main business of Cricket South Africa NPC (the “company”) is custodianship of all cricket activities which ultimately advance amateur and professional cricket in South Africa.

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

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

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

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

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

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

3  DISCLOSURES RELATING TO THE ANNUAL FINANCIAL STATEMENTS
   The significant accounting policies and detailed notes to the annual financial statements are disclosed in the audited annual financial statements which are available at the offices of the company or on the Cricket South Africa website www.cricket.co.za
4 DISCLOSURE OF CONTINGENT LIABILITY
During the current year CSA entered into negotiations with a third party in regard to the T20 Global League which will take place later on in the year. These negotiations included discussions on the distribution of media rights. Agreement was reached that certain commissions will be payable to the third party based on the distribution of the media rights. However, there is no agreement yet as to how the media rights will be distributed resulting in an uncertainty regarding the amount of commissions payable as at 30 April 2017 due to the fact that the amount of the commissions cannot be measured reliably. This process is complex in nature as certain processes need to be in place before management can make a judicious and reliable estimate, as a result no amount for the contingent liability has been disclosed in the financial statements. Refer to note 19 of the full annual financial statements where same disclosure is provided.

5 DISCLOSURE OF EVENTS AFTER REPORTING PERIOD
On 19 June 2017, CSA issued 8 operating licences to Franchisees who intend to participate as teams in CSA's newly created League (a Twenty20 cricket league). The League is called the T20 Global League (T20GL). On 22 June 2017, ownership of CSA's new office building was transferred into CSA's name from the property developer. These two matters are non-adjusting events. Refer to page 5 of the full annual financial statements for the Directors' Report where details related to events after the reporting period is provided.

6 DISCLOSURE OF CHANGE IN DIRECTORS
On 3 September 2016, Messrs. PW Cyster and AG O'Connor retired as directors by rotation and on the same date Messrs. TM Ganda and MF Jaffer who were eligible available were appointed as directors. Refer to page 5 of the full annual financial statements where the Directors' Report provides details related to the entire list of directors as well as changes in directors.

7 DISCLOSURE OF RELATED PARTIES
CSA enters into various related party transactions in the ordinary course of business. Transactions and balances between related parties during the year were at arm’s length unless otherwise disclosed. CSA's related parties comprise of its Board of Directors; Prescribed Officers; Affiliate, Associate and Ancillary Members; Cricket Stadium entities; and Franchises. Refer to note 15 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 is disclosed in notes 8 and 9 of the full annual financial statements.

8 DISCLOSURE OF FINANCIAL INSTRUMENTS
The company has long and short term structured investment products with Momentum Holdings and Investec Bank. These investments are designated to be measured at fair value, with changes recognised in profit or loss. The fair value of these investments is determined at a Level 1, which is directly linked to observable market data linked to the positive growth of the MSCI World Index and FTSE/JSE Africa Top 40 Price Return Index. Refer to note 7 of the full annual financial statements for detailed disclosure of CSA's investments.

C H Nenzani
Chair – Board of Directors
21 July 2017

L L Von Zeuner
Chair – Audit & Risk Committee
21 July 2017

M I Khan
Chair – Finance & Commercial Committee
21 July 2017
### SUPPLEMENTARY INFORMATION

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Geo-political Boundary</th>
<th>Franchise Teams</th>
<th>CSA Accredited Playing Venues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boland</td>
<td>Western Cape</td>
<td>Cape Cobras</td>
<td>Boland Park – Paarl</td>
</tr>
<tr>
<td>South Western Districts</td>
<td>Western Cape</td>
<td>Unlimited Titans</td>
<td>Cape Cobras</td>
</tr>
<tr>
<td>Western Province Cricket</td>
<td>Western Cape</td>
<td>Recreational Ground – Oudtshoorn</td>
<td></td>
</tr>
<tr>
<td>Eastern Cricket</td>
<td>Gauteng</td>
<td>Knights</td>
<td>PPC Newlands – Cape Town</td>
</tr>
<tr>
<td>Northern Cape Cricket</td>
<td>Northern Cape</td>
<td>Warriors</td>
<td>Sahara Willowmoore Park – Benoni</td>
</tr>
<tr>
<td>Free State Cricket</td>
<td>Free State</td>
<td>Bizhub Highveld Lions</td>
<td>SuperSport Park – Centurion</td>
</tr>
<tr>
<td>North West Cricket</td>
<td>North West</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KwaZulu-Natal Cricket</td>
<td>KwaZulu-Natal</td>
<td>Sunfoil Dolphins</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Geo-political Boundary</th>
<th>Subsidiary Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limpopo Impala Cricket</td>
<td>Limpopo</td>
<td>T20 Global League (Proprietary) Limited [“T20GL”]</td>
</tr>
<tr>
<td>Mpumalanga Cricket</td>
<td>Mpumalanga</td>
<td></td>
</tr>
</tbody>
</table>

**Affiliate Members**

The twelve 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. The President of each Affiliate is a member of the Company’s Members Council (“Shareholder group”).

**Associate Members**

The two cricket entities, other than an Affiliate Member or Associate Province, which meets the relevant criteria as determined by Cricket South Africa from time to time. These entities serve as the custodians of amateur cricket in a specified area within South Africa.

**Franchise Teams**

The representative teams owned by the Affiliate Members and which participates in professional domestic cricket under the auspices of Cricket South Africa. The current structure consists of six Franchise teams.

**Subsidiary Company**

T20 Global League (Proprietary) Limited (“T20GL”) with registration number 2017/065019/07 is a wholly owned subsidiary of Cricket South Africa NPC. The principal activity of T20GL is to operate a Twenty20 cricket league called the T20 Global League under the auspices of Cricket South Africa.

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* On 10 February 2017, T20 Global League (Pty) Ltd, registration number (2017/065019/07), an entity incorporated under Section 14 of the Companies Act, and wholly owned by Cricket South Africa (CSA) was registered with the CIPC. T20 Global League (Pty) Ltd (T20GL / entity / franchisor) has neither produced nor filed its annual financial statements with the CIPC for its financial year ended 30 April 2017. T20 GL will produce and file its first annual financial statements for the 15 months' period ending 30 April 2018 with the CIPC and other regulatory authorities.
During the period under review T20GL generated revenue of R1,2 million and incurred expenses of R4,5 million with a net loss of R3,3 million. The financial results and position of T20GL was not consolidated in the group annual financial statements of CSA as its transactions and balances were not considered material for the financial year ended 30 April 2017. CSA will consolidate the transactions and balances of T20GL in its annual financial statements from the financial year ending 30 April 2018. The purpose of T20GL is to own and operate a Twenty20 cricket league called the T20 Global League (“the League”) under the auspices of Cricket South Africa.

FOUR YEAR FINANCIAL PLAN – 1 MAY 2014 TO 30 APRIL 2018

Apart from the annual budgets and actual results, CSA prepares budgets and operates its business on the basis of a 4-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 4-year cycle allows CSA to plan programmes more sustainably and evaluate its finances more meaningfully. This is why annual results should be viewed in the context of the 4-year cycle. The table below depicts CSA’s financial results over the 4-year cycle.

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>2018 Forecast R’000</th>
<th>2017 Actual R’000</th>
<th>2016 Actual R’000</th>
<th>2015 Actual R’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1 461 000</td>
<td>674 935</td>
<td>822 926</td>
<td>765 600</td>
</tr>
<tr>
<td>Expenses</td>
<td>(962 948)</td>
<td>(910 392)</td>
<td>(777 047)</td>
<td>(695 476)</td>
</tr>
<tr>
<td>Financial income</td>
<td>41 340</td>
<td>76 647</td>
<td>61 280</td>
<td>37 550</td>
</tr>
<tr>
<td>Net profit (loss)</td>
<td>539 392</td>
<td>(158 810)</td>
<td>107 159</td>
<td>107 674</td>
</tr>
</tbody>
</table>

The unaudited supplementary information does not form part of the summary financial statements and is presented as additional information.
The Audit and Risk Committee has pleasure in submitting their report, which has been approved by the Board and has been prepared in line with the South African Companies Act no 71 of 2008 (the Act) and incorporating the recommendations of the King 4 (effective 1 November 2016) Code of Corporate Governance that applies to all entity structures. Cricket South Africa recognises the importance of the Corporate Governance principles as espoused in the South African Companies Act.

Members of the Audit and Risk Committee and attendance of meetings

The Audit and Risk Committee consists of the independent, non-executive members and non-independent non-executive directors of the governing body as listed below and meets at least four times per annum with internal and external auditors respectively. All committee members of the audit committee, as a whole, have the necessary financial literacy skills and experience to execute their duties effectively. The appointments were approved by the Members at the AGM held on 3rd September 2016.

Should the committee members retain their seats on the Board of Directors, the same members are being recommended by the Board for reappointment at the next AGM on 2nd September 2017 for the ensuing financial year ending 30 April 2018.

Four meetings were held during the past financial year and attendance of meetings is set out below.

<table>
<thead>
<tr>
<th>Member</th>
<th>Meetings attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Louis von Zeuner¹ (Chairman)</td>
<td>3</td>
</tr>
<tr>
<td>Vusi Pikoli¹</td>
<td>3</td>
</tr>
<tr>
<td>Mohamed Iqbal Khan¹</td>
<td>4</td>
</tr>
<tr>
<td>*Peter Cyster²</td>
<td>1</td>
</tr>
<tr>
<td>*Thabang Moroe²</td>
<td>3</td>
</tr>
</tbody>
</table>

* Thabang Moroe replaced Peter Cyster at the 3rd September 2016 AGM.

Functions of the Audit and Risk Committee and discharge of its responsibilities

The Audit and Risk Committee has adopted the Terms of Reference, approved by the Board, setting out its duties and responsibilities as prescribed in the Companies Act and incorporating additional duties delegated to it, by the Board. The company applies a combined assurance model.

The committee is satisfied and the Board has concurred that, for the 2017 financial year, the committee has performed all the functions required to be performed by an Audit and Risk Committee as set out in the Companies Act and its Terms of Reference. These duties were discharged as follows:

- Reviewed the company Annual Financial Statements and the Integrated Report, culminating in a recommendation to the Board to adopt them. In the course of its review, the committee:
  - Took appropriate steps to ensure the annual financial statements were prepared in accordance with International Financial Reporting Standards (IFRS) and the requirements of the Companies Act;
  - Considered and, where appropriate, made recommendations on internal financial controls;
  - Dealt with any concerns or complaints on accounting policies, internal audit, the auditing or content of annual financial statements, and internal financial controls; and
  - Reviewed matters that could have a significant impact on the organisation’s annual financial statements.
- Reviewed external audit report on the annual financial statements;
- Reviewed quarterly management accounts;
- Reviewed and approved the internal audit plan;
- Reviewed internal audit and risk management reports and, where relevant, made recommendations to the Board;
- Evaluated the effectiveness of risk management, controls and governance processes;
- Considered reports relating to legal compliance and litigation, reported cases of fraud, and whistle-blowing reports;
- Reviewed sustainability requirements for external assurance of material sustainability issues;
Approved the audit fees and engagement terms of the external auditor; and
Determined the nature and extent of allowable non-audit services and approved contract terms for non-audit services by the external auditor.

Internal Audit

The Audit and Risk Committee has oversight of the company’s annual financial statements and reporting process, including the systems of internal financial control. It is responsible for ensuring the company’s Internal Audit function is independent and has the necessary resources, standing and authority in the organisation to discharge its duties. The committee oversees co-operation between internal and external auditors and serves as a link between the Board of Directors and these functions. The internal auditor reports functionally to the chair of the committee and administratively to the chief executive. On 1 July 2017, the internal auditor was appointed as a Senior Finance Manager of T20GL – a wholly owned subsidiary of the company. The internal auditor in addition to his new role will continue to serve as an internal auditor at the company until the position is filled by a new employee.

Risk Management

The Board did not split the committee’s responsibilities of audit and risk. Besides activities already mentioned, the committee has oversight of the Risk Management Function of CSA and have approved the seven key risk areas that are monitored through the activities of management and internal audit. The Committee also periodically monitor, review and approve CSA’s risk dashboard and corporate scorecard.

Information and Technology

During the year under review, the Committee requested Nkonki to review the adequacy and effectiveness of CSA’s IT environment (Information and Technology). Nkonki’s conclusion based on the review was that management seems to be addressing the day to day operational requirements / tasks within the IT environment, however, the shortcomings identified was that these tasks had not been elevated to a governance/policy level. Subsequently, the Committee has engaged the services of Dimension Data to implement a governance framework for CSA.

Attendance

The internal and external auditors, in their capacity as auditors to the company, and the Chief Executive and Chief Financial Officer attended and reported at all meetings of the Audit and Risk Committee. Other relevant senior managers (members of the executive committee) attend meetings by invitation.

Confidential Meetings

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

Appointment and Independence of the External Auditor

At the CSA Annual General Meeting (AGM) held on 12 September 2015 the meeting unanimously resolved to authorise the Audit and Risk Committee to source and recommend the appointment of a single firm of auditors to service CSA, its Members, Franchises and Stadium entities with effect from the financial year ending 30 April 2017. After screening prospective external audit firms, the Audit and Risk Committee, supported by the Board, recommended Nkonki for appointment as the auditor of CSA its Members, Franchises and Stadium for the year ending 30 April 2017. The Members’ Council duly appointed Nkonki on 3 September 2016.

During the year, the Audit and Risk Committee reviewed a representation by the external auditor and, after conducting its own review, confirmed the independence of the auditor, Nkonki Inc.

In welcoming Nkonki to the Cricket family, we would also like to take this opportunity of thanking Deloitte for all for the
assistance and service they have provided over the past 20 years and wish them all the best for the future.

Expertise and experience of the Chief Financial Officer and the finance function

The Audit and Risk Committee has satisfied itself that the Chief Financial Officer, Mr N. Appiah (CA) SA has the requisite expertise and experience to lead and manage the finance function.

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

Louis von Zeuner  
Chairman – Audit and Risk Committee

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## FINANCIAL SUSTAINABILITY

The financial sustainability of CSA is material to the long-term sustainability of the organisation, in particular for successfully implementing CSA’s cricket activities. CSA has successfully maintained its positive financial position year-on-year through sponsorships, innovative income management and investments. CSA’s fluctuating revenue model is primarily regulated through the organisations four-year planning and budget cycle.

<table>
<thead>
<tr>
<th>HIGHLIGHTS</th>
<th>CHALLENGES</th>
<th>LOOKING AHEAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Sponsorship revenue up 17% to R191 million (2015/2016: R163 million) over the 2016/2017 season.</td>
<td>• Ensuring continued financial sustainability through alternative revenue streams in a tough economic climate.</td>
<td>• Maintaining financial sustainability.</td>
</tr>
</tbody>
</table>
| • Exciting sponsorship developments  
  • New sponsor ‘Celltone’ was welcomed into the cricket family  
  • Momentum bolstered their sponsorship to become title sponsor of the National School Weeks  
  • New Balance contributed over R1 million in cricket equipment to the Hubs and RPC programme  
  • Renewed KFC’s T20 international sponsorship and Sunfoil’s Test sponsorship | • Repositioning the current T20 Domestic League.  
• Exploring alternative ways to grow the fan base of cricket.  
• Expanding the participation base of cricket in South Africa.  
• Ageing stadium infrastructure. | • Renewing broadcasting rights and sponsorship agreements. |
| • CSA received 16 nominations across various Sports Industry Awards.  
• The Proteas replica jersey was the bestselling jersey for a sporting federation in South Africa | | • Continuing with stadium improvements. |
| | | • Elevating women’s cricket commercially. |
| | | • Relaunching ZAC as the mascot of the Proteas and cricket to appeal to younger fans. |
| | | • Broadening the scope of CSA’s operational model initiatives |
SESSIONS

Salient features

**REVENUE STREAMS**

Overview of progress

**OUR FOCUS FOR 2017** | **WHAT WE ACHIEVED** | **SELF-ASSESSMENT**
--- | --- | ---
A new and separate T20 league, making it the most thrilling form of summer entertainment in South Africa. | Launched the T20 Global League. | 6
Expanding licensing and merchandising programmes. | Proteas replica jersey was a bestseller compared to other sporting federations in South Africa. | 4
Exploring opportunities to generate revenue from digital content. | Social media platforms are still performing well, however, not being monetised. | 3
Broadening the scope of CSA’s Operational Model initiatives. | Not achieved during the year under review. | 4

Performance in 2017

**Revenue model**

CSA’s revenue model depends largely on inbound tours (media rights and sponsorships) and ICC distributions. The organisation operates on a four-year planning and budget cycle with annual budgets prepared and approved within the cycle. This ensures that high quality, sustainable services are maintained and the long-term needs of cricket development programmes are not compromised.

Given the major sources of revenue, it is essential for CSA that the Proteas continue to be in the top tier of international cricket to generate the maximum possible revenue from media rights and sponsorships. It was pleasing to note the positive turnaround in the Proteas’ performance over the 2016/2017 season, resulting in the team being highly ranked in the top three formats of cricket – ODI (ranked #1), Test (ranked #2) and T20 (ranked #3) as at 1 April 2017.

Sponsorship revenue increased by 17% to R191 million, mainly due to the Standard Bank ‘one team one sponsor’ deal, the retention of all sponsors and the renewal of

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CSA’s primary source of funding is raised through the following activities:
- Media rights
- Sponsorships
- ICC distributions
- Ticket revenue
- Barter deals or value in kind
- Investment income
two sponsors – Sunfoil (two years) and KFC (four years). Sunfoil and KFC are the sponsors for Test cricket and the international T20 competition respectively. In addition, CSA welcome Celltone into the cricket fold and Momentum extended their sponsorship to title sponsor of the National School Weeks. The challenge, however, remains in retaining sponsors, especially in a tough economic climate.

The revised ICC revenue distribution model is expected to result in CSA receiving a significant increase in its annual ICC distribution over the next eight years ending 2023 which is a significant boost in CSA’s revenue streams. The launch of the T20 Global League will diversify CSA’s revenue generation and relieve the reliance on revenue from international cricket.

Operating Model
The Operating Model introduced in the 2014/2015 financial period across all 14 Members continues to improve all Members’ financial results, even in these difficult economic conditions. Going forward, the operating model’s scope will be broadened to include other initiatives to assist Members with focused resource allocations and effective spending to ensure sustainability and growth.

TALENT IDENTIFICATION, RETENTION AND DEVELOPMENT

Talent identification, retention and development are the key determinants of the cricket pipeline. The quality and success of the national cricket team, the Proteas, depends on the ability of CSA to identify, develop and retain talent throughout the cricket pipeline. Talent identification, retention and development is explicitly linked to our strategic objectives and therefore material to the very existence of CSA.

### HIGHLIGHTS

- Invested an additional R13 million towards the approved provincial coaching framework and Player Performance Plan (PPP).
- Hudson Park (focus school) was a finalist for the first time in the Coca Cola T20 Challenge.
- Introduced the Multiply T20 Community Club Championship aimed at reviving community clubs across the country.
- First black African umpire, Bongani (Patrick) Jele appointed to the ICC Umpire International Panel.

### CHALLENGES

- Effective implementation of the PPP and the effect on the development of players.
- With the threat of the Kolpak Agreement, the retention of our young professional players becomes a major challenge.
- Producing an increased number of black African batsmen.
- Addressing the soft issues such as quality of coaching and quality of opportunities for all players within the domestic cricket system.

### LOOKING AHEAD

- Measuring the effect of the introduction of the provincial coaching framework on the PPP.
- Introducing an improved senior provincial cricket structure to retain and develop professional cricket players.
- Completing a review of the schools’ cricket system.

### Salient features

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Hubs and RPCs</td>
<td>62</td>
<td>58</td>
</tr>
<tr>
<td>Number of KFC Mini-Cricket participants</td>
<td>119,271</td>
<td>114,331</td>
</tr>
<tr>
<td>Development expenditure (Rm)</td>
<td>205</td>
<td>148</td>
</tr>
<tr>
<td>Number of players attending the provincial academies</td>
<td>78</td>
<td>45</td>
</tr>
<tr>
<td>Number of focus schools supported by CSA</td>
<td>16</td>
<td>16</td>
</tr>
</tbody>
</table>
Development expenditure

CSA invested R127,9 million (2016: R115,6 million) in development across its Members nationally. The spend allocation is tabled below.

Overview of progress

<table>
<thead>
<tr>
<th>OUR FOCUS FOR 2017</th>
<th>WHAT WE ACHIEVED</th>
<th>SELF-ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address transformation across all levels of the pipeline.</td>
<td>The national men’s team exceeded its on-field targets. New talent made their debut for the Proteas, including Andile Phelukwayo and Lungi Ngidi.</td>
<td>6</td>
</tr>
<tr>
<td>Review of the domestic cricket system.</td>
<td>A review of the domestic cricket system produced key findings and recommendations on topics such as: transformation, leadership, quality of coaching, bottlenecks in the talent pipeline and access to playing opportunities.</td>
<td>4</td>
</tr>
<tr>
<td>National team performance review</td>
<td>Various recommendations were made following the national team performance review, including talent retention, building a shared culture and developing coaches. These recommendations are being considered for action by CSA.</td>
<td>6</td>
</tr>
<tr>
<td>Player retention by implementing individual Player Development Plans (PDP).</td>
<td>88 players have individual PDPs in place. A full time coaching framework was approved by the Board.</td>
<td>6</td>
</tr>
<tr>
<td>Improved performances by all national teams.</td>
<td>The Proteas ascended into the top three rankings in all formats – ODI, Test and T20. Proteas Women qualified for the ICC World Cup 2017. Individual players recognised internationally: • AB de Villiers retained his #1 ranking as an ODI batsman • Quinton de Kock named the International ODI Player of the Year • Kagiso Rabada and Imran Tair were both ranked #1 Bowler in ODI Cricket at a time during the year • Imran Tahir was the #1 world ranked bowler in T20 cricket during the year • Sune Luus was named Player of the Tournament at the Women’s World Cup Qualifiers</td>
<td>6</td>
</tr>
</tbody>
</table>
Developing talent across the cricket pipeline

KFC Mini-Cricket programme
Mini-Cricket was launched in South Africa during the 1982/1983 cricket season to encourage the growth and development of cricket among children. Mini-Cricket gives all young children the opportunity of being exposed to the game of cricket. During the 2016/2017 season, 1,280 players were identified from the programme and directed to respective Hubs and RPCs across the country. Over the past seven years child participation has increased by 42%, coach numbers increased by 56% and participating schools increased by 74%. Over two million children to date have enjoyed exposure to the game of cricket since inception.

Schools system
The schools’ cricket system review will be a key focus area moving forward to ensure continued improvement. Areas of improvement include: governance; review and audit of the current system and the effective implementation of the CSA schools’ growth strategy. The School Quality Index\(^1\) covers all 2,671 hardball cricket playing schools, including the 16 focus schools. In addition, 650 schools participated in the Coca-Cola T20 Schools Challenge. Two focus schools, Hudson Park and Prestige College, qualified for the final weekend. Focus schools are cricket schools with established facilities and preferably a boarding facility. These schools have at least 75% black African students.

SA U19
After the successful Sri Lanka tour, CSA engaged the team to identify areas of support beyond the cricket field to ensure a team of well-balanced individuals. Looking ahead, regional camps will be held nationally to prepare the team for the U19 World Cup in New Zealand in February 2018.

Tertiary cricket
Tertiary cricket remains an important part of the pipeline to both retain and develop our young talent who have finished school. The second Varsity Cricket Tournament proved to be successful, with the University of Stellenbosch lifting the cup. A South African tertiary team was selected to compete with the South African emerging and Sri Lankan academy teams in a triangular series at the CSA Centre of Excellence, where the South African tertiary team beat the South African emerging team in the final.

Women’s cricket development
The role of Women’s cricket is to create an environment that attracts and retains women cricketers from U13 to provincial level. The aim is for all Members to have U13, U16, U19 and club cricket structures in place. A CSA Women’s provincial competition is also in place for participation on a higher level. The CSA Women’s provincial season concluded successfully with a promotion/relegation cricket week in Bloemfontein from 29 March 2017 to 3 April 2017.

The Momentum Proteas – Women’s Cricket
The Momentum Proteas had a good season with series wins in Ireland (3-1) and Bangladesh (4-1). Individual player successes were also noted with Sune Luus named player of the Women’s World Cup Qualifier tournament and Marizanne Kapp ranked the number one ODI bowler.

Player Performance Plan (PPP)
The PPP is a practical plan that aims to provide individual players who show the right cricket attributes and mental acumen with the best possible opportunities to perform at every level of the pipeline. It also aims to increase the pool of players at a professional level, increase the pool of players ready for national selection, and create a strong base with a sustainable and increased flow of successful performing players.

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\(^1\) The School Quality Index (SQI) is a measurement tool used to benchmark participating schools and encourage Blue Chip status (90% score).
Hubs and RPCs

The Hubs and RPC’s programme has a dual focus: firstly, to improve the quality and increase the number of cricket matches played in previously disadvantaged areas, and secondly to produce cricketers for the CSA pipeline. There are currently 62 Hubs and RPCs located nationally (2016: 58). Members are monitored and measured continuously to ensure that this programme grows in strength and that an appropriate number of matches are played.

During the year under review, CSA and Momentum joined forces to launch a series of matches called the Friendship Matches that were played nationally (Port Elizabeth, Bloemfontein and Johannesburg) over a three-week period. Momentum and CSA see these Friendship Matches as a catalyst for positive change within communities.

These matches involve a CSA Hub or RPC playing against a traditional cricket school, providing Hubs and RPC players

“At Momentum we’re passionate about communities, we’re passionate about people being active, we’re passionate about families. And then of course there’s the bigger picture for us, where we can be involved with cricket from a development level, into club cricket, domestic cricket and international cricket. We hope the day arrives when we see one of these guys go all the way through. But of course, sport does much more than that. Ultimately for us it’s what sport teaches individuals about discipline, about team work and all those values, that’s what really excites us.”

Momentum Head of Sponsorship, Carel Bosman
the opportunity to measure their performance against a school that has produced national players. The aim is to improve the quality and increase the number of cricket matches played within previously disadvantaged areas. This will also create and nurture the love of the sport among black communities, develop quality black African cricketers who can contribute positively towards the CSA pipeline, and establish long lasting friendships between parents from both sides. This contributes to nation building and social change. The game is played at U/15 level and in the T20 format.

The following matches were arranged as part of the initiative:

- Gelvandale Hub hosted Grey PE at Gelvandale Cricket Oval, Port Elizabeth.
- Grey College Bloemfontein hosted the Mangaung RPC at Grey College.
- Alexandra Hub hosted St Stithians College at Alexandra Oval, Johannesburg.

**Multiply T20 Community Cup**
The Multiply T20 Community Cup was introduced during the year under review and is aimed at reviving community clubs across the country. The restructured format now includes a Franchise Region qualification round that allows CSA to include Members like Limpopo, Mpumalanga and KwaZulu-Natal inland within the qualification rounds.

**Retaining talented players**

**The Kolpak talent drain**
The Kolpak issue and its effect on the talent drain in South African cricket was especially evident this year with the very public announcements of Kyle Abbott and Rilee Rossouw, who both signed Kolpak agreements. Although these names drew public attention due to their position within the national team, it was the increase from three Kolpak players within the domestic system to 11 in one season that really brought the threat to the fore. CSA is addressing this issue to limit future talent drains. Although this talent drain is a major concern, the experience of Kolpak players within the South African domestic system can’t be denied and can have a positive influence on the younger players within the system. There is however a fine balance between this positive influence and the limited opportunities for players committing to South African Cricket.

**Provincial academies**
The provincial academies programme develops cricketers both in cricket and formal education. Moreover, all players are supported with career planning and must attend life skills training through the SACA Player Plus programme. Through this programme, 79 contracted players are enrolled in formal educational or vocational training courses. A needs assessment is completed for every player in the academy programme. The outcome provides a bespoke plan for each player to enable greater performance at every level of the pipeline.

All provincial academies play within a regional competition structure to further expose identified players to better match opportunities. This complete development is aimed at retaining players in the pipeline.

**Talent Acceleration Programme (TAP)**
TAP camps test the cricket skills, acumen and fitness levels of players. About 175 players are introduced to the TAP programme annually within the U17 and U19 age group. During the year under review, six Franchise Regional U17 TAP camps were held with 150 identified players exposed to the programme. In addition, these players are invited to a national camp as part of the ICC U19 World Cup preparation and monitoring cycle. Following these programmes, 15 players were selected to represent South Africa at an U19 level.

CSA also hosted a National U16 TAP camp with a specific focus on black African players.

**Powerade High Performance Programme – SA “A” programme**
In order to expose the next generation of Proteas players to quality international competition, various tours were organised where the SA “A” team competed against Australia “A” and Zimbabwe. In addition, a high-performance culture workshop was held to align and develop core cultural values central to all teams, while looking at the individual
Coaches and umpires

The objective of CSA’s coaching programme is to coordinate and control the training, qualification and certification of cricket coaches and to provide quality coaches for our structures and systems. CSA hosts an annual coaches’ camp called CAP (Coach Acceleration Programme) for provincial age-group coaches, and has introduced a coach review process that results in every coach having a Personal Development Programme. CAP addresses areas that require training and upskilling. CSA also hosts an annual coaches’ conference for all the Franchises, senior provincial and Varsity Cup coaches, and provincial coaching managers.

The PitchVision Coach of the Year award continues to be a major incentive for coaches operating at Franchise, senior provincial and Hubs level. CSA also introduced various other processes to upskill coaches.

CSA held its annual fitness assessment workshop for its elite panel of umpires. This workshop included an individualised training programme with various topics such as fitness assessments, nutrition and recovery techniques, financial and strategy planning.

Administrative progress

Incentive scorecard

From a core cricket development perspective, it was pleasing to note that this year the incentive scorecard showed an overall 9% increase in the scores across all Members, with the points differential between Members reducing. Seven Members all scored above 75% on the overall scorecard and four Members (Free State, Gauteng, Northerns and Western Province) were the top performers with scores above 80%.

CSA’s umpire, Marais Erasmus was the recipient of the David Shepherd Award as ICC Elite Panel Umpire of the Year.
Transformation is about the sustainability of financial revenue, human capital and talent in the work space and on the field, thereby ensuring CSA's sustainability, relevance and competitive edge.

**HIGHLIGHTS**

- Improved performance, quality of opportunity and representation at both national and franchise level.
- Published volume one of the history of cricket as played by all South Africans. This covers the history of all 10 national cricket bodies that ultimately become CSA.
- Completed the recognition of ex-players (Heritage Blazer Project) from 10 racially divided South African cricket teams.
- Enhanced the online programme and dashboard for EPG data capturing and scorecard management.

**CHALLENGES**

- Improving participation in organised township-based schools’ cricket programmes.
- Improving access to cricket facilities in townships.
- Lack of black African batsmen in the franchise and provincial teams.
- Member training on the enhanced EPG data system.
- Achieving buy-in from local authorities to advance sports tourism by improving local facilities and publicising of events.

**LOOKING AHEAD**

- Achieving constitutional geopolitical alignment within CSA across all Members by September 2017.
- Strengthening relations and establishing a collaborative approach to achieving our set objectives as per the operational agreement with SRSA and the DBE.
- Continuing to promote an inclusive culture and quality of opportunity for all players.

**Salient features**

<table>
<thead>
<tr>
<th></th>
<th>BENCHMARK</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>National team players – black representation</td>
<td>54%</td>
<td>59%</td>
<td>36%</td>
</tr>
<tr>
<td>CSA Board – black representation</td>
<td>45%</td>
<td>41%</td>
<td>80%</td>
</tr>
<tr>
<td>Independent</td>
<td>80%</td>
<td>91%</td>
<td>80%</td>
</tr>
<tr>
<td>Non-independent</td>
<td>**</td>
<td>80%</td>
<td>86%</td>
</tr>
<tr>
<td>CSA Executive Committee – black representation</td>
<td>51%</td>
<td>67%</td>
<td>67%</td>
</tr>
<tr>
<td>Geopolitical alignment (nine provinces)</td>
<td>9 aligned</td>
<td>5 aligned</td>
<td>3 aligned</td>
</tr>
<tr>
<td>EPG score *</td>
<td>50%</td>
<td>70%</td>
<td>42%</td>
</tr>
<tr>
<td>BEE score (amended Code effective 2017)</td>
<td>Level 4</td>
<td>Level 4</td>
<td>Level 4</td>
</tr>
<tr>
<td>Hubs and RPCs [access]</td>
<td>***</td>
<td>62 Hubs</td>
<td>58 Hubs</td>
</tr>
</tbody>
</table>

* CSA is scored by the EPG a year in arrears. The 2015/16 score is 42%. The 2017 score is an internal conservative estimate.
** Elected through a democratic process.
*** Hubs and RPCs are positioned when and where needed.
Overview of progress

<table>
<thead>
<tr>
<th>OUR FOCUS FOR 2017</th>
<th>WHAT WE ACHIEVED</th>
<th>SELF-ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieving success with developing black African talent throughout our systems.</td>
<td>There was a considerable improvement in the Quality of Opportunity (QoO) of black African players.</td>
<td>4</td>
</tr>
<tr>
<td>Developing a cricket-specific EPG scorecard</td>
<td>Cricket-specific scorecard agreed with EPG/SRSA</td>
<td>6</td>
</tr>
<tr>
<td>Improving facilities in disadvantaged areas</td>
<td>CSA committed R6 million for facility upgrades</td>
<td>4</td>
</tr>
</tbody>
</table>

Transformation is woven into the fabric of CSA operations and extends beyond the cricket field to include our fans. Alongside excellence, development, sustainability and brand promotion, transformation is a non-negotiable part of our strategic principles.

Performance in 2017

CSA’s EPG action plans
Following the Minister of Sport and Recreation’s announcement on 25 April 2016 to ban four national federations from bidding for or hosting international events in South Africa, CSA engaged extensively and constructively with the Ministry to resolve the issues. This resulted in a modified cricket scorecard addressing specific areas unique to CSA as a federation. The revised scorecard was reviewed by CSA management and the Transformation Committee and the areas tabled below were flagged as needing further attention and include the actions taken by the CSA Board and management. Further, the Sports Minister lifted the ban against CSA bidding to host international events and was encouraged by the transformation progress made by the cricket federation.

In addition, CSA developed an online programme to assist with its EPG data capturing and scorecard management. This resulted in improved quality of input and reconciliation of all data on the EPG national datasheets. CSA’s original EPG score was 28%, however the revised EPG score increased to 42% and it is expecting its 2016/2017 score to be above 70%.

CHALLENGES 2015/2016

<table>
<thead>
<tr>
<th>ACTION TAKEN BY CSA</th>
</tr>
</thead>
<tbody>
<tr>
<td>National team targets for men and women teams.</td>
</tr>
<tr>
<td>Gaps pertaining to CSA pipeline.</td>
</tr>
<tr>
<td>CSA to plan in accordance with South Africa’s demographics.</td>
</tr>
<tr>
<td>Remodelling scientific support structures.</td>
</tr>
<tr>
<td>Demographic profiles of employment contracts.</td>
</tr>
<tr>
<td>Enlarge footprint outside of ex model C and private schools.</td>
</tr>
</tbody>
</table>
Player targets
The national teams for men and women met their targets consistently across all formats. All teams also met their transformation targets in Franchise and senior provincial cricket.

Cricket & Conquest
The publication of the volume one of a four-volume series, Cricket & Conquest, 1795 – 1914, reminds us of role of sport restoring the distorted history of cricket in South Africa. The publication of the ICC-approved translation of the laws of cricket into isiXhosa, Imitheto YeQakamba, is a tribute to the many black players who nurtured this game among the communities invisible to mainstream publications and news on cricket.

Social cohesion
Cricket was used to promote social cohesion and advance the relevance of cricket in nation building through the Pink ODI (see page 57) at senior level and at the Momentum Friendship matches (see page 48), where privileged schools participated in matches against CSA Hubs at U15 level.

Facility upgrades
It is important that CSA invest in facility development and maintenance in the townships to ensure it produces quality cricketers as part of the talent pipeline. CSA committed R6 million for this development, which was allocated as follows:
- R1,50 million on nets and ovals at five newly identified focus schools.
- R3,34 million on the upgrade of existing facilities in the Hubs/RPC environment.
- R1,16 million for the purchase of 58 flicx mats.

New Balance kit sponsorship
During the year under review, 138 players (2016: 123 players) were provided with individual cricket kits. Players were selected from the Hubs and RPC programme for various age-group provincial teams.

Franchise cricket
Analysis of domestic Franchise cricket across all three formats is reflected in the table below. It covers selection, quality of opportunity and National Benchmark Performance (NBMP). All indicators show an increase in participation.

<table>
<thead>
<tr>
<th>Franchise Representation</th>
<th>Selection</th>
<th>Quality of opportunity (QoO)</th>
<th>NBMP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generic black %</td>
<td>54</td>
<td>63</td>
<td>43</td>
</tr>
<tr>
<td>Black African %</td>
<td>27</td>
<td>48</td>
<td>15</td>
</tr>
</tbody>
</table>
BRAND REPUTATION AND MARKETING

The brand and reputation of CSA is material to its sustainability and is linked to both its financial wellbeing and the development of the sport in the country. CSA is resilient in reinventing and growing its brand. The strength of the brand can be seen in the year-on-year sponsorships it attracts from new and renewed commercial agreements. Within CSA there are two brands: the Protea national teams (men and women) and CSA.

HIGHLIGHTS

- Media relations at an all-time high.
- Exciting strategic branding initiatives launched:
  - T20 Global League
  - That’s our Game
  - Momentum Friendship Games
- Considered the best federation on social media.
- Launched a graduate program.

CHALLENGES

- Improving media coverage on CSA’s transformation programmes.
- Empowering Franchises to improve media coverage on cricket activities.

LOOKING AHEAD

- Managing media relations around the T20 Global League.
- Continuing media focus on CSA’s transformation programmes and promoting black African talent.
- Expanding CSA’s digital media offering and innovating engagement with fans on social media.
- Expanding the CSA graduate programme.
- Promoting CSA’s RPC and Hubs programmes.

Salient features

SOCIAL MEDIA

- 2017
  - Facebook following: 813,000
  - Twitter following: 222,000
  - Instagram following: 15,074
  - YouTube: 4,1 M

- 2016
  - Facebook following: 677,000
  - Twitter following: 214,000
  - Instagram following: 3,8 M
  - YouTube: 3,8 M
Overview of progress

<table>
<thead>
<tr>
<th>OUR FOCUS FOR 2017</th>
<th>WHAT WE ACHIEVED</th>
<th>SELF-ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focusing on CSA’s digital properties to ensure greater exposure and enhanced brand value.</td>
<td>Launched videos on demand. Explored streaming.</td>
<td>4</td>
</tr>
<tr>
<td>Working closely with the Cricket Services Department to enhance coverage and exposure around issues of transformation and development.</td>
<td>Positive coverage around transformation and development.</td>
<td>6</td>
</tr>
<tr>
<td>Effectively using CSA’s television platforms (SuperSport and SABC) in promoting all aspects of cricket within CSA.</td>
<td>Positive relations with media broadcasters resulted in excellent coverage of all cricket aspects.</td>
<td>6</td>
</tr>
<tr>
<td>Creating CSA-owned marketing initiatives that increase the value of the brand.</td>
<td>Launched the following initiatives that further improved brand value: • T20 Global League • That’s our Game! • Momentum Friendship Games</td>
<td>6</td>
</tr>
</tbody>
</table>

Performance in 2017

The financial sustainability of the organisation depends on realising brand value for stakeholders, including sponsors, fans and players. CSA endeavours to maintain its reputation through established relationships with the media and fair and balanced reporting across all platforms. After a season of disappointment on the playing field during the prior season, the recently concluded 2016/2017 season saw all three Protea national teams perform with distinction, which was positive for the CSA brand.

**Actively managing CSA's reputation**

Relationships with media are at an all-time high, which we attribute to leaders' transparency and open engagement with the media. Regular briefings are held to keep the media abreast of developments within the organisation.

It was particularly encouraging to note the positive media interaction during the year under review, especially following previous adverse coverage on issues like CSA’s transformation (following the EPG results) and the numerous match-fixing incidents that threatened to harm the CSA brand. CSA will continue communicating its transformation and development progress to the media as part of its aspiration to make cricket a truly national sport that is accessible to all. Match-fixing has been reduced drastically, and CSA remains dedicated to eliminating this unacceptable behaviour.

**Exciting brand initiatives**

We continue to grow our brand by investing in cricket developing to ensure that we remain one of the most competitive teams in the cricketing world. CSA is delighted with the successful launch of its T20 Global League – a fast-paced and exciting tournament that will capture the attention of sports fans worldwide. CSA received more than 150 expressions from around the world during February 2017 and March 2017, following extensive marketing and media campaigning around this initiative. The successful eight Team-Owners (see table on page 56) were officially announced on 19 June 2017 in London and attracted hype on various media platforms as excitement builds towards the countdown of the competition in November 2017 and December 2017. Other exciting marketing campaigns included That’s our Game! (see page 59) the Momentum
Friendship Games (see page 48), rebranding CSA’s website and launching the CSA app. The annual ‘PinkDrive’ (see page 57) raised R600 000 for breast cancer awareness and the #ProteaFire marketing campaign continues to reinforce brand awareness among fans.

T20 Global League Franchise owners

<table>
<thead>
<tr>
<th>OWNER</th>
<th>CITY</th>
<th>PROTEA MARQUEE PLAYER</th>
<th>INTERNATIONAL MARQUEE PLAYER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shah Rukh Khan</td>
<td>KKR</td>
<td>Cape Town</td>
<td>JP Duminy</td>
</tr>
<tr>
<td>Fawad Rana</td>
<td>Lahore Qalandars</td>
<td>Durban</td>
<td>Hashim Amla</td>
</tr>
<tr>
<td>Kiran Kumar Grandhi</td>
<td>GMR Group</td>
<td>Johannesburg</td>
<td>Kagiso Rabada</td>
</tr>
<tr>
<td>Javed Afridi</td>
<td>My Sports World</td>
<td>Benoni</td>
<td>Quinton de Kock</td>
</tr>
<tr>
<td>Ajay Sethi</td>
<td>Channel 2</td>
<td>Port Elizabeth</td>
<td>Imran Tahir</td>
</tr>
<tr>
<td>TBC</td>
<td>TBC</td>
<td>Stellenbosch</td>
<td>Faf du Plessis</td>
</tr>
<tr>
<td>Sushil Kumar</td>
<td>City Sports</td>
<td>Bloemfontein</td>
<td>David Miller</td>
</tr>
<tr>
<td>Hiren Bhanu</td>
<td>Hermis Sports Ventures Ltd</td>
<td>Pretoria</td>
<td>AB de Villiers</td>
</tr>
</tbody>
</table>

Social and digital media

The CSA brand continues to make significant strides across various social media platforms, being the leading sports federation on social media in South Africa with numbers on Facebook, Twitter and Instagram growing by close to 10%. On YouTube, CSA introduced in-game clips for home matches, doubling the Proteas’ YouTube channel subscribers in the 2016/17 season.

CSA graduate programme

As part of CSA’s nation building efforts, it launched the CSA graduate programme during the year under review. This programme provides opportunities for graduates in journalism and communications to upskill themselves in various media and communication activities on offer at CSA and certain of its franchises (Lions, Dolphins, Knights and Titans). Their responsibilities included activations, content creation, pre-match interviews and other marketing duties. Of the five graduates, two were offered permanent positions at the end of the programme. Having additional resources assisted in improving media coverage at the franchise level, which has proved challenging and remains a focus for CSA going forward. Due to the positive feedback received from the graduates and management, CSA will expand the programme to include cross-discipline exposure and freelance opportunities.
Another victorious Pink Day – R600,000 raised for PinkDrive

The Standard Bank Proteas maintained their winning streak at the recent Momentum One Day International (ODI) Pink Day in February 2017, when they struck out Sri Lanka and entertained a full-house of pinked-out cricket fans at the Bidvest Wanderers Stadium in aid of breast cancer awareness.

The final amount raised for breast cancer awareness organisation PinkDrive was R600,000. Non-profit organisation PinkDrive is entirely focused on providing cancer education and early diagnostic support to women and men across South Africa. The money raised will contribute towards their education programmes and upkeep of their three mobile mammography and gynaecological units, an educational unit and five educational vehicles. PinkDrive has been involved with the Momentum ODI Pink Day since 2013 and about R3million has been raised for the breast cancer awareness community.

“PinkDrive, yet again stands amazed at the power of collaboration. I would like to sincerely thank CSA, GCB, Bidvest, Momentum, Standard Bank, Castle Lager, New Balance and all other partners involved, for the platform afforded to not only raise the much-needed funds, but equally as important helping PinkDrive spread our message that “Early Detection Saves Lives”.”

Noelene Kotschan, chief executive officer and founder of PinkDrive
BRAND MARKETING

Overview

CSA’s marketing focus is to talk to South Africa about cricket and gain better market penetration. Its responsibility is to increase cricket consumption and generate revenue for the organisation through brand promotions that:

- increase awareness and branding
- target new and old markets effectively
- ensure the objectives are aligned with those of the sponsors.

How does marketing achieve CSA’s vision?

**DEVELOPMENT**

Promote CSA’s commitment to ensuring that cricket is available for all who want to play our game.

**SUSTAINABILITY AND GROWTH**

Promote all CSA properties in order to encourage participation (supporting, playing, involvement).

**TRANSFORMATION**

Promote CSA’s commitment to transformation through all CSA properties by highlighting success through the system.

**EXCELLENCE**

Ensure that all of CSA’s properties are marketed consistently at a level that is world class.

**BRAND PROMOTION**

Entrench brand love in all CSA properties by reinforcing the brand of top tier properties, building the brand of second tier properties, developing and launching brands for new opportunities by structuring our campaigns to avoid brand dilution.
### CSA’s Brand Properties

#### OVERVIEW OF BRANDS AND MARKETING CAMPAIGNS

<table>
<thead>
<tr>
<th>CRICKET SOUTH AFRICA</th>
<th>NATIONAL FLAGSHIP BRANDS</th>
<th>DOMESTIC BRANDS</th>
<th>FAN ENGAGEMENT</th>
<th>HIGHLIGHTED EVENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>#THAT’S OUR GAME!</td>
<td>#PROTEAFIRE</td>
<td>PROTEAS WOMEN</td>
<td></td>
<td>The Freedom Trophy</td>
</tr>
<tr>
<td>Sponsor Partnered Properties</td>
<td>Momentum Friendship Games KFC Mini-Cricket Coca-Cola National Weeks Sunfoil Education Trust M2E (Momentum 2 Excellence)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 1. THAT’S OUR GAME!

**WHAT IT IS**
It is a rallying cry for South Africans to take ownership of, and celebrate, the game they love. CSA uses the campaign to remind South Africans why they love the sport and celebrate the moments that truly show their collective love for all things cricket. It also extends beyond just CSA’s efforts to build excitement around the sport; all our stakeholders are invited to join the federation in pushing the love for the game forward.

**KEY ROLES:**
- Inform and inspire South Africa about cricket activities.
- A platform for any CSA internal or external communications.
- Showcase and promote amateur cricket.

### 2. #PROTEAFIRE

**WHAT IT IS**
“Protea Fire” showcases some of Proteas’ values to position our national cricket team in the public eye. The team values for Protea Fire include:

- **2.1 Resilience** – “Resilience is a state of mind – a choice.” (Ahmed Kathrada)
- **2.2 Adaptability**

### 3. #ALWAYSRISING

**WHAT IT IS**
CSA is transforming cricket by taking women’s cricket development seriously, providing more opportunities for girls and women to play and enjoy the game. The Proteas Women’s team represents our country professionally and inspires girls to take up the sport. Given that the

### 2.3 Truth
The purpose of the campaign is to get South Africans to identify and reconnect with the Proteas. We need to instil a sense of pride in South Africans for the Proteas, with a strong call to action to show their support at all levels of play.

**KEY ROLES:**
- To serve as cricket’s flagship aspirational brand, inspiring South Africans to get involved with the sport. The brand raises the profile of the team for public, sponsors and development.
- Inspire national pride.
- Build and maintain team culture.
- Inform people of what they’re up to.
- The team philosophy can help in nation building and strengthen the bond between the nation and the team.
team represented South Africa at the ICC World Cup, we launched a campaign to raise public awareness of the team’s profile and its players.

The champion of the #AlwaysRising campaign was an emotive advert designed to increase public awareness of a team that never backs down, but is #AlwaysRising, showing grit and joy in every game.

**KEY ROLES**
- To be an aspirational brand that inspires South Africans to get involved with the sport.
- Raise awareness of cricket transformation by raising the profile of women’s involvement in the sport.
- Inspire national pride.
- Build and maintain team culture.

4. DOMESTIC AND OTHER CSA OWNED PROPERTIES

**OVERALL ROLE**
- Assist in building Franchise brands as community champions (in order to be a property that is attractive to local sponsors).
- Position domestic cricket as the feeder into the national team setup.
- Create opportunities for schools and community participation to support domestic cricket.
- Build brand equity and generate brand awareness for our domestic competitions as well as drive involvement in events (ticket sales, attendance and viewership).
- Increase the value perception of domestic cricket for sponsors and broadcasters.

4.1 MOMENTUM ONE-DAY CUP (MODC)

**WHAT IT IS**
The MODC is “Everyone’s Game”. It is for young and old, friends and family – for everyone. The campaign for the tournament challenges all South Africans to show their “Hometown Pride” and support their teams in the MODC.

**KEY ROLES**
- The competition that presents cricket as a great family, full-day-out activity
- Demonstrate the pipeline.

4.2 T20 CHALLENGE

**WHAT IT IS**
The T20 domestic series is championed by the #LETLOOSE campaign, which was created to show the fun and excitement of T20. The campaign spoke to the ‘gees’ (spirit) of each game, promoted the Catch a Million competition, highlighted players, and announced games, especially the double header games, qualifiers and finals.

**KEY ROLES**
- Help build Franchise brands as community champions.
- Introduce new markets to cricket and position the shorter format as a fun alternative to other recreational outings (movies, sports bars, restaurants, concerts, etc.)
- Attract a new following

4.3 SUNFOIL DOMESTIC CRICKET (3-DAY and 4-DAY)

**KEY ROLES**
- Build franchise brands as community champions.
- Establish domestic long format cricket as the testing ground for test cricket.

4.4 AFRICA T20 CUP

**WHAT IT IS**
The Africa T20 Cup is a 16-team cup tournament leading the way in developing an Africa-wide cricket competition.

**KEY ROLES**
- Demonstrate CSA’s commitment to transformation, not only in South Africa, but across the continent.
• Raise the profile the sport on the continent to a world-class level (establishing CSA as leaders in development and transformation).
• Showcase and celebrate African talent.
• Expose new talent to professional cricket.

4.5 NELSON MANDELA LEGACY CUP

WHAT IT IS
Proteas play a T20 cricket match against the Springboks in honour of Nelson Mandela’s legacy of steering South Africa to an inclusive democracy and how he used the power sport to help make that happen. It is a chance for all South Africans to see their sporting heroes honour South Africa’s greatest hero. The aim is that fans enjoy a fun, festive day out, while raising, awareness and funds for the Nelson Mandela Foundation.

KEY ROLES
• Demonstrate Proteas’ and CSA’s commitment to sport, South Africa and transformation by honouring Nelson Mandela’s legacy through sport.

4.6 OFFICIAL PROTEAS SUPPORTERS’ CLUB (OPSC)

WHAT IT IS
This is the greatest way to experience the Proteas by being part of a club. Gold- and silver-tiered memberships attracted a premium, whole green-tier membership is free. The membership benefits include being the first to get the latest news, early ticket buying opportunities at discounts, exclusive Proteas experiences, and merchandise.

KEY ROLES
• Provide a fan engagement platform for Proteas fans to encourage sales of tickets, merchandise and sponsorship opportunities.
• Act as a conduit for Proteas content.
TRANSPARENCY AND ACCOUNTABILITY

BOARD OF DIRECTORS AND MEMBERS’ COUNCIL

Non-Independent directors
The Non-Independent directors are appointed by the Members’ Council consisting of Members’ Presidents.

CHRIS NENZANI (54)
President

Chris Nenzani is an educationalist by profession, based in Bisho in the Eastern Cape. He started his cricket administrative career in schools’ cricket under the aegis of the Border Cricket Board (BCB), being elected Chairman of the Border Schools Union in 2003. He then rose through the ranks, being elected on to the BCB’s Executive Committee in 2007 and went on to become President of the BCB. He has since served on various cricket committees both locally and nationally before being elected in February 2013 as CSA President and Chairman of the Board. In this capacity, he represents CSA on the ICC Board.

THABANG MOROE (34)
Vice-President

Thabang Moroe has had a life-long involvement in cricket, starting as a player and leader at Soweto Cricket Club. His passion for the development of black African cricketers led him to become chairperson of the Black African Cricket Club.

RIHAN RICHARDS (51)
Non-Independent Director

Rihan Richards’ cricket career started in 1983 when he turned out for the Burma Lads Cricket Club as a top-order batsman. He then went on to serve the club in various administrative roles. He was elected on to the Executive Committee of the Griqualand West Cricket Board (now Northern Cape Cricket Board) and also served as Vice-President for many years before being elected President in 2011.
Beresford Williams first entered into cricket administration at the age of 20 when he served as treasurer of St Augustine’s Cricket Club. He represented and captained Western Province Cricket at all age group levels as well as the WPCB U21 and WPCB “B” teams.

He went on to become Chairperson of St. Augustine Cricket Club in 1999, a position he held until 2010, when he was elected President of the Western Province Cricket Association. He is currently Chairperson of the Board of Western Cape Cricket.

Zola Thamae’s involvement in cricket started in 1994 when she was recruiting girls from disadvantaged areas to play cricket. Between 2004 and 2009, Ms Thamae managed the South African Women’s Cricket Team. She was involved in two ODI World Cup Tournaments and one T20 World Cup and during this time she travelled to the Netherlands, England and Australia, and hosted West Indies, Pakistan, England and Sri Lanka. She is the first woman to be elected President of a provincial cricket union (Free State).

The prior Honourable Minister of Sport, Mr. Fikile Mbalula, awarded her ‘Administrator of the Year’ during the department’s sports awards in November 2014. To add to her illustrious stream of awards, Ms Thamae was recognised as the most ‘Influential Women in Sport’ by CEO Communications for South Africa and the SADC.

Professionally, she is Director: Community Sport at the Department of Sport, Art, Culture and Recreation for the Free State Province.

Tando Ganda is an educationalist by profession, based in Alice in the Eastern Cape.

He joined schools cricket as a coach while teaching in the Middledrift, Mdantsane and Alice regions. While busy with schools’ cricket, he served as secretary of the Alice Cricket Board and then its president for more than 10 years. Mr Ganda joined the Border Cricket Board in 2002, where he served on various board committees. He then served as deputy president of Border Cricket from 2007 until 2013 and was elected President of the Border Cricket Board in 2013 to date.

He is also a Non-Independent Director for the Cricket Eastern Cape (Warriors) and Chairman of the Governance Committee.

Professionally, he is now employed as Senior Education Specialist in the Amathole West District office by the Eastern Cape Department of Education, responsible for the coordination of school governance in the district and the empowerment of Representative Councils for Learners.

Faeez Jaffar has been involved in cricket administration for almost 30 years and has been involved in sport from school level right through to senior professional cricket.

After six years as President of the Durban District Cricket Union, he was elected President of the KwaZulu-Natal Cricket Union.
INDEPENDENT DIRECTORS

The Independent Directors were nominated for appointment by an independent Nominations Committee and appointed by the CSA Members’ Council.

The current Board does not have executive directors.

NORMAN ARENDSE, SC (58)
Lead Independent Director

Advocate Norman Arendse practises as a Senior Counsel at the Cape and Johannesburg bars. He specialises in constitutional litigation.

He is a veteran sports administrator having previously served as CSA President at which time he represented CSA on the ICC Board. The ICC appointed him on to the governance and HR committees. He also serves on the South African Football Association’s National Executive Committee and is the head of its legal and constitutional committee. In addition, he serves as a member of the Confederation of African Football Appeal Committee.

He brings a mix of practical legal experience and many years of involvement in cricket, football and swimming as a player and as an administrator.

MOHAMED IQBAL KHAN
CA (SA) (51)
Independent Non-Executive Director

Mohamed Iqbal Khan is a chartered accountant and member of the South African Institute of Chartered Accountants. He brings strong financial knowledge and acumen to the CSA Board, complemented by strong practical business experience.

He was a partner at Ernst and Young before moving to Brimstone Investment Corporation Ltd, where he is currently the Chief Operating Officer. Khan has served on various boards including the Independent Regulatory Board of Auditors, the University of the Western Cape, House of Monatic, Sea Harvest Corporation, Lion of Africa Insurance Company and the Old Mutual Investment Group.

DAWN MOKHobo [68]
Independent Non-Executive Director

Dawn Mokhobo is one of South Africa’s leading businesswomen, with a successful and pioneering career spanning the public, private and parastatal sectors. Her talents and accomplishments were recognised by her appointment as the first African woman to the management board of Eskom, as Executive Director in charge of Growth and Development. In addition, she won the prestigious Business Woman of the Year Award in 1993.

She is chairperson of Wesizwe Platinum Pty (Ltd) and also serves on the boards of Engen Limited, Sabvest Pty (Ltd), the Altron Group (the latter two being listed on the Johannesburg Stock Exchange) and Ford Motor Company South Africa. She is the founder of Nozala Investments and Partnerships Investments, both women-led and -owned BEE companies. She is currently serving on the Board of Khulisa Social Solutions, a non-governmental organisation, as chairperson.
Advocate Vusi Pikoli was a member of the EU Foundation for Human Rights, as well as the Magistrates’ Commission. He also serves as a Trustee of the Constitutional Court and has served as Special Adviser to the Minister of Justice. Adv. Pikoli is an ex-Director and Partner of Forensic Investigation at Sizwe Ntsaluba Gobodo and was the Director General of the Department of Justice and Constitutional Development. He currently serves on the boards of Corruption Watch, Sacoil, the Geomatics Council and the Advisory Council for the Advancement of the South African Constitution (CASAC). He brings a wealth of legal knowledge to the Board from being the previous National Director of Public Prosecutions and is currently serving as the Western Cape Police Ombudsman.

Louis von Zeuner completed 32 years’ service at Absa and in that time also served as deputy group chief executive. He has extensive business experience, including experience in audit, risk and capital matters, particularly in the financial sector. He is currently Chairman of the Audit Committee. He serves on the boards of Telkom, Enx Group, Afgri, Paycorp, MMI Holdings, LIV Foundation and My Players. He has recently been appointed as Chairman of African Bank (post curatorship). He is also on the global boards of Fairfax Advica Holdings and Aditya Birla Health Services India. He holds a Bachelor of Commerce degree in Economics from the University of Stellenbosch and completed several international training programmes. He is a member of the Institute of Directors SA.
Board member attendance

The Board of Directors convened four Board meetings and two special meetings between the commencement of the financial year to the date of this report. The Chief Executive and his Executive Management team are invitees to these meetings.

<table>
<thead>
<tr>
<th>BOARD MEMBER</th>
<th>ATTENDANCE AT BOARD MEETINGS</th>
<th>SPECIAL MEETINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Independent Directors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chris Nenzani – President</td>
<td>4/4</td>
<td>2/2</td>
</tr>
<tr>
<td>Thabang Moroe – Vice-President</td>
<td>3/3</td>
<td>2/2</td>
</tr>
<tr>
<td>Rihan Richards</td>
<td>2/4</td>
<td>2/2</td>
</tr>
<tr>
<td>Beresford Williams</td>
<td>4/4</td>
<td>2/2</td>
</tr>
<tr>
<td>Zola Thamae</td>
<td>4/4</td>
<td>2/2</td>
</tr>
<tr>
<td>Tando Ganda **</td>
<td>3/3</td>
<td>2/2</td>
</tr>
<tr>
<td>Faeez Jaffa ***</td>
<td>3/3</td>
<td>2/2</td>
</tr>
<tr>
<td>Independent Directors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norman Arendse</td>
<td>4/4</td>
<td>2/2</td>
</tr>
<tr>
<td>Mohamed Iqbal Khan</td>
<td>4/4</td>
<td>1/2</td>
</tr>
<tr>
<td>Dawn Mokhobo</td>
<td>4/4</td>
<td>0/2</td>
</tr>
<tr>
<td>Vusi Pikoli</td>
<td>4/4</td>
<td>1/2</td>
</tr>
<tr>
<td>Louis von Zeuner</td>
<td>4/4</td>
<td>1/2</td>
</tr>
</tbody>
</table>

* Peter Cyster (Director and former Vice-President of CSA) – replaced by Thabang Moroe who was elected as Vice-President at the 2 September 2016 AGM.
** Andrew O’Connor attended the 2 September 2016 Board meeting – his last Board meeting as a director of CSA. He was replaced with Tando Ganda.
*** Faeez Jaffar elected as Director of CSA in the 2016 AGM.

Members’ Council and attendance

The Members’ Council convened three meetings including the 2016 Annual General Meeting between the commencements of the financial year to the date of this report.

<table>
<thead>
<tr>
<th>MEMBER</th>
<th>ATTENDANCE AT MEMBERS’ COUNCIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chris Nenzani – President</td>
<td>3/3</td>
</tr>
<tr>
<td>Thabang Moroe – Vice-President</td>
<td>3/3</td>
</tr>
<tr>
<td>Andrew O’Connor – (Replaced by Gary Corin on 2/07/2016)</td>
<td>1/1 2/2</td>
</tr>
<tr>
<td>Gary Corrin – Eastern Cricket Board</td>
<td></td>
</tr>
<tr>
<td>Angelo Carolissen – Boland Cricket Board</td>
<td>3/3</td>
</tr>
<tr>
<td>Oupa Nkagisang – North West Cricket</td>
<td>3/3</td>
</tr>
<tr>
<td>Beresford Williams – Western Province Cricket Association</td>
<td>3/3</td>
</tr>
<tr>
<td>Craig Nel – Mpumalanga Cricket Union</td>
<td>3/3</td>
</tr>
<tr>
<td>Donovan May – Eastern Province Cricket Board</td>
<td>3/3</td>
</tr>
<tr>
<td>Faeez Jaffar – KwaZulu-Natal Cricket Union</td>
<td>3/3</td>
</tr>
<tr>
<td>John Mogodi – Limpopo Impala Cricket Association</td>
<td>3/3</td>
</tr>
<tr>
<td>John Wright – Northerns Cricket Union</td>
<td>3/3</td>
</tr>
<tr>
<td>Rihan Richards – Griqualand West Cricket Board **</td>
<td>3/3</td>
</tr>
<tr>
<td>Rudi Claassen – South Western Districts Cricket Board *</td>
<td>3/3</td>
</tr>
<tr>
<td>Tando Ganda – Border Cricket Board</td>
<td>3/3</td>
</tr>
<tr>
<td>Jack Madiseng – Gauteng Cricket Board</td>
<td>3/3</td>
</tr>
<tr>
<td>Zola Thamae – Free State Cricket Union</td>
<td>3/3</td>
</tr>
</tbody>
</table>

* Represented by his proxy in one meeting.
** Represented by his proxy in two meetings.
EXECUTIVE MANAGEMENT

HAROON LORGAT CA (SA) [57]
Chief Executive

Haroon Lorgat is the Chief Executive and has been at the helm of CSA since August 2013. A chartered accountant by profession, he boasts a wealth of experience in both the administration and playing side of the sport. Lorgat, a former senior partner of Ernst and Young, led the ICC in Dubai from 2008 to 2012 before joining CSA. Administratively, Lorgat served the game in South Africa in various capacities including: CSA Convener of Selectors, CSA Treasurer and Western Province Cricket Association Executive Member and Treasurer. On the playing front, Lorgat played first-class cricket for Eastern Province and then the former Transvaal as captain.

NAASEI APPIAH CA (SA) [41]
Chief Financial Officer

Naasei Appiah joined CSA in October 2010 as Chief Financial Officer (CFO). A chartered accountant by profession and former Audit Manager at Deloitte and Touché, he has been CFO at CSA for nearly seven years. Appiah has been instrumental in identifying opportunities consistent with CSA’s strategic plans. Over and above reporting to the Chief Executive and the Board, he is actively involved in improving business efficiency and building commercial networks and relationships.

MAX JORDAAN (60)
Transformation and Member Relations Executive

Max Jordaan has served cricket in various administrative roles over the last two decades and is currently CSA’s Transformation and Member Relations Executive. A former teacher, Jordaan hails from the Eastern Cape, and represented Eastern Province in the pre-unity days. His administrative career has seen him involved in education, cricket, football and government. He started his administrative career at CSA as Director of Amateur Cricket, progressing to Senior Cricket Manager. He has also served on various local and international cricket committees and was also a selector for the ICC Hall of Fame.

CORRIE VAN ZYL [54]
General Manager Cricket

Corrie van Zyl, a former Proteas coach, currently serves as CSA’s General Manager of Cricket, a position that is at the very heartbeat of cricket in South Africa. He is responsible for all aspects of the amateur and professional games from grassroots level to the Proteas. A BA graduate from the University of Free State, van Zyl also recently completed a certificate in sports management from Royal Holloway University, London. Apart from representing his country upon South Africa’s return to the international arena, he also enjoyed a domestic career as a player for Free State, spanning 13 years. He subsequently coached at provincial and franchise level before becoming an assistant coach to the Proteas and the interim Head Coach from 2010 to 2011.
Altaaf Kazi, a former sports journalist, joined CSA in 2012 as Head of Media and Communications. Kazi’s key responsibility is to interact with the print and broadcast media to ensure that the image and brand of CSA is positively portrayed in the media and public space. He held a similar position at the Premier Soccer League (PSL).

New media, social media, media operations and relations as well as event management also fall under his dynamic portfolio.

Clive Eksteen joined CSA in October 2015 as Head of Commercial. Prior to this he was a professional entrepreneur focussing mainly in the sports and entertainment sectors. Eksteen gained a wealth of commercial marketing, advertising and event management experience and his close relationship with cricket started many years ago as a former Proteas player. It was during this period that he was widely exposed to the commercial side of the game and its importance to keep the game healthy and sustainable.

His role is to create new business and revenue generating opportunities by building and maintaining solid professional relationships, securing sponsorships and developing progressive technological skills to stay abreast with key advancements in the commercial and sports environment.

Dr Mohammed Moosajee is currently the Proteas’ Team Manager and Doctor as well as the Consulting Doctor to Kaizer Chiefs Football Club.

Dr Moosajee achieved his medical qualifications at the University of the Witwatersrand (MBBCh degree). He is a former cricket player who captained SA Schools under the aegis of the South African Cricket Board and played for Transvaal from a young age. He is also a former professional soccer player. On the administrative side, he is a former Chairman of the bizhub Highveld Lions Franchise and a former Vice-Chairman of the Gauteng Cricket Board.

His passion for sport resulted in his studying Sports Medicine later in his career.

Lindiwe Ndziba joined CSA on 1 March 2016 as the Executive and Compliance Manager. She is a chartered accountant by profession and a former Accounting and Financial Advisory Manager at Deloitte South Africa.

On 1 July 2017, Lindi was promoted to Head of Compliance reporting to the Chief Executive, overseeing the legal, compliance and secretarial reporting function. She is an attendee to all Board committees and reports directly into the Board and its statutory committees.
The CSA Board of Directors considers sound corporate governance structures and processes as pivotal in delivering responsible and sustainable growth in the sport of cricket and the business of CSA. These governance structures and processes are regularly reviewed by the Board and, where necessary, are adapted to reflect national and international best practice.

As a non-profit company, CSA is subject to the corporate governance, disclosure and other legal requirements of the Companies Act, No 71 of 2008. CSA has embraced and applies most of the King Code of Governance Principles. Two areas of non-compliance include the fact that the majority of directors are not independent, nor does the Board have executive directors. This is due to requirements imposed on CSA by SASCOC to whom it is affiliated.

The Institute of Directors Southern Africa (IoDSA) released the King IV Report on Corporate Governance for South Africa in November 2016, which builds on the content of King III. Certain concepts from the foundation of King IV including ethical leadership, the organisation in society, corporate citizenship, sustainable development, stakeholder inclusivity, integrated thinking and reporting, are all principles which CSA embraces. In addition, it is the first governance code which is outcomes based and includes the concept of apply and explain.

CSA still applies the King III principles and going forward it will conduct an analysis of King IV compared to King III to determine if there are any shortcomings that the Board should focus on. This will ensure that the Board can deliver on the recommended governance outcomes in order to effectively enhance transparency and uphold the quality of CSA's governance practices.

Governance framework

CSA operates within a clearly defined governance framework as shown below. The highest decision-making body is the Members’ Council, which is made up of the 14 Member Presidents. The Members’ Council appoints and delegates authority to the Board and the Board sets general policy. CSA has approved delegation of authority levels that are reviewed and revised on an ongoing basis. See page xx for governance framework.

Board of Directors

The Board is responsible for the strategic direction of CSA, through the governance framework.

In terms of CSA’s Memorandum of Incorporation (MoI), the Board is comprised of seven Non-Independent Directors – who are Presidents of Affiliates and therefore involved in cricket administration – and five Independent Directors, namely persons who, apart from their CSA Directorships, are not involved with cricket. These Independent Directors were selected and nominated for appointment through a nominations process that was comprised of persons who are independent of CSA. The Independent Directors bring a wealth of knowledge and experience to CSA on the legal, financial and business fronts, which serves to ensure a robust governance and decision-making process.

Directors serve a three-year term, with a Director being eligible for re-election for an additional three-year term. No director may serve for more than two consecutive terms.

The Chairman of the Board is Mr Chris Nenzani, who is a Non-Independent Director. In terms of King III, Principle 2.16.3, if the Chairman is not independent, a Lead Independent Director should be appointed. CSA’s Lead Independent Director is Adv. Norman Arendse, SC.

CSA will have no scheduled elections at the upcoming 2017 AGM. The 2018 and 2019 AGM elections are likely to convey significant changes in the CSA Board. CSA will call for
nominations in April 2018 for two Independent and two Non-Independent Directors.

Board induction, training and evaluation

The Legal Secretariat and Compliance department is responsible for ensuring that the Board receives induction training upon appointment. The induction packs include an overview of CSA, the Board and sub-committees’ terms of reference, the fiduciary duties and responsibilities of being a director and other relevant governance information required for the Board members to familiarise themselves with CSA.

Board training is ongoing and the Head of Compliance and company secretarial circulates relevant external training courses or workshops which the Board can attend. In-house Board training occurs when relevant, to keep abreast of the changing legislative and governance environment. During the year under review, the following board training was provided to the Board:

- Board induction and update workshop (included an overview of King IV vs King III).
- Cybercrime and cybersecurity seminar.
- Board strategy session – Apex priorities.

Board evaluations are conducted annually, as required by King Code, and submitted to the Executive and Compliance Manager. The overall 2016 evaluations raised no major concerns in respect of the functioning of the Board of Directors or the Board Committees. The response was positive and areas for improvement were noted. These include the following:

- Transformation should be accelerated at Member level and Members should be made more accountable.
- Communication with Members has been identified as inadequate.
- The Board has requested to have more information shared in relation to management’s monitoring of transformation and the National teams’ performance.
- Management has taken the following actions to address the above areas of improvement:
  - Members have been made accountable of the measurement of the quality of opportunity amongst all players. This has resulted in a considerable increase in the quality of opportunity amongst black and black African players during the year under review.
  - CSA acknowledges that although there has been improvement in driving transformation at Member level this task is not yet complete and CSA intends continuing to accelerate transformation at all levels of the game.
  - CSA implemented increased representation targets in the national teams in September 2016 to be measured, on average, over the season.
  - The Board is updated on the progress of compliance with the targets quarterly at every Board meeting.

In the 2017 Board Evaluation, the following matters were highlighted as areas that required attention:

- Improve the communication of the Chief Executives performance evaluations to all Board members in a transparent and effective manner.
- Consider increasing time allocated to Board meetings to enhance effective deliberations.
- Enhance Board induction training to prepare members for effective discharge of their duties.
- Revise Board committee reporting to improve clarity of significant matters arising and how they were resolved.

Access to information

The Board has unrestricted access to management, company information and external specialist advice at CSA’s expense. The Executive and Compliance Manager facilitates this process.

Conflicts of interest

In accordance with the Companies Act 71 of 2008, directors are required to disclose any personal interests they may have in any transaction of significance with the company. CSA has a standing ‘conflicts of interest’ agenda item on its Board and sub-committee meetings where directors and any
other attendees are required to disclose any such conflicts of interest. During the period under review, there were no such conflicts.

Closed sessions

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

Board committees

There are several committees, as depicted in the governance structure below, which have been established to assist the Board in discharging its duties. All these committees are chaired by a director and operate under their own Terms of Reference. The Board and its committees’ Terms of Reference are available on CSA’s website. The table below includes the focus areas discussed at the Board committees during the year under review.

CSA GOVERNING STRUCTURES

- Members Council
  - 14 Member Presidents
- Board of Directors
  - 12 (includes 5 Independent Directors)
- Audit and Risk Committee
- Remuneration and HR Committee
- Finance and Commercial Committee
- Cricket Pipeline Committee
- Cricket Committee
- Social and Ethics Committee
- Transformation Committee
- Chief Executive
- Medical Committee

CSA’s code of ethics

The Board consciously seeks to safeguard the integrity and reputation of cricket in South Africa. CSA has a code of ethics (the code) that sets out the duties and responsibilities of all its stakeholders. It broadly covers the following:

- Fundamental ethical values that are enshrined in the South African Constitution.
- The core values of the game of cricket as defined in the preamble to the laws of cricket.
- The principles and ideas contained in CSA’s pledge to the nation in 2002.
- CSA’s role as the custodian of cricket in South Africa.

To enhance the ethical culture CSA has an anonymous fraud hotline in place that is managed by Deloitte & Touche.

Whistle-blowing and anti-corruption fraud hotline – 0800000536
### Focus Areas during 2016/17 FY

#### Board Committee

- **Audit and Risk Committee:** The committee is statutory committee of the Board that is constituted in terms of section 94(7) of the Companies Act No. 71 of 2008.
  2. Review and evaluation of internal audit and internal controls across the organisation, including Members.
  3. Review of material sustainability issues, including the going concern assumption.
  4. Evaluate the effectiveness of the risk management, compliance and the governance process.

<table>
<thead>
<tr>
<th>Membership</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Louis von Zeuner (Chairperson)</td>
<td>3/4</td>
</tr>
<tr>
<td>Vusi Pikoli</td>
<td>3/4</td>
</tr>
<tr>
<td>Mohamed Iqbal Khan</td>
<td>4/4</td>
</tr>
<tr>
<td>Thabang Moroe</td>
<td>4/4</td>
</tr>
</tbody>
</table>

#### Finance and Commercial Committee:
The committee assists the Board in discharging its responsibility in relation to all financial and commercial matters of CSA.

<table>
<thead>
<tr>
<th>Membership</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mohamed Iqbal Khan (Chairperson)</td>
<td>4/4</td>
</tr>
<tr>
<td>Louis von Zeuner</td>
<td>3/4</td>
</tr>
<tr>
<td>Thabang Moroe</td>
<td>4/4</td>
</tr>
</tbody>
</table>

#### Cricket Committee:
The Committee assists and advises the Board on all professional and semi-professional playing issues and deals with development activities and programmes at all levels of cricket.

<table>
<thead>
<tr>
<th>Membership</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thabang Moroe (Chairperson)</td>
<td>3/3</td>
</tr>
<tr>
<td>Beresford Williams</td>
<td>3/3</td>
</tr>
<tr>
<td>Rihan Richards</td>
<td>3/3</td>
</tr>
<tr>
<td>Tando Ganda</td>
<td>3/3</td>
</tr>
<tr>
<td>Greg Fredericks</td>
<td>3/3</td>
</tr>
<tr>
<td>SACA Representative</td>
<td>3/3</td>
</tr>
<tr>
<td>Eminent past player – Robin Peterson</td>
<td>1/1</td>
</tr>
<tr>
<td>Members Council representative – John Wright</td>
<td>3/3</td>
</tr>
</tbody>
</table>

#### Cricket Pipeline Committee:
The Committee deals with development activities and programmes at all levels of cricket.

<table>
<thead>
<tr>
<th>Membership</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rihan Richards (Chairperson)</td>
<td>3/3</td>
</tr>
<tr>
<td>Thabang Moroe</td>
<td>3/3</td>
</tr>
<tr>
<td>Tando Ganda</td>
<td>3/3</td>
</tr>
<tr>
<td>Faeez Jaffar</td>
<td>3/3</td>
</tr>
<tr>
<td>Zola Thamae</td>
<td>3/3</td>
</tr>
<tr>
<td>Eugene Jacobs</td>
<td>3/3</td>
</tr>
<tr>
<td>Dr. Oupa Nkagisang</td>
<td>1/3</td>
</tr>
<tr>
<td>Altaaf Kazi</td>
<td>3/3</td>
</tr>
</tbody>
</table>

#### Remuneration and Human Resources Committee:
The Committee assists the Board in discharging its responsibilities in all human relations and remuneration matters of CSA.

<table>
<thead>
<tr>
<th>Membership</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dawn Mokhobo (Chairperson)</td>
<td>2/2</td>
</tr>
<tr>
<td>Rihan Richards</td>
<td>2/2</td>
</tr>
<tr>
<td>Tando Ganda</td>
<td>2/2</td>
</tr>
</tbody>
</table>
### Social and Ethics Committee:
The Committee is a statutory committee of the Board that is constituted in terms of section 72(8) of the Companies Act No.71 of 2008.

1. Monitors the social and economic development in respect of B-BBEE, human rights, labour, environment and anti-corruption.
2. Reviews and monitors compliance with preferential procurement policies and B-BBEE codes of good practice.
3. Monitors the company’s activities having regard to the 10 Principles of the UNGC (United Nations Global Compact).

<table>
<thead>
<tr>
<th>Name</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vusi Pikoli (Chairperson)</td>
<td>3/3</td>
</tr>
<tr>
<td>Zola Thamae</td>
<td>3/3</td>
</tr>
<tr>
<td>Beresford Williams</td>
<td>3/3</td>
</tr>
</tbody>
</table>

### Transformation Committee:
The Committee formulates CSA’s transformation policies, procedures, protocols and strategy matters as well as monitoring the implementation of the transformation charter at all operational levels within CSA, and at each one of its structural components at national, provincial, associate, club and school level, including the players’ association.

1. Revision of the EPG scorecard – “Fit for purpose” scorecard.
2. Monitors the progress against the EPG and the internal barometer.
3. Formulates and debates the transformation targets for the national teams to drive transformation at a national team level.
4. Advises, guides and provides direction to the rest of the organisation to transformation matters.

<table>
<thead>
<tr>
<th>Name</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norman Arendse SC (Chair)</td>
<td>2/3</td>
</tr>
<tr>
<td>Fa-eez Jaffar</td>
<td>2/3</td>
</tr>
<tr>
<td>Louis von Zeuner</td>
<td>2/3</td>
</tr>
<tr>
<td>Oupa Nkagisang</td>
<td>0/3</td>
</tr>
<tr>
<td>Angelo Carolissen</td>
<td>1/3</td>
</tr>
<tr>
<td>Dawn Mokhobo</td>
<td>1/3</td>
</tr>
</tbody>
</table>

Other than the Cricket and Transformation Committees, members of all other committees are also directors. The Members’ Council appointed the members of the statutory Audit and Risk Committee. All other committees were appointed by the Board. The membership and attendance at CSA’s Board and committee meetings is tabled above.

### Company Secretary
The Company Secretary function is currently the responsibility of Ms Lindiwe Ndziba CA (SA) who is the Head of Compliance and company secretarial and was appointed on 1 March 2016.
REMUNERATION REVIEW

CSA’s remuneration philosophy is to ensure that it is fair and equitable and aligned with the organisation’s strategic objectives. This pay structure combines a competitive pay and performance-based compensation strategy to attract and retain excellent talent.

CSA remuneration practices are aligned to the related compliance requirements:

1. The remuneration policies address all components of remunerations, including the structuring of fees for non-executive directors of the governing body.
2. Executive remuneration practices are fair and responsible in relation to the overall employee remuneration.
3. Short-term incentives take into consideration the organisation, team and individual contribution which are fairly managed through performance management processes.
4. Remuneration disclosure includes, inter alia, basic salary, benefits, short-term incentives, etc.

Members of the Human Resources and Remuneration Committee and attendance at meetings/Remuneration governance

The Human Resources and Remuneration Committee (Remco) is responsible for assisting the Board in fulfilling its remuneration, corporate governance and supervision responsibilities and the alignment of the remuneration philosophy within the business strategy. Remco operates under approved Terms of Reference, which are available on CSA’s website at: http://cricket.co.za/cat/19/Governance.

This committee assists management to attract, retain, motivate and reward senior executives and staff by the payment of fair, competitive and appropriately structured remuneration. In addition, Remco performs additional duties delegated to it by the Board from time to time. Such duties include:

- Approving the benchmarking methodology for salaries and incentive amounts
- Approval of retention schemes
- Approving the remuneration review included in this report.
The committee is satisfied that, during the period under review, it performed its duties and responsibilities as set out in its Terms of Reference. Key focus areas discussed during the year under review are detailed on page 73.

**Employee remuneration structure**

CSA’s remuneration framework is effective in supporting the achievement of the company’s business objectives. It is in line with best practice and fairly rewards individuals for their contribution to the business, having regard to the need to attract, motivate and retain employees of high calibre.

The CSA remuneration structure includes the following key components:

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>PURPOSE</th>
<th>FACTORS CONSIDERED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total guaranteed package</td>
<td>This is the total annual guaranteed cost to company of employing an individual. This cost includes the total annual salary, plus fringe benefits. Typically, these include medical aid, company provident fund, group life and accident insurance. This excludes any form of variable pay.</td>
<td>Market related value of the role Skills and experience</td>
</tr>
<tr>
<td>Short-term incentives</td>
<td>This is an annual discretionary bonus tied to the performance of the company, team and/or individual performance.</td>
<td>Incentive targets Individual performance</td>
</tr>
</tbody>
</table>

The company does not have medium- and long-term incentive schemes.

Remco reviewed company and management’s performance during the year. This was evaluated against set key performance indicators with specific weightings [see table below]. Taking into consideration the outstanding performance of the national teams in international cricket events, Remco recognised the excellent performance by management from a governance, administration and operations perspective. The committee was therefore of the opinion that management’s performance largely exceeded expectations and they were rewarded accordingly.

CSA applied the following weightings within its KPIs for each of the financial years under review:

<table>
<thead>
<tr>
<th>CSA KPIs</th>
<th>STRATEGIC OBJECTIVES</th>
<th>WEIGHTING FOR 2015/2016</th>
<th>WEIGHTING FOR 2016/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSA corporate scorecard</td>
<td>The scorecard used to evaluate the company-wide performance of on or strategic objectives. This document is monitored and updated regularly [at all Exco, Board Committee and Board meetings].</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Financial performance</td>
<td>Optimisation of revenue to meet business objectives and operational efficiency.</td>
<td>30%</td>
<td>25%</td>
</tr>
<tr>
<td>Cricket activities</td>
<td>Appropriately spending funds and delivering on the Presidential Plan mandate.</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>CSA strategic performance</td>
<td>The below Five Pillars – CSA Strategic Mandate</td>
<td>20%</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td>Excellence</td>
<td>4%</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>Development</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>Sustainability</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>Transformation</td>
<td>4%</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>Brand and marketing</td>
<td>4%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Executive and Non-executive remuneration disclosures are detailed in CSA’s Annual Financial Statements – which can be obtained at the CSA Offices.
Non-Executive Directors fees

Non-Executive Directors are appointed by the Members; Council to the CSA Board based on their ability to contribute specific skills, insight and experience appropriate to assisting the organisation to set out and achieve its objectives. Bearing in mind that CSA is a non-profit company, fees are set at levels to attract and retain the calibre of director necessary to contribute to a highly effective board. Directors receive fixed fees for services rendered on the CSA Board and its Board committees and they do not receive performance incentives. Non-Executive Director’s fees are paid quarterly based on their responsibilities and commitment to CSA.
ABBREVIATIONS

AAF   Affiliates, Associates and Franchises
AFS   Annual Financial Statements
BCCI  Board of Control for Cricket India
CA    Cricket Australia
CLT20 Champions League T20
CSA   Cricket South Africa
CWC   Cricket World Cup
DBE   Department of Basic Education
EPG   Eminent Persons Group
FTP   Futures Tour Programme
GDE   Gauteng Department of Education
ICC   International Cricket Council
IIRF  International Integrated Reporting Framework
M2E   Momentum 2 Excellence
MoI   Memorandum of Incorporation
MoU   Memorandum of Understanding
NOC   Not Objection Certificate
NSP   National Selection Panel
ODI   One Day International
PDP   Player Development Programme
PPP   Player Performance Plan
RPC   Regional Performance Centres
SACA  South African Cricketers’ Association
SASCOC South African Sports Confederation and Olympic Committee
SET   Sunfoil Education Trust
SRSA  Sport and Recreation South Africa
UCB   United Cricket Board
UFH   University of Fort Hare
UJ    University of Johannesburg

FORWARD-LOOKING STATEMENTS

This integrated annual report contains forward-looking statements that, unless otherwise indicated, reflect CSA’s expectations as at 30 April 2017. Words such as “aim”, “anticipate”, “could”, “estimate”, “expect”, “intend”, “outlook”, “seek” or similar expressions typically identify forward-looking statements. These forward-looking statements are not statements of fact or guaranteed, and CSA cannot guarantee that any forward-looking statement will materialise. Readers are cautioned not to place undue reliance on these forward-looking statements, such statements have not been either audited or reviewed by company’s external auditors and CSA disclaims any intention and assumes no obligation to update or revise any forward-looking statement.

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