



**INTEGRATED
REPORT
2023/2024**



**CRICKET
SOUTH AFRICA**

Welcome to the
Cricket South Africa (CSA)
Integrated Report for
the period 1 May 2023
to 30 April 2024.



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Strategic pillars



Access



Inclusion



Excellence

Six capitals



Financial



Human



Manufactured



Natural



Intellectual



Social and relationship

INTRODUCTION

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Welcome to the Cricket South Africa (CSA) Integrated Report for the period 1 May 2023 to 30 April 2024. This report is our primary communication to stakeholders and offers transparent and material information about our performance throughout the year. As an unlisted company, we voluntarily publish this integrated report as part of our commitment to transparency, good governance and sustainability. While we retain the right to withhold proprietary information related to our strategic initiatives and competitive positioning, we remain dedicated to adhering to the highest standards and best practices in integrated reporting.

Our theme

This report has been prepared under the theme *Woza Nawe*, which translates to 'Come along'. The theme reflects Cricket South Africa's dedication to inclusivity, unity and shared vision. *Woza Nawe* signifies an open invitation to all stakeholders – players, staff, fans and partners – to come together in support of our collective goals and aspirations. It highlights the importance of collaboration and collective effort in driving the success and growth of South African cricket. As we progress, we are guided by this spirit of unity in building a community committed to achieving excellence and celebrating our collective successes.

Our cover page

The cover page features Proteas Women captain Laura Wolvaardt executing one of her signature drives against Sri Lanka. Known for her impeccable technique and calm demeanor at the crease, Wolvaardt's shot reflects the dedication and skill that have made her a powerhouse in South African cricket.

This report was produced in partnership with Trialogue.



About our 2023/2024 Integrated Report

Our 2023/2024 Integrated Report is the outcome of a comprehensive process governed by the board, led by the executive committee and delivered through company-wide collaboration.

1 OUR PURPOSE AND MANDATE

CSA is a non-profit organisation with a mandate to promote cricket in South Africa. We use all our capital and income exclusively to support our objectives and advance the sport. Our approach to value creation integrates on-field performance with off-field initiatives. This ensures our efforts contribute to the growth of the game nationwide and strengthen South Africa’s presence on the global stage.

2 INTEGRATED THINKING

We identify and prioritise our material matters through a comprehensive process that involves stakeholder engagement, risk assessment and strategic alignment. This approach ensures we focus on the issues most critical to cricket development and our stakeholders, enabling informed decision-making and effective resource allocation. Refer to [page 26](#) of this report for further details on our material matters.

3 OUR INTEGRATED REPORTING PROCESS

This integrated report has undergone a rigorous process to ensure comprehensive and accurate reporting. To begin with, we identify and prioritise material matters through benchmarking exercises, stakeholder and risk reviews, and active engagement from senior management. This is followed by content gathering, which includes inputs from business units, board submissions and interviews with the executive management team. We utilise both internal and trusted external sources of information during this process.

Our integrated report and annual financial statements (AFS) are prepared in parallel to ensure alignment and consistency of information and data, reflecting our commitment to integrated thinking.

The reporting frameworks we adhere to:

Our integrated report and annual financial statements are guided by various reporting frameworks, codes and legislation, as depicted below.

REPORT	INTERNATIONAL FRAMEWORK (2021)	SOUTH AFRICAN COMPANIES ACT NO. 71 OF 2008	INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)	KING IV™ REPORT ON CORPORATE GOVERNANCE FOR SOUTH AFRICA 2016 (KING IV)
IAR	X	X		X
Annual financial statements		X	X	X

Enhancements to our report

Integrated reporting is a journey. For CSA, this means continually seeking opportunities to improve, incorporate feedback and align with best practices. This commitment to ongoing enhancement is important for a sports federation like ours and positions CSA as a market leader in the areas of corporate governance and corporate reporting.

This year, we made incremental yet meaningful improvements to our report. We have enhanced disclosures on our materiality determination process, provided more detailed risk disclosures and offered in-depth commentary on our performance across various capitals. Additionally, we delivered a more comprehensive governance report with detailed coverage of board and committee activities. These enhancements reflect our dedication to transparency and accountability and ensure our stakeholders have a clearer understanding of our strategy, risks and overall performance.

4 SCOPE AND BOUNDARY

Target audience

The primary audience for this report includes our players, fans, commercial partners, employees, cricket communities, government, media and other key stakeholders.

Assurance

CSA employs a combined assurance model, which includes three lines of defence: internal controls, systems and external verification. Our summary financial statements are derived from CSA's audited annual financial statements, which comply with International Financial Reporting Standards as mandated by the Companies Act No. 71 of 2008. For the reporting year, PricewaterhouseCoopers Inc., our external auditor, issued an unqualified opinion, detailed on [page 38](#) of this report. The board of directors has approved the annual financial statements following the recommendations of the Audit, Governance and Risk Committee (AGRC).

Forward-looking statements

This report contains forward-looking statements based on our current expectations and projections regarding future developments in cricket. These statements are subject to risks and uncertainties that may cause actual results to differ from our anticipations. Readers should consider these factors when interpreting the information, as actual outcomes may vary owing to changing conditions and unforeseen events.

Board approval

The board acknowledges its responsibility for ensuring the integrity of this integrated report. In the board's opinion, the report covers all matters material to the group's ability to create value and provides a fair presentation of the integrated performance of CSA. The board is confident the report has been prepared in accordance with the Integrated Reporting Framework. This report was approved by the board of directors of Cricket South Africa on 30 August 2024.



Lawson Naidoo

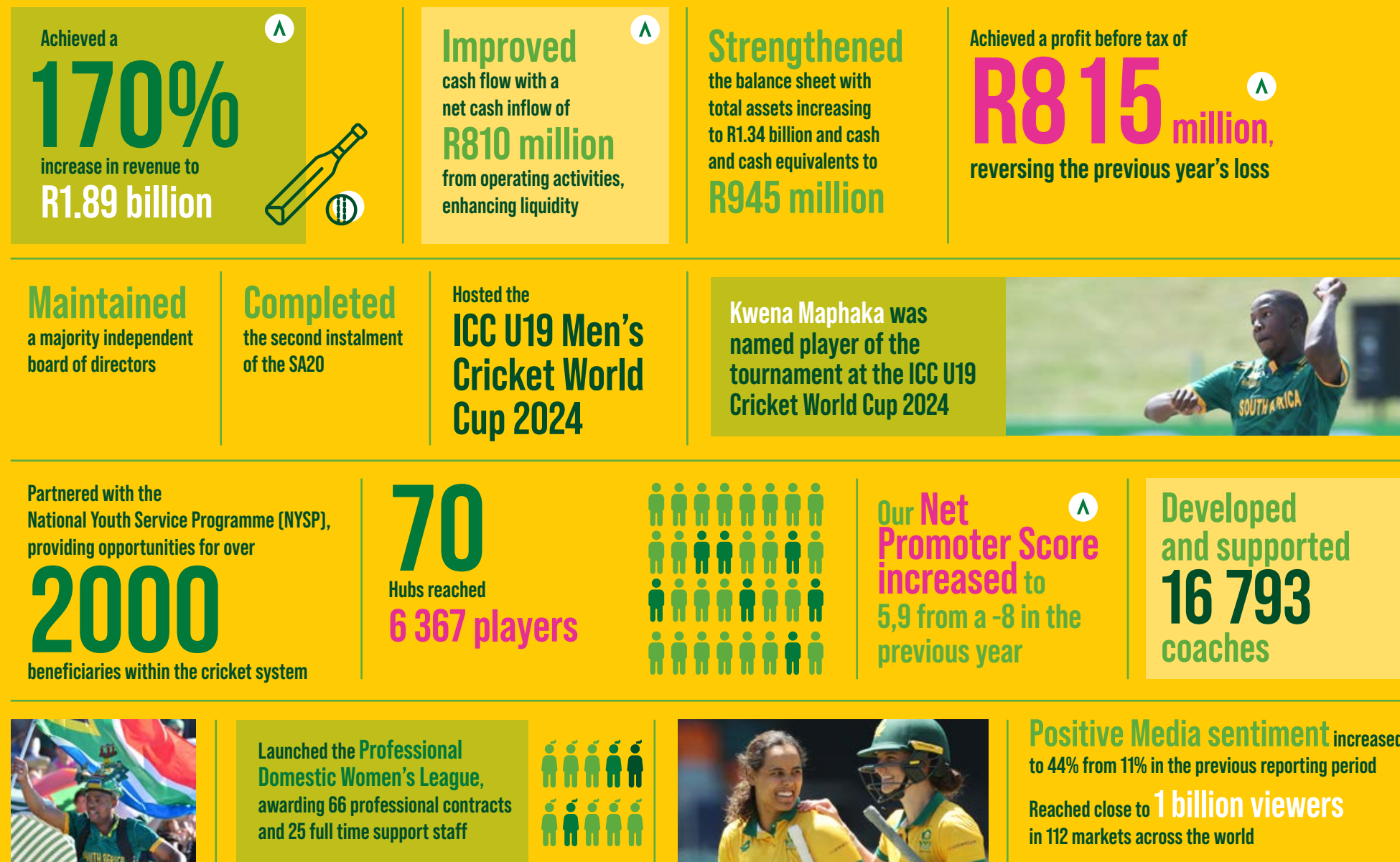
Chairperson: CSA Board



Palesa Kadi

Chairperson: Audit, Governance and Risk Committee

Highlights



Awards and recognition

International awards



ICC Awards 2023

Nominee for Emerging Men's Cricketer of the Year (Gerald Coetzee)



ICC Awards 2023

Women's T20 International Team of the Year (Laura Wolvaardt)



ICC Awards 2023

Women's One-Day International Team of the Year (Nadine de Klerk)

Local awards



SA Sports Awards 2024

Nominee for Federation of the Year



Gsports Awards 2023

Winner for Federation of the Year

Domestic cricket

Record-breaking moments

ICC MEN'S CRICKET WORLD CUP 2023

Highest total (482 runs in boundaries) and **most runs scored in a match** (754 runs) against Sri Lanka

ICC MEN'S CRICKET WORLD CUP 2023

Fastest century (100 runs off 49 balls) against Sri Lanka (Aiden Markram)

FEBRUARY 2024

First-ever T20I and ODI wins against Australia (Proteas Women)

APRIL 2024

Highest individual ODI score (184 off 147 balls) against Sri Lanka (Laura Wolvaardt)

SPORTS INDUSTRY AWARDS 2023

Sports Organisation of The Year (Lions Cricket)

DIVISION 1 4-DAY DOMESTIC SERIES

Winner: DP World Lions

DIVISION 2 4-DAY DOMESTIC SERIES

Winner: Northern Cape Heat

DIVISION 1 ONE-DAY CUP

Winner: World Sports Betting Western Province

DIVISION 2 ONE-DAY CUP

Winner: SA Emerging

CSA T20 CHALLENGE

Winner: DP World Lions

CSA PROVINCIAL T20 KNOCK OUT

Winner: Limpopo Impalas

DIVISION 1 WOMEN'S ONE-DAY CUP

Winner: Hollywoodbets Dolphins

DIVISION 2 WOMEN'S ONE-DAY CUP

Winner: Eastern Province

DIVISION 1 WOMEN'S T20 CHALLENGE

Winner: World Sports Betting Western Province

DIVISION 2 WOMEN'S T20 CHALLENGE

Coastal: Boland; **Inland:** Eastern Storm

ABOUT CRICKET SOUTH AFRICA

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Who we are

CSA is the national governing body for the sport of cricket in South Africa, administering all aspects of men's and women's cricket in both professional and amateur spheres. As the custodian of cricket in South Africa, CSA is an affiliate of the South African Sports Confederation and Olympic Committee (SASCOC) and a full member of the International Cricket Council (ICC).

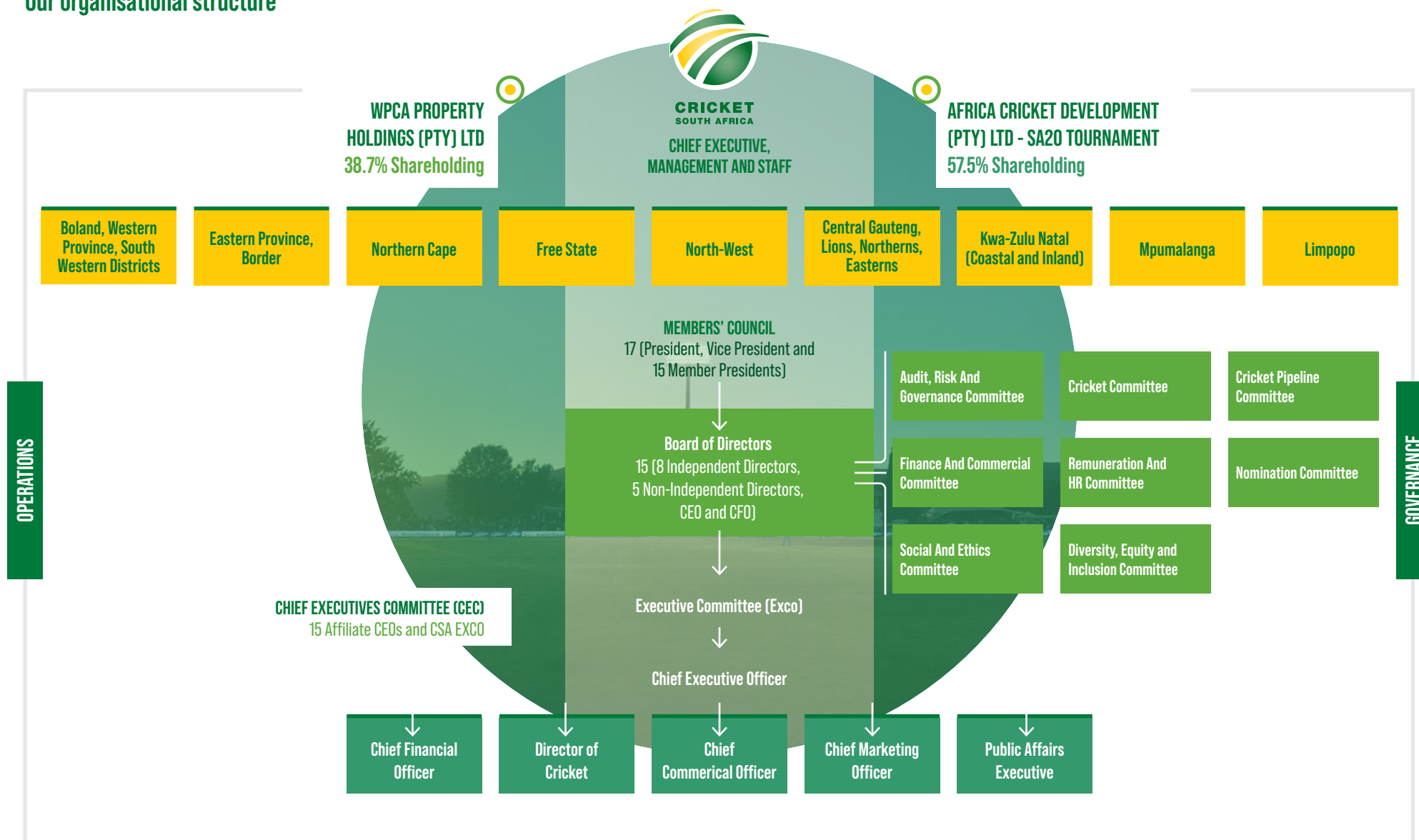
VISION

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

MISSION

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

Our organisational structure





What we do

Cricket South Africa applies its capital and income solely towards promoting its objectives and advancing cricket in South Africa, contributing to the sport's sustainability and growth across its regions. As the custodian, promoter and administrator of cricket in the country, CSA's responsibilities include:

Managing South African representative teams playing both domestically and internationally.

Coordinating and facilitating cricket development nationwide.

Overseeing the development, adoption, publication and enforcement of rules and regulations to create optimal conditions for managing cricket.

Adopting codes of conduct and best practices in line with the Companies Act and King IV™ principles of good corporate governance.

Encouraging and promoting cricket as an activity that supports participants' health and safety, addressing both the sport itself and its governance and administration.

Promoting cricket as a sport that respects the principles of fair play, sportsmanship and professionalism.

Ensuring cricket is free from performance-enhancing drugs, doping and age fraud.

Maintaining zero tolerance for practices such as sexual harassment, discrimination and inequality.

Our investment case

Cricket South Africa offers a compelling investment opportunity, driven by our vision to make cricket the most accessible, inclusive and globally competitive sport in South Africa. We are committed to exceptional performance, impactful social initiatives and to delivering sustainable societal and commercial value. This presents an opportunity to align with a leader in sports excellence, poised for significant growth and influence within the global cricketing landscape.

	STRATEGIC VALUE	SUPPORTING EVIDENCE
Vision and mandate	CSA's clear objectives create a foundation for growth and global influence	- Our vision is to make cricket in South Africa the most accessible, inclusive and globally competitive sport - We deliver demonstrable societal and commercial value
Global presence	CSA's international role enhances market appeal and visibility	- CSA hosts major ICC tournaments - Access to millions of international viewers and fans
Performance excellence	CSA's success track record reassures investors of our competitive edge and potential	- South African teams consistently rank among the top in ICC rankings - Secured multiple national and international titles
Reach and popularity	CSA's broad audience and market potential make it an attractive platform for commercial partnerships	- Cricket is the second most-watched sport in the world after football - CSA offers unique visibility and engagement opportunities for commercial partners
Advertising reach	CSA's extensive media exposure provides measurable opportunities for brand visibility	- CSA broadcasts over 300 live matches annually - CSA is uniquely positioned to provide extensive media exposure, brand visibility and engagement - CSA reaches close to 1 Billion viewers across 112 markets
Impact	CSA's societal impact and alignment with social responsibility goals are evident through our development initiatives	- CSA engages over 100 000 players at various levels per annum - CSA reaches more than 500 000 individuals through annual community programmes - CSA drives positive social change through sport
Social cohesion	CSA's role in increasing unity and enhancing social integration appeals to socially conscious investors	- CSA conducts over 1 000 community outreach programmes and events annually - CSA uses cricket to enhance national unity and integrate diverse communities
Transformation and inclusion	CSA's commitment to diversity and transformation aligns with investors focused on inclusivity and social equity	- CSA has achieved a 30% increase in female participation over the past three years - CSA implements targeted programmes to support marginalised groups and drive diversity in cricket
Sport as a force for good	CSA's efforts to promote wellbeing reinforce our holistic investment appeal	Sport promotes health, wellbeing and social cohesion

LEADERSHIP MESSAGES

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RIHAN RICHARDS
PRESIDENT

Foreword from our President

On behalf of Cricket South Africa (CSA), I am proud to present the CSA integrated report for 2023/24. This has been a defining period for our organisation, marked by pleasing financial performance, innovation and a deepened commitment to advancing the sport of cricket in South Africa.

Strengthening our foundation

The Members' Council, as the custodian of cricket in South Africa, oversees the integrity of cricket administration. CSA handles the day-to-day management and implementation of cricket activities within the framework set by the Members' Council. This governance model creates a complementary relationship where the Members' Council's custodianship of the game, the board of director's oversight role and CSA's operational management align seamlessly. This synergy enhances effectiveness, contributing to the growth and success of cricket across South Africa.

Equally important is the role of our Affiliates, who represent diverse provincial interests. Their active participation and insight during consultations are crucial for shaping policies and strategies that meet the broader cricket community's needs.

Over the past year, CSA has made progress in creating meaningful value for our stakeholders. Building on the results of the 2022/2023 financial year, we maintained a clear separation of responsibilities with a majority independent board. This approach supports our commitment to good governance, transparency and accountability. Our new strategy, adopted in July 2022, reflects these collaborative efforts and aims to foster a thriving cricket ecosystem across South Africa.

Celebrating our achievements

The 2023/24 season has been remarkable for our cricketing achievements, particularly considering the tight timelines under which they were accomplished. We proudly hosted the ICC Men's U19 Cricket World Cup, a feat that highlighted South Africa's ability to deliver world-class cricketing events on short notice. The Junior Proteas' performance in this tournament highlighted our growing stature on the global stage. The Proteas Men also excelled by reaching the semi-final of the ICC Men's Cricket World Cup 2023 in India.

The SA20 tournament continued to gain momentum, exemplifying our commitment to innovation and growth in the sport. As a professional Twenty20 league featuring six franchises, the SA20 blends high-energy cricket with entertainment, providing a platform for local talent and attracting international players, thus raising the level of competition and excitement.

Our commitment to enhancing domestic cricket was further demonstrated with the launch of the Professional Domestic Women's League. Supported by a R15 million investment from the Department of Sport, Arts and Culture, this historic initiative aims to elevate the standard of women's cricket in South Africa. The league – which includes the CSA Women's One Day Cup and CSA Women's T20 Challenge – has already made an impact, with Division One teams, Western Province and Hollywoodbets Dolphins, crowned champions in its inaugural season.

Addressing challenges with resilience

While celebrating our successes, we remain acutely aware of the challenges that persist. Our ongoing efforts to address criticisms and improve perceptions reflect our dedication to continuous improvement. To this end, Cricket South Africa commissioned a stakeholder perceptions survey, which has provided us, as the cricket fraternity, with valuable insight that will help shape our stakeholder engagement strategies going forward. We are actively engaging among ourselves as the Members' Council, monitoring feedback and implementing measures to enhance governance.

Looking ahead

As we continue to navigate the evolving landscape of cricket, we remain focused on addressing challenges and seizing opportunities. The upcoming 2027 World Cup presents a significant opportunity for South Africa

to showcase our capabilities and unite the nation through the sport. Our preparations are well underway, and we are committed to ensuring this event not only highlights our cricketing excellence, but also brings substantial benefits to our society.

Acknowledgements and appreciation

I extend my deepest gratitude to all our partners, many of whom have been with us for years, forming relationships with CSA that reach far beyond financial investments. Special thanks go to the Department of Sport, Arts and Culture and the South African Sports Confederation and Olympic Committee for playing a crucial role in the success of our major international events.

To our spectators, and players your presence and enthusiasm have been nothing short of inspiring. It has been exhilarating to see stadiums filled with passionate fans once more. Your support is the heartbeat of our success.

We must celebrate our exceptional staff. Your dedication and teamwork have shone brightly, proving that when faced with challenges, everyone at CSA rises to the occasion with excellence. Thank you for your tireless commitment and for driving forward the game and its positive impact on our country. Together, we continue to build a brighter future for cricket.



Rihan Richards
President



Message from our Chairperson

A new era of cricket

During the 'Summer of Cricket' in 2023 we did not only see the return of spectators to stadiums, but we also experienced a series of thrilling events and a display of entertaining cricket. We continued to build on this momentum in 2024. South African cricket has experienced a year of definitive achievements that have positively impacted our game. The resurgence of our national teams and the establishment of the Professional Domestic Women's League contributed to a renewed enthusiasm and commitment to cricket in South Africa.

The CSA Professional Domestic Women's League, launched with support from the Department of Sport, Arts and Culture, is a game-changer for domestic women's cricket. This initiative, along with our successful hosting of the ICC U19 Men's Cricket World Cup, showcased South Africa's position of being amongst trailblazers in elevating women's cricket together with our capability to deliver world-class cricketing events. The continued success of the SA20 in its second season provides a platform for local talent to sharpen their skills against some of the best in the world.

Kwena Maphaka's exceptional performance during the ICC U19 Men's Cricket World Cup, where he took a record-equalling 21 wickets and was named Player of the Tournament, illustrates the emerging talent and potential within our cricketing pipeline. Furthermore, our record-breaking performance in the ICC Men's World Cup 2023 in India, culminating in the semi-final, demonstrated our competitive edge on the global stage. Additionally, our various youth development programmes have continued to nurture and promote young cricketers, reinforcing our commitment to the future of the sport.

Building on these successes affords us more opportunities for growth. The 2023/2024 financial year has highlighted areas where we can build on these foundations and achieve greater stability and sustainability. CSA's strategic framework, underpinned by our four-year budget planning cycle, is positioning us to seize these opportunities and reach our objectives. In addition to building strong revenue streams, we have a focus on cost structures enabling an accumulation of reserves to return the organisation to its strong pre-COVID financial position and see the organisation through the next few years.

Strengthening our governance structures, advancing player development and enhancing our sustainability efforts are all critical areas where we can make meaningful progress. We cannot do this alone. Our strategic partnerships with our various cricket communities, affiliates, commercial partners and the international cricketing community will remain essential in driving these initiatives forward.

I am equally encouraged by our long-standing collaboration with KFC, which has supported Mini Cricket, and by the ongoing backing from the Department of Sport, Arts and Culture. Expanding and deepening these relationships will not only unlock our full potential but also elevate cricket in South Africa and reinforce our position as a global leader in the sport.

We must embrace innovation and technological advancements to sustain our growth and stay ahead of the curve in a rapidly evolving world. As such, we are piloting cutting-edge strategies and technologies to streamline our operations and improve fan engagement. In addition, our investments in sustainable practices such as waste management, water stewardship and responsible energy use, as detailed on [page 77](#) of this report, underscore our broader goal of continuous improvement and future readiness.

Our commitment to sustainability extends beyond environmental practices; it includes modernising our approach and infrastructure to meet future demands, particularly the 2027 Men's ODI World Cup. This forward-thinking approach is crucial for ensuring that South Africa remains at the forefront of global cricket.

As I reflect on the current Board's tenure at Cricket South Africa, I feel a deep sense of pride and optimism for the future of cricket in South Africa. We are in a much healthier space than we were just a few short years ago. Credit must also be accorded to the players and team management as well as the CEO and his staff at CSA.

The ICC Men's World Cup 2027 which will be hosted in South Africa, Namibia, and Zimbabwe represents a monumental opportunity to showcase our country and once again demonstrate our capability to host world-class events. To ensure the success of this major undertaking, we need the active support and collaboration of all our stakeholders. We encourage you to join us in this exciting journey and contribute to the success of the event which will leave a meaningful legacy.

I am proud to present this integrated report which confirms a financial turn-around and puts us on strong footing to ensure the sustainability of the game we love. I look forward to your continued partnership as we work towards achieving our shared vision and driving the future success of cricket in South Africa and globally.



Lawson Naidoo
Chairman



PHOLETSI MOSEKI
CEO



Message from our CEO

I am pleased to present our integrated report for the 2023/2024 financial year, a period marked by notable achievements and progress. We realised a 170% increase in revenue, reaching R1.89 billion. This increase was anchored by the inbound tour by India, and supported by several initiatives, including the successful hosting of the ICC U19 World Cup 2024.

Our financial stability has been reinforced with a net cash inflow of R810 million from operating activities and other strategic investments, including in African Cricket Development, the company behind the SA20 product. This has resulted in a strengthened balance sheet, with total assets rising to R1.34 billion and cash equivalents reaching R945 million. The outcome was a profit before tax of R815 million, reversing the previous year's loss.

Strategy

Our strategic pillars of access, inclusion and excellence have guided us through a transformative period. The last financial year has resulted in a significant improvement of our financial position and stabilised our outlook. Additionally, our expanded commercial partnerships - 40% of which are domestic and 60% international—have broadened our reach and strengthened our global presence. These efforts collectively position us for sustained success, enabling us to build on our achievements and address future opportunities with greater confidence.



The introduction of Black Day to address gender-based violence is another key aspect of our CSI efforts, underscoring our dedication to social issues.

Performance review

Core to our purpose is to make cricket in South Africa the most accessible, inclusive and globally competitive sport. Our initiatives extend beyond the game, contributing to social cohesion and showcasing brand South Africa on the global stage. The SA20, now a central feature of our annual calendar, exemplifies our commitment to inclusivity and development. This league not only attracts international attention but also provides a platform for local talent.

Our Mini Cricket Programme, thriving for 41 years and the largest of its kind globally, reflects our dedication to grassroots development. Our new Mass Participation Programme addresses gaps between grassroots and professional cricket, ensuring that talented players from underserved communities have opportunities to advance. Additionally, the launch of our Professional Women's Domestic League has had a positive impact, with 66 players and 20 support staff now earning a living from cricket. The women's league has also influenced girls' schools to embrace cricket alongside other traditional sports.

Our strategy includes bridging the gap between softball and hardball cricket through the development of new hubs (in addition to the current 70 hubs) in underserved communities across South Africa. These hubs, equipped with modern facilities and tailored programmes, support young cricketers in transitioning between softball and hardball formats. As a result, we have increased access to cricket in underserved areas and nurtured emerging talent. A notable example of this success is our partnership with Glencore, which has enhanced our ability to deliver these initiatives effectively. For a detailed case study on the achievements of our hubs and the impact of our collaboration with Glencore, please refer to [page 51](#) of this report.

People

Building a positive organisational culture is a priority, reflected in the revitalisation of our executive team. In the year under review, we have focussed on strategy implementation at executive committee level. This has allowed us to clarify our direction and ensures a unified approach towards achieving our goals. Improved financial metrics and governance standards already reflect these efforts.

On the people and culture front, we have focused on performance management and retention. Attracting and retaining skilled, passionate individuals is crucial for our global operations. We have implemented a new performance management tool that aligns with our strategy, enhancing individual and company performance. This tool cascades company objectives down to every employee, from executives to support staff, embedding a culture of excellence and accountability.

Corporate social responsibility

Our Corporate Social Investment (CSI) initiatives continue to make a significant impact. Notable efforts include the Pink ODI and other initiatives in our cricket services (including bursaries and social support schemes), which highlight our commitment to social responsibility. We are also collaborating with other corporates to expand these initiatives further. The introduction of Black Day to address gender-based violence is another key aspect of our CSI efforts, underscoring our dedication to addressing societal issues.

Technology and Innovation

Investing in technology remains a cornerstone of our strategy for operational excellence and increased performance. Upgrades to our app and website, coupled with the integration of AI in performance analysis will enable us to maintain our competitive edge. Our new performance management tool is designed to enhance both operational efficiency and player performance. We aim to be digitally astute, using advanced tools like AI and upgrading our digital platforms to offer a superior user experience.

Lastly, I offer heartfelt appreciation to our players and fans, who are the mainstay of the game.



Environment

CSA is committed to advancing environmental sustainability across our operations. With 15 member stadiums, we face the challenge of balancing operational needs with environmental stewardship. Major areas of focus include water management and energy efficiency. We are exploring the implementation of grey water systems for irrigation and are considering solar energy solutions despite their high costs. The high energy consumption of stadium lighting is a key area for potential savings, with each game requiring substantial amounts of electricity.

Incremental improvements are essential, as we align with the ICC's sustainability models for international events. While many of our stadiums are still in the early stages of their environmental journey, the DP World Wanderers Stadium has set a benchmark for sustainability. We are working to support other venues through shared knowledge and resources, ensuring that all facilities move towards greener practices. This approach involves exploring partnerships for funding and technical support to enable these incremental changes. Our goal is to enhance our environmental performance while maintaining operational excellence and meeting the ICC's and global sustainability requirements.

Governance

Past governance and stakeholder engagement challenges have impacted CSA's reputation, making it imperative for us to demonstrate significant improvements in our governance practices. To rebuild trust, we are focusing on a stakeholder-centric approach, enhancing our engagement strategies to effectively address their concerns and expectations.

Our commitment to better governance is evident in the ongoing review and update of our policies and procedures,

making sure they align with best practices and regulatory requirements. The increased independence of our board, now with a majority of independent directors, strengthens our oversight and decision-making processes, supporting our dedication to responsible management.

The publication of this integrated report reflects our commitment to transparency and accountability. Adhering to best practices in reporting, we provide a comprehensive overview of our performance and strategic direction, fostering greater stakeholder confidence and engagement.

These efforts are integral to strengthening our governance framework, building stronger relationships with stakeholders, and ensuring that our decision-making processes are inclusive and reflective of our core values.

Outlook

Our journey is driven by a deep sense of purpose, and we are excited about the opportunities that lie ahead. With the continued support of our dedicated team and, external stakeholders, we are well positioned to achieve our goals and contribute to the continued growth and success of cricket in South Africa.

As we move into the coming year, our focus will be on consolidating the gains we have made and advancing our strategic priorities. Key initiatives include enhancing our grassroots and women's cricket programmes, expanding our commercial partnerships, and continuing to improve our governance practices. We aim to further strengthen our operational efficiency and financial stability, ensuring that we are well-positioned to meet our goals and address emerging challenges.

Looking further ahead, our preparations for the ICC Men's Cricket World Cup 2027 represent a transformative opportunity for CSA. Hosting this prestigious event will

elevate our global profile and underscore our commitment to excellence in cricket. The tournament will also be an opportunity to advance our sustainability efforts. In parallel, our investment in technology and digital innovation will continue to be a key focus. Upgrades to our digital tools and performance management systems are designed to enhance both operational efficiency and on-field performance. Staying at the forefront of technological advancements will ensure that CSA remains competitive and effective in a rapidly evolving landscape.

Acknowledgements

I extend my gratitude to our dedicated team. Your support has been instrumental in our operational success. I am confident that our continued commitment to excellence, access and inclusion will drive even greater achievements in the future.

My gratitude also goes to the CSA Board and Members' Council for their guidance and direction. Furthermore, I would like to express my appreciation to our Affiliates, the ICC, our commercial and broadcast partners, media and other stakeholders for their continued support of cricket in South Africa.

Special thanks goes to SASCO, the Ministry of Sport, Arts and Culture and colleagues from the Department, the Portfolio Committee on Sport, Arts and Culture, and various government departments whose cooperation we enjoy. Your support is invaluable.

Lastly, I offer heartfelt appreciation to our players and fans, who are the mainstay of the game.



Pholetsi Moseki
CEO

CREATING SUSTAINABLE VALUE

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Our operating context

CSA operates within a complex and dynamic environment, shaped by various factors that influence its strategic direction and daily operations. Understanding this context is essential to appreciate the challenges and opportunities CSA faces as it aims to develop and promote cricket at all levels in South Africa. Key aspects of this environment include infrastructure and development, stakeholder engagement and funding, scheduling and commitments, and transformation and grassroots initiatives.

Infrastructure and development

CSA is dedicated to enhancing cricketing infrastructure and development programmes. This commitment involves significant investments in facilities and resources to support players from grassroots to elite levels. Urban areas generally have better facilities compared to rural regions, which affects player development and accessibility. CSA's ongoing efforts to address these disparities are crucial for developing the game of cricket in South Africa.

Stakeholder engagement and funding

CSA actively engages with a wide range of stakeholders, including government bodies, corporate partners and cricket communities. These partnerships are vital for securing funding and resources essential for sustaining and expanding cricket development programmes. Leveraging relationships with stakeholders helps CSA maximise opportunities, increase participation and raise the sport's profile. In 2023/2024, CSA's revenue has seen an increase in sponsorships from the prior year, underscoring the importance of these partnerships. Please refer to [page 36](#) of this report for further details.

Scheduling and commitments

The congested cricket calendar often leads to an overlap between domestic and international fixtures and can lead to player fatigue and scheduling conflicts. The South African domestic cricket season typically runs from October to March, with international and franchise fixtures often overlapping. CSA must carefully balance these demands to maintain competitive standards and player performance.

Transformation

South African cricket has made significant strides in transformation, with a steady increase in the representation of historically disadvantaged groups. CSA remains committed to enhancing inclusivity and representation across all levels of the sport. Notably, a growing percentage of players in the national men's and women's teams now come from historically disadvantaged backgrounds, reflecting positive progress in this area.

CSA's ongoing efforts to support grassroots participation are key to advancing these efforts. The focus on increasing the number of players from disadvantaged backgrounds in community and school cricket programmes is yielding encouraging results. While there is more work to be done, the advancements made demonstrate CSA's dedication to creating an inclusive and representative sport. The continued emphasis on expanding these initiatives aims to build on existing gains and ensure cricket remains a sport that reflects the diverse fabric of South African society.

Cost of living

The rising cost of living in South Africa, with inflation at around 6% and increasing prices for essentials, impacts cricket fans significantly. Ticket prices for matches, ranging from R100 - R1000 for international and R50 - R650 for domestic, can be prohibitive for many, especially those from lower-income backgrounds. CSA is working to address this by offering discounted tickets and exploring partnerships to improve accessibility. Balancing affordability with financial sustainability remains a challenge as CSA strives to keep cricket accessible amid economic pressures.

Technological advancements

Technological advancements are transforming global cricket by enhancing match analysis and fan engagement. Tools like Hawk-Eye and high-definition broadcasts have heightened accuracy and improved viewer experience, while digital platforms and social media have expanded the sport's reach through live streams and interactive content. Despite the benefits, the high costs of implementing these technologies pose financial challenges, potentially affecting resources for grassroots development. CSA aims to integrate these innovations to increase both the sport's visibility and accessibility while managing associated costs.



Our strategy

CSA has in place a five-year strategy for the period 2022–2027. Through this strategy, the company aims to achieve the following.

Achieve **targeted growth in participation** to become the dominant sport in South Africa



Become South Africa's most **inclusive sport**

Feature as a top **2/3 World Ranked Team** across all three formats of the game



Manage the **pipeline** across all areas

Increase revenue and reserves through new business model innovations



Enhance brand equity by creating **world-class experiences** across all formats

Digitally transform to deliver **data-driven insights**



Strategic objectives are delivered through three pillars.

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

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

3 Competitive world-class men's and women's national teams supported by an organisation fuelled by and striving for best-in-class

Roadmap focus areas

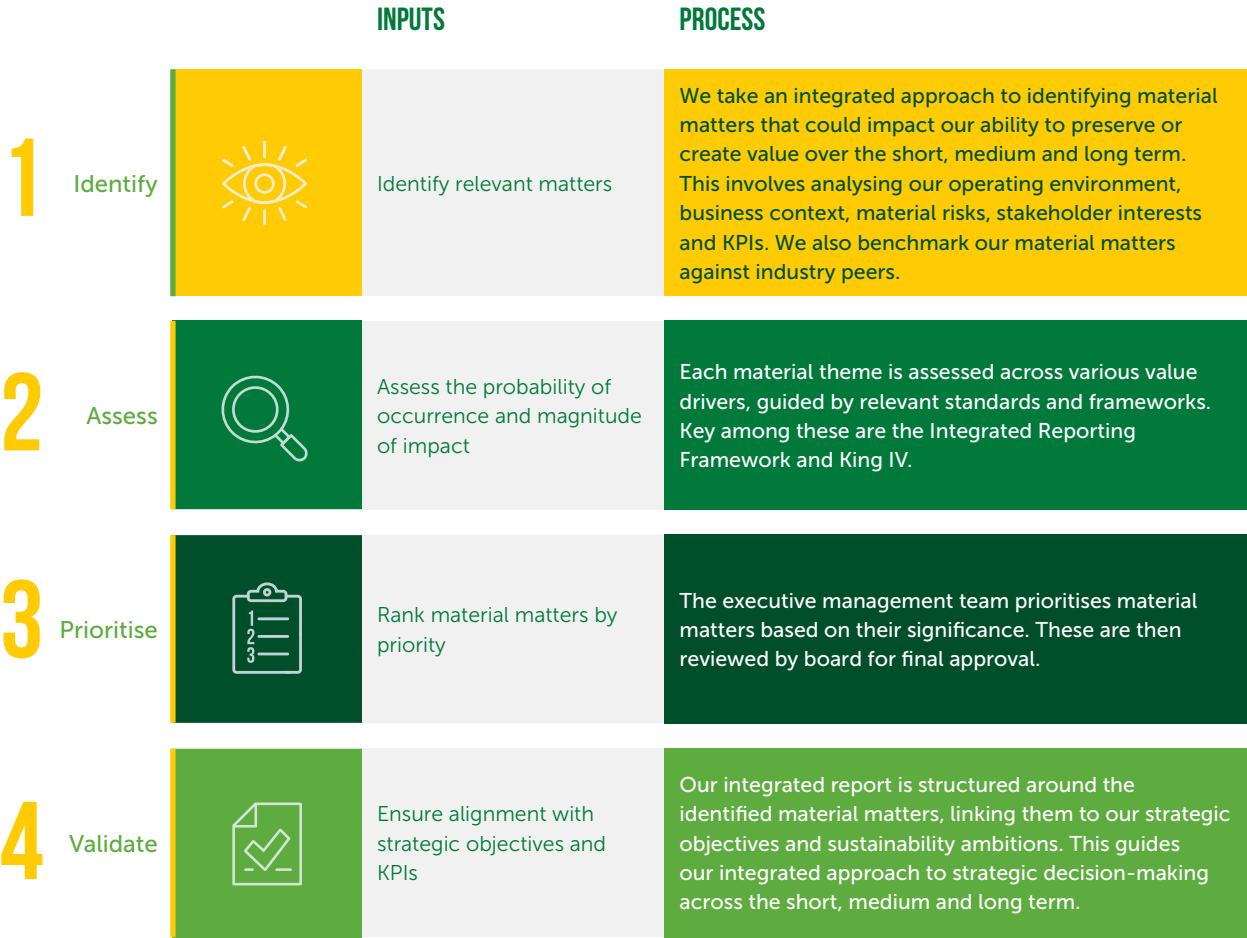
To successfully implement this strategy, we will focus on the following key areas.

FOCUS AREA	APPROACH	KPIs
Governance	Enhancing organisational practices and ensuring effective oversight	The board is composed of a majority independent directors and we actively manage stakeholder relationships and reputation.
Stakeholder and reputation management	Building and maintaining strong relationships and a positive reputation	We conducted a comprehensive stakeholder survey, which will inform our policies, strategy and priority actions going forward.
Sports administration	Improving the efficiency and effectiveness of cricket administration	• Launch of the SA20 league • Enhancement of player development pathways • Successful hosting of ICC events
Commercial sustainability	Developing innovative revenue streams and financial stability	We have implemented strategies that have led to increased revenue and improved financial stability. Refer to page 36 of this report for more information.
Marketing and customer relationship management	Strengthening brand presence and engaging with fans	Increased viewership; expanded fan engagement metrics; enhanced digital presence and interaction.
Innovation	Leveraging new technologies and approaches to advance cricket	New technologies and equipment are actively implemented to advance the game and enhance performance.

Our material matters

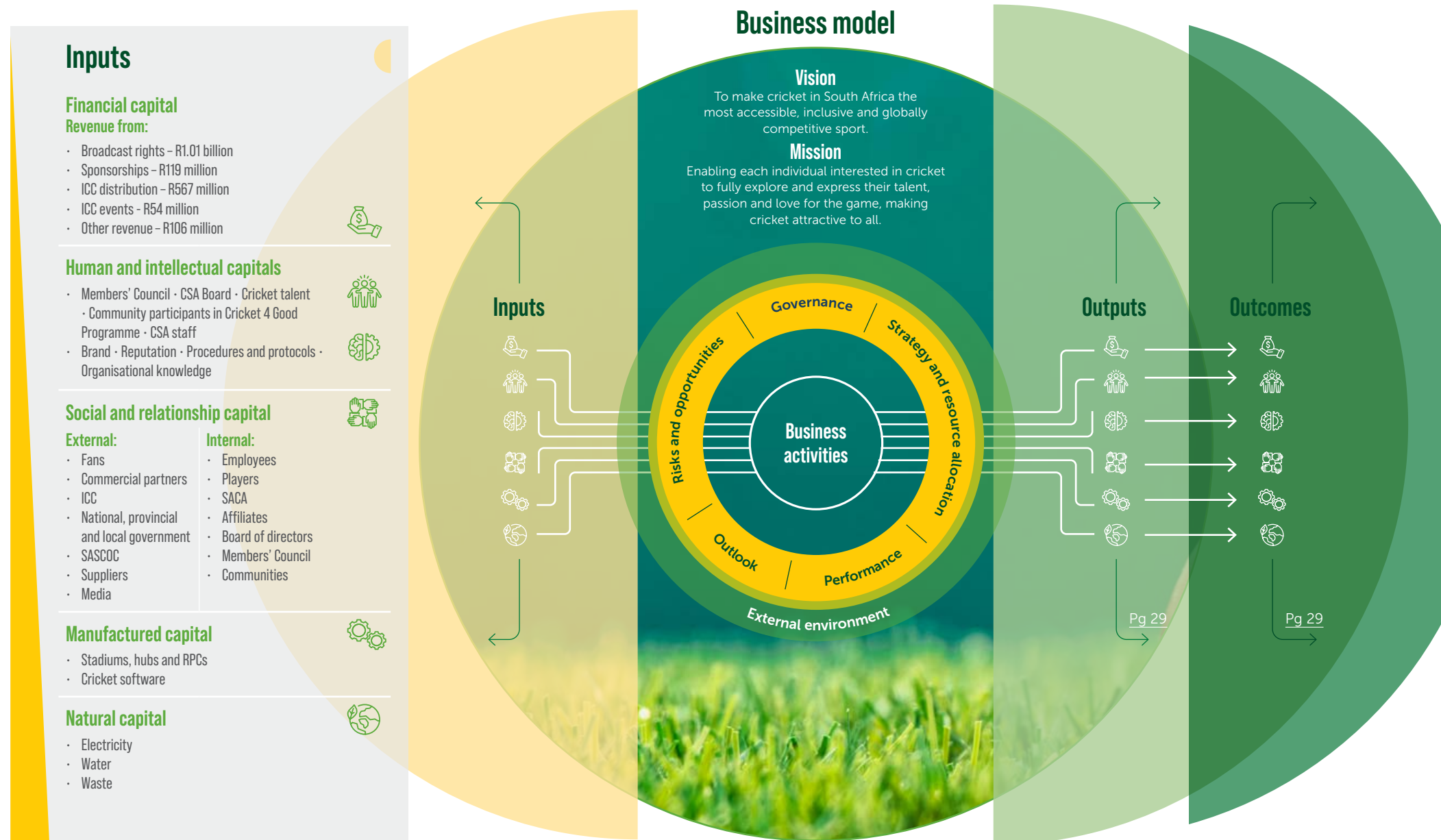
Material matters are the critical factors that significantly impact our organisation’s ability to create value and achieve its strategic objectives. Identifying these matters involves evaluating both the risks and opportunities within CSA’s operating environment, understanding the significant interests of our stakeholders, and ensuring alignment with our strategic goals and value-creation model.

To determine these key areas, we conducted a peer review, engaging both internal and external stakeholders to gain a broad perspective. Input from our executive committee was systematically analysed to identify and prioritise the issues with the highest potential impact on our operations. This process involved detailed evaluations of current performance metrics, risk assessments and strategic alignment. The identified priorities were then reviewed and approved by the board, ensuring we addressed the most critical factors influencing our organisational success and long-term sustainability.



MATERIAL MATTER	DESCRIPTION	HOW IT IS MANAGED
Maintaining and leveraging good stakeholder relations	Ensuring positive engagement and strong relationships with stakeholders, including partners, sponsors and government entities	CSA has focused on improving stakeholder engagement through transparency and regular communication. Increased board independence and updated policies support better governance and stakeholder trust.
Brand and reputation	Building and maintaining a positive image and strong brand in the cricketing world	Good governance, the successful hosting of events such as the U19 World Cup and the India tour, along with high-profile sponsorships and partnerships, enhances CSA's global brand. The positive impact of the SA20 league and ongoing CSR initiatives further support this effort.
Financial sustainability	Ensuring long-term financial health and stability	CSA has achieved revenue growth, improved cash flow and strengthened our balance sheet. Strategic investments and a comprehensive financial plan extend through to 2029 to ensure our financial stability. Cost management and diversifying revenue streams also support sustainability.
Talent identification, development and retention	Attracting, developing and keeping skilled individuals within the organisation	CSA has implemented a new performance management tool, focusing on increased performance and retention. This tool cascades objectives throughout the organisation, supporting a culture of excellence and accountability.
Winning teams	Building teams that can succeed both domestically and internationally	Successes like the India tour and the positive performance of national teams reflect CSA's efforts in team building. Investments in high-performance programmes and strategic player development contribute to creating winning teams.
Transformation	Driving inclusivity, accessibility and competitive excellence in cricket	CSA's strategic pillars of access, inclusion and excellence guide our transformation efforts. The expansion of commercial partnerships and initiatives like the Mini-Cricket Programme and Mass Participation Programme illustrate our commitment. The launch of the women's domestic league also supports transformation.
Governance and accountability	Ensuring effective oversight, transparency and responsible management practices	CSA has improved governance practices by increasing board independence and updating policies. The publication of the integrated report, well defined terms of reference for committees and ongoing policy reviews demonstrate our commitment to transparency and accountability.
Global shifts in the sector	Adapting to changes and trends in the international cricket landscape	CSA's strategic investments and commercial partnerships address global shifts. We are capitalising on international events and technological advancements to stay competitive and relevant in the global cricketing sector.
Geopolitical and macro-economic conditions	Navigating the impact of global political and economic factors on operations	CSA acknowledges the impact of economic pressures on match attendance. We are adapting strategies, including reviewing ticket pricing and managing costs, to mitigate these impacts.

Our value-creating business model



Outputs



Financial capital

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



Human and intellectual capital

- Talent Acceleration Programme: 336 and 91 players at regional and national camps, respectively
- KFC Mini-Cricket Programme: Implemented in 9 provinces reaching 127 000 kids in all 52 districts in South Africa
- World-class international cricket: One event hosted (ICC U19 Men's Cricket World Cup 2024)
- Facilities Plan
- Transformation Strategy 2020-2024
- National Youth Service participation: 2 000 beneficiaries
- ICC Cricket 4 Good participation: 1 049 anthem kids, 82 flag bearers, 711 kids attended coaching clinics
- Child Protection and Safeguarding Policy
- Elite Coach Development Programme: 19 senior coaches qualified with CSA High Performance – Level IV Certificate
- Dedicated women's cricket platform
- Dedicated domestic cricket channel
- Increased outputs on social media: 4.1 million Facebook followers; 4.6 million video views
- Online personal development plans (PDP): 25 employees participated in Leadership Development Programme
- Internship Programme: 6 of 10 positions filled



Social and relationship capital

- Consolidated stakeholder engagement function
- Conducted stakeholder engagement survey
- Demonstrable productive relationships with government and commercial partners
- Hospitality opportunities targeting stakeholders
- Stakeholder engagement events and meetings
- Corporate social investment through Mini-cricket and Pink Day programmes:
- Mini-Cricket – 127 000 kids involved, 2 271 coaches, 214 regional festivals and 90 953 fixtures.
 - Pink Day – R 1.7 million raised
 - Pink ODI – 11 523 spectators sported pink at the DP World Wanderers Stadium
- IT governance controls implemented
- Enhanced information and cybersecurity infrastructure
- (Cyber) Security Operation Centre and Information Security Committee established
- Cloud-based data storage solution
- Improved positive media coverage sentiment



Manufactured capital

Outputs by cricket unions:

- Hosting domestic and international events
- Training facilities
- Stadium upgrades



Natural capital

Outputs by cricket unions:

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

Outcomes

Financial capital

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



Human capital

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



Intellectual capital

- A game safe to pursue for any young/vulnerable person
- Well-developed staff = positive brand ambassadors
- Growing fanbase across the country
- Positive associations with brand CSA
- Increased visibility of the game and its benefits
- World-class and secure technology backbone
- Increased trust and positive perceptions towards CSA, contributing towards a healthy reputation



Social and relationship capital

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



Manufactured capital

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



Natural capital

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



Risk management

CSA is committed to effective risk management. Our risk management approach involves identifying, assessing and monitoring risks across various dimensions, including financial stability, operational efficiency and market dynamics. Our Enterprise Risk Management (ERM) Framework is aligned with our 2022–2027 strategy, as depicted in the figure below.



This visual representation highlights how our ERM Framework integrates with our strategic objectives, risk identification, assessment and mitigation processes. It demonstrates our commitment to adapting our risk management practices in response to evolving challenges and strategic priorities. The Risk and Compliance Manager plays a central role in this process, conducting quarterly assessments with CSA management to evaluate the effectiveness of the ERM framework and to identify new and emerging risks. The Risk and Compliance Manager reports directly to the CEO, ensuring direct access to the executive committee and reinforcing our commitment to effective risk management.

Risk register

Through a combination of ongoing monitoring, strategic planning and risk mitigation, we are dedicated to maintaining resilience and achieving our organisational goals. The following risk register highlights the top risks identified for the current period. Each risk is assessed based on its potential impact and likelihood of occurrence, with corresponding mitigation strategies and status updates provided. This overview serves as a tool to understand the most critical challenges we face and the proactive steps we are taking to address them.

STRATEGIC OBJECTIVE	RISK NAME	RISK DESCRIPTION	WHO	WHAT/HOW	WHEN	WHY	EVIDENCE
Increase in revenue and cash reserves using new business model innovations	Financial sustainability	Inadequate financial resources to sustain business operations	Chief Financial Officer	1. Implement supply chain management functions and processes, management accounts and address negative variances 2. Conduct quarterly budget reviews with business units 3. Perform quarterly reviews of procurement savings 4. Ensure competitive pricing, compliance with SCM processes and monitor budget variances monthly. Replan as needed and oversee significant projects for financial sustainability	Monthly and quarterly reviews	To reduce and manage costs	Quarterly report showing actual costs aligned with budgeted costs, demonstrating savings
Increase in revenue and cash reserves using new business model innovations	Financial sustainability	Decrease in marketing budgets by different brands/ corporates and inadequate go-to-market strategies	Chief Commercial Officer	1. Revise go-to-market strategy to focus on international brands (India and Middle East) and emerging industries (fintechs, betting industry, tech-based brands) 2. Develop a cricket metaverse for new revenue opportunities	Quarterly strategy updates	For revenue enhancement and diversification	Quarterly report (FINCOM/ board-pack) reflecting deals won towards meeting targets (sponsorship and broadcast rights)
Maintain Top 3 world ranking for national teams (all formats)	Non-performing national teams	Inability to maintain a Top 3 position in ICC rankings across all formats (men and women)	Director of Cricket	1. Conduct skills maintenance camps, fitness sessions and team culture development 2. Arrange bilateral tours to increase game-time and competition 3. Implement a high-performance strategy with support structures for the Proteas and conduct coaches/ medical/CEO conferences 4. Implement skill-based camps and individual support for players 5. Enhance SA cricket match content to broaden player selection 6. Professionalise women's domestic cricket, including appointing head of women's cricket 7. Fulfill the head of high-performance role 8. Align women's pathway with men's cricket pathway 9. Add support staff for domestic women's cricket	Monthly and during key competitions	To ensure winning, representative teams ranked in the Top 3 by ICC	Improved performance metrics showing Proteas in Top 3 rankings across all formats

STRATEGIC OBJECTIVE	RISK NAME	RISK DESCRIPTION	WHO	WHAT/HOW	WHEN	WHY	EVIDENCE
Ensure alignment of high-performance programmes with international standards	Non-performing national teams	Misalignment between high-performance programmes and international performance standards	Director of Cricket	1. Develop an Elite Coach Development Programme and arrange knowledge-sharing sessions with support coaches 2. Engage expert professional advisers for insight on international cricket 3. Facilitate international conference exposure for coaches, managers and physios 4. Enable coach shadowing with top T20 coaches 5. Synchronise information sharing with the Diversity, Equity and Inclusion (DEI) department and track eminent persons group (EPG) targets	Ongoing and seasonally	Ensure alignment of high-performance programmes with international standards	Achievement of performance benchmarks within the high-performance programme
Digitally transform to deliver data-driven insight	Cybersecurity risk	CSA data exposure or corruption owing to cybersecurity threats	IT Manager	1. Engage internal and external auditors 2. Implement SOC for cyber-space monitoring 3. Apply multi-factor authentication 4. Ensure endpoint security 5. Control access through secure passwords and usernames 6. Manage vulnerabilities 7. Conduct penetration tests 8. Implement segregation of duties 9. Use SIEM tools 10. Convene IT Steering Committee 11. Provide continuous awareness training	Ongoing and annually	To protect the organisation from cyberattacks	Cyber incident reports demonstrating prevention and response measures
Digitally transform to deliver data-driven insight	Digital transformation risk	Inability to effectively transform the organisation digitally, impacting efficiency and competitive edge	CFO	1. Develop and implement a digital transformation (DX) strategy and roadmap for CSA 2. Define an execution plan including resources, timelines and deliverables 3. Conduct a systems audit	Phases and as per implementation plan	To digitally transform CSA	DX strategy and roadmap outlining the digital transformation journey

STRATEGIC OBJECTIVE	RISK NAME	RISK DESCRIPTION	WHO	WHAT/HOW	WHEN	WHY	EVIDENCE
Become SA's most dominant sport through mass participation	Transformation	The face of CSA (on and off the field) not adhering to the national Transformation Charter	Director of Cricket	1. Develop a black African batting plan to identify and upskill black batters 2. Conduct season review roadshows to identify gaps and guide members on appropriate contracting to ensure sufficient black players 3. Implement player surveys on coaches and support staff 4. Focus the National Academy on black players for skills enhancement	Ongoing and annually	To ensure selection of a winning representative team	Increased number of black batters contracted by professional teams
Become SA's most dominant sport through mass participation	Transformation	Lack of strategic alignment between CSA and its members on national transformation mandate	Transformation Manager	1. Implement EPG measures 2. Maintain a dedicated transformation board committee with oversight on mandates 3. Conduct transformation roadshows	Quarterly and annually	CSA should reflect a transformation status of 50%	Report reflecting 50% transformation status
Manage pipeline across all areas of CSA (on and off the field)	Succession planning	Lack of succession planning within the organisation (both administration and board level)	HR Manager	1. Develop a succession planning practice for critical roles and document policies and processes to ensure business continuity	By end of Q2 2024	Ensure qualified personnel are available to succeed key roles	HR Policy and process documentation; signed handover reports
Manage pipeline across all areas of CSA (on and off the field)	Succession planning	Ineffective Board Nominations Committee	Company Secretary	1. Implement a staggering process for rotating directors annually as regulated by the MOI 2. Ensure one-third of non-executive directors rotate annually (both independent and non-independent directors)	Annually	To manage succession planning while retaining effective directors	Report from Nominations Committee showing standby NEDs and board members' expertise
Increase brand equity by creating world-class experiences across all formats of the game	Brand equity and reputation	Brand erosion resulting in the loss of brand equity and reputational damage	CMO	1. Conduct an independent brand audit 2. Administer fan surveys 3. Implement SASREA and SOMAHA frameworks 4. Develop and approve a revised brand strategy and digital marketing strategy	Ongoing and throughout 2023/24 season	To strengthen and maintain brand equity	Brand audit report, fan survey results and implemented strategies and impact assessments

PERFORMANCE REVIEW

SECTION CONTENT

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Good performance is key to the success and sustainability of CSA. This section details how effective management of resources and relationships ensures operational excellence, drives strategic goals and supports our long-term ambitions.



Financial capital

WHAT FINANCIAL CAPITAL MEANS TO CSA

Financial capital refers to the funds available to CSA for operations and growth, generated from its various revenue sources, primarily being broadcast rights, sponsorships and ICC distributions.

HOW FINANCIAL CAPITAL SUPPORTS OUR STRATEGY AND AMBITION

Financial capital supports CSA's strategy and ambition by providing the necessary resources to implement key initiatives and achieve long-term goals. Strong financial health allows CSA to invest in cutting-edge facilities, support high-performance programmes and attract top talent.

Highlights

Achieved a
170%
 increase in revenue
 to **R1.89 billion**, with
 significant contributions
 from broadcast rights
 and ICC distributions

Generated
**SIGNIFICANT
 RETURNS** from the
 investment in Africa
 Cricket Development

Hosted the
U19 WORLD CUP,
 contributing to revenue
 and profit

Implemented a
 comprehensive financial
 plan extending to 2029
 to guide long-term
 growth and stability

Improved cash flow with
 a net cash inflow of
**R810
 million**
 from operating
 activities, enhancing
 liquidity

Strengthened the
 balance sheet with total
 assets increasing to
**R1.34
 billion**
 and cash and cash
 equivalents to
**R945
 million**

Achieved a profit
 before tax of
**R815
 MILLION**,
 reversing the previous
 year's loss

**DIVERSIFIED
 THE
 INVESTMENT
 PORTFOLIO**
 to balance risk
 and returns





CFO's review

I am pleased to present a strong financial performance for the year ending 30 April 2024. The results reflect revenue of R1.89 billion and net profit of R815 million, exceeding expectations and putting CSA in a healthy financial position for the balance of our four-year financial cycle and beyond.

These results were not only achieved by virtue of the expected material contributions from broadcasting fees relating to the Indian tour to South Africa as well as increased ICC distributions, but also reflects positive contributions from our investment in Africa Cricket Development (SA20) and the successful hosting of the ICC U19 Men's Cricket World Cup.

Despite these successes, we acknowledge the challenges within our operating environment and continue to monitor the economic and broader cricket landscape to adapt our strategies accordingly.

The on-field success of the Proteas Men and the growing interest in women's cricket have created a favourable climate for investment and growth in the game. We thus view these results as a significant milestone in the journey to financial stability and remain committed to maintaining a balanced approach by capitalising on investment opportunities, driving efficiencies and managing costs.

Financial performance

Revenue

CSA's revenue model is primarily driven by broadcast rights, sponsorships and ICC distributions, which collectively accounted for 90% of the company's income for the year ending 30 April 2024.

Total revenue increased to R1.89 billion, a substantial increase from R700 million in the previous year. This increase is mainly due to broadcast fees relating to the Indian Tour to South Africa as well as increased ICC distributions based on its revised distribution model from 2024 onwards as well as a top-up distribution relating to its previous cycle that ended in December 2023.

The impact of the weaker ZAR/USD exchange rate during the year further had a material positive impact on revenue, with 86% of revenue being USD based.

CSA's main revenue lines during the year were as follows:

ICC distribution

As a full member of the ICC, CSA receives financial distributions based on a share model. For the financial year, the ICC distributed R566 million (2022/2023: R290 million) to CSA.

Broadcast rights

CSA generates broadcasting revenue from both domestic and international sources. Domestically, revenue comes from pay TV (DStv) and free-to-air television (SABC). Internationally, agents handle the sale of broadcast rights and revenue is received in foreign currencies (USD). CSA generated R1 billion from broadcasting rights in the financial year under review.

Sponsorships

Sponsorship revenue is mainly derived from team sponsors, event sponsors and official suppliers, with additional contributions from broadcasters and specific programme sponsorships. At the end of the 2024 financial year, the primary vacant sponsorship asset was the title sponsorship of the Proteas men, which is expected to be finalised in the upcoming season. CSA's sponsorship revenue for 2023/2024 increased to R119 million from R52 million during the previous year.

ICC events

CSA hosted the ICC U19 Men's Cricket World Cup during January and February 2024, with this tournament generating revenue of R54 million.

Other revenue

An additional R106 million in revenue (2022/2023: R116 million) was earned from various sources, including stadium commercial rights, ICC preparation fees, prize monies and government grants and funding.

Expenses

Total expenses for the year amounted to R1.16 billion, up 28% from R904 million in 2022/2023. The rise in expenses reflects ongoing investments in developing amateur and professional cricket, as well as supporting our national teams. Spending in these cricket specific areas accounted for 88% of total expenditure (2022/2023: 85%), with specific increases related to national teams' commercial payments, spending on CSA's high performance programme and the SA "A" team, as well as the investment in the new domestic women's professional league.

Other income

CSA's investment in Africa Cricket Development, the entity managing the SA20 league, achieved a share of profit of R54 million. This return highlights a very successful second season of this tournament.

Financial position

CSA's balance sheet has been significantly strengthened due to the financial performance over the past year. Cash and cash equivalents at the end of the financial year of R945 million is reflective of the good cash generation from operations as well as investment returns.

Cash generated has been prudently invested to ensure CSA will receive optimal returns balanced with the low risk profile of the underlying investments.

Outlook

It is important that, despite our healthy financial position, the focus on CSA's financial sustainability remains a key strategic priority. We will therefore continue to be diligent in the investment in cricket initiatives that support our strategies, which together with cost management and efficiency will drive achievement of financial targets in the new financial year.

We are positive that commercial initiatives, together with a strong cricket calendar including the recently announced T20 series against India later this year, will contribute to good revenue generation.

A key focus area in the next couple of years will be the preparation for hosting the ICC Cricket World Cup in South Africa in 2027. In this regard the roll-out of stadium infrastructure upgrades that started in 2023/2024 will gain momentum together with the planning and execution of various projects related to this event.

The hosting of the World Cup in 2027 forms a critical part of our 5-year financial plan to ensure financial sustainability into the future. It further offers a thrilling opportunity to not only showcase South Africa's cricketing prowess on a global stage, but also to elevate South Africa as a sport and tourism destination.

We look forward to an exciting and successful 2024/2025!



Tjaart van der Walt
CFO

SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

prepared from the audited annual financial statements of Cricket South Africa NPC for the year ended 30 April 2024

The summary consolidated financial statements of Cricket South Africa NPC, which comprise the summary consolidated statement of financial position as at 30 April 2024, the summary consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and related notes, are derived from the audited consolidated financial statements of Cricket South Africa NPC for the year ended 30 April 2024.

In our opinion, the accompanying summary consolidated financial statements are consistent, in all material respects, with the audited consolidated financial statements, in accordance with the basis described in Note 2 and the requirements of the Companies Act of South Africa as applicable to summary financial statements.

Summary consolidated financial statements

The summary consolidated financial statements do not contain all the disclosures required by IFRS Accounting Standards and the requirements of the Companies Act of South Africa as applicable to annual financial statements. Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated financial statements and the auditor's report thereon.

The audited consolidated financial statements and our report thereon

We expressed an unmodified audit opinion on the audited consolidated financial statements in our report dated 16 August 2024.

Director's responsibility for the summary consolidated financial statements

The directors are responsible for the preparation of the summary consolidated financial statements in accordance with the basis described in Note 2 and the requirements of the Companies Act of South Africa as applicable to summary financial statements.

Auditor's responsibility

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

PricewaterhouseCoopers Inc.

Director: S Murugen
Registered Auditor
Johannesburg

Date: 16 August 2024

SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

prepared from the audited annual financial statements of Cricket South Africa NPC
for the year ended 30 April 2024

SUMMARY CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Group	
	2024 R'000	2023 R'000
Revenue	1 888 455	700 240
Amateur cricket	26 587	19 204
Professional cricket	1 861 868	681 036
Expenses	(1 158 812)	(904 441)
Central costs	(137 677)	(137 174)
Amateur cricket	(214 682)	(195 602)
Professional cricket	(633 569)	(498 139)
National women and men teams	(172 884)	(73 526)
Investment income	33 743	14 388
Net foreign exchange gains	27 669	43 973
Fair value adjustments	32	21
Share of loss from associate	(1 939)	(4 258)
Share of profit from joint venture	54 312	33 676
Impairment of investment in associate	(28 604)	(2 988)
Profit/(loss) before taxation	814 856	(119 389)
Taxation expense	–	–
Profit/(loss) for the year	814 856	(119 389)
Other comprehensive income	–	–
COMPREHENSIVE PROFIT/(LOSS) FOR THE YEAR	814 856	(119 389)



SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

prepared from the audited annual financial statements of Cricket South Africa NPC
for the year ended 30 April 2024

SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	Group	
	2024 R'000	2023 R'000
ASSETS		
Non-current assets	299 144	237 408
Current assets excluding cash and cash equivalents	100 008	147 277
Cash and cash equivalents	945 008	151 955
TOTAL ASSETS	1 344 160	536 640
EQUITY AND LIABILITIES		
RESERVES	1 183 262	368 406
Retained earnings	1 183 262	368 406
LIABILITIES	160 898	168 234
Current liabilities	160 898	168 234
TOTAL EQUITY AND LIABILITIES	1 344 160	536 640

SUMMARY CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Retained earnings R'000
Balance as at 30 April 2022	487 795
Total comprehensive loss for the year	(119 389)
Balance as at 30 April 2023	368 406
Total comprehensive profit for the year	814 856
Balance as at 30 April 2024	1 183 262

SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

prepared from the audited annual financial statements of Cricket South Africa NPC
for the year ended 30 April 2024

SUMMARY CONSOLIDATED STATEMENT OF CASH FLOWS

	Group	
	2024 R'000	2023 R'000
Profit/(loss) before taxation	814 856	(119 389)
Non-cash adjustments to reconcile net profit to net cash flows	(57 342)	(39 328)
Working capital movements	28 343	8 438
Investment income	24 229	7 658
Net cash flow from operating activities	810 086	(142 621)
Net cash (outflow)/inflow from investing activities	(17 033)	22 603
Net increase/(decrease) in cash and cash equivalents	793 053	(120 018)
Cash and cash equivalents at the beginning of the year	151 955	271 972
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	945 008	151 955

NOTES TO SUMMARY CONSOLIDATED 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 IFRS Accounting Standards 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 IFRS Accounting 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 IFRS Accounting 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.

4 DISCLOSURE OF CHANGE IN 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.

5 DISCLOSURE OF RELATED PARTIES

CSA enters into various related party transactions in the ordinary course of business. Transactions and balances between related parties during the year were at arm's length unless otherwise disclosed. CSA's related parties comprise of its Board of Directors, Prescribed Officers, Affiliate and Ancillary Members and Cricket Stadium entities. Refer to note 18 of the full annual financial statements for further details related to transactions entered into between CSA and its related parties. Furthermore, details pertaining to loan balances between CSA and its related parties are disclosed in note 8 of the full annual financial statements.



L Naidoo
Chairperson -
Board of Directors
16 August 2024



P Kadi
Chairperson -
Audit, Governance &
Risk Committee
16 August 2024

SUPPLEMENTARY INFORMATION

CRICKET SOUTH AFRICA RELATED MEMBERS/BODIES/STRUCTURES

	Name	Geo-political Boundary	CSA Accredited Playing Venues
Affiliate Members [15]	Boland	Western Cape	Boland Park – Paarl
	South Western Districts		Recreational Ground – Oudtshoorn
	Western Province Cricket		Newlands Cricket Ground – Cape Town
	Eastern Cricket	Gauteng	Willowmoore Park – Benoni
	Northerns Cricket		SuperSport Park – Centurion
	Gauteng Cricket		DP World Wanderers Stadium – Johannesburg
	Free State Cricket	Free State	Mangaung Oval – Bloemfontein
	Northern Cape Cricket	Northern Cape	Diamond Oval – Kimberley
	Border Cricket	Eastern Cape	Buffalo Park – East London
	Eastern Province Cricket		St George's Park – Gqeberha
	North West Cricket	North West	JB Marks Oval – Potchefstroom
	Kwa-Zulu Natal Cricket	Kwa-Zulu Natal	Hollywoodbets Kingsmead – Durban
	Kwa-Zulu Natal Cricket Inland		Pietermaritzburg Oval – Pietermaritzburg
	Limpopo Impala Cricket	Limpopo	Polokwane Cricket Club
	Mpumalanga Cricket	Mpumalanga	Uplands College – White River

The fifteen 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.

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

Apart from the annual budgets and actual results, CSA prepares budgets and operates its business 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 results for 2023 and 2024 set out in the summary financial statements above represents the first two years of the 2023 - 2026 cycle.

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



Our commercial strategy

CSA's commercial strategy centres on advancing growth and sustainability through key objectives aimed at increasing revenue and brand visibility. The strategy involves maximising sponsorship assets, optimising broadcast deals, exploring new revenue opportunities and retaining commercial partners.

OBJECTIVES



MAXIMISING ALL AVAILABLE SPONSORSHIP ASSETS

Sponsorships are a key component of our commercial programme. We identify and leverage sponsorship opportunities throughout the pipeline – from KFC Mini-Cricket to domestic and international men's and women's cricket, both locally and internationally.



GENERATING OPTIMAL REVENUE FROM BROADCAST DEALS

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



IDENTIFYING AND PURSUING NEW REVENUE STREAMS

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



RETAINING EXISTING COMMERCIAL PARTNERS

Retaining commercial partners is crucial for long-term sustainability and growth. CSA focuses on building productive and enduring relationships whilst adapting to changes in the sporting landscape and consistently delivering value to commercial partners.

Our funding and operational model

CSA’s commercial strategy is complemented by a comprehensive operational model designed to address all aspects of cricket structures within South Africa. This model goes beyond traditional funding concerns to guide the allocation and application of resources in a way that supports CSA’s strategies and goals effectively.



OBJECTIVES OF THE OPERATING MODEL

- **Adopting best practices:** Integrates industry-leading practices for improved performance
- **Standardisation and alignment:** Unifies processes and systems across all cricket levels
- **Sustainability and growth:** Ensures all practices support long-term growth and stability



GUIDING PRINCIPLES

- **Sustainability and growth**
- **Focused and effective spending**
- **Right sizing and alignment**

CSA’s operational model outlines the funding and management strategies for amateur and provincial cricket. The model employs activity-based funding, which allocates resources based on operational activities and structures as guided by the Presidential Plan. This approach uses the previous year’s activities as a baseline, with adjustments

for growth projections. Funding is distributed through 14 payments annually, with the last two payments (P13 and P14) being achievement-based rather than time-based.

PERIODS 1 TO 2	MONTHLY PAYMENTS THROUGHOUT THE YEAR
P13	Achievement-based payment contingent upon completion of administrative requirements such as confirming league fixtures and verifying facilities and capacity
P14	Paid after the season concludes, contingent upon receipt and assessment of all necessary reports and documentation by CSA

Financial sustainability

CSA’s sustainability project aims to realign the organisation’s cost structure to a more sustainable level while diversifying revenue streams to support the long-term viability of the revenue model. The framework focuses on several key areas.

Commercial revenues and new revenue streams	Enhancing commercial income and exploring new sources of revenue
Domestic cricket structure and costs	Optimising the costs associated with the domestic cricket structure
Cost of support services	Managing and reducing expenses related to support services
Members funding	Reviewing funding provided to members for cricket development to ensure strategic objectives are met
Stadium infrastructure	Upgrading infrastructure with a particular focus on preparations for the 2027 World Cup

Financial model

CSA’s strategic financial model is designed to fund and manage amateur and senior provincial cricket. This model builds on historical management practices, operational structures and the Presidential Plan of CSA. Members receive 14 annual payments to meet their cash requirements, divided into three periods.

PERIOD	DESCRIPTION
Periods 1 to 12	Paid monthly to members
Period 13	Paid after league fixtures, facilities, programmes and structures are confirmed
Period 14	Paid after the cricket season has ended and once all reports have been received and evaluated. The amount could be partially paid or forfeited based on the results of this evaluation



Human and intellectual capital

WHAT HUMAN AND INTELLECTUAL CAPITAL MEANS TO CSA

Human and intellectual capital encompass the skills, expertise and knowledge of players, coaches, management and support staff, as well as the intellectual property and innovations associated with the sport.

HOW HUMAN AND INTELLECTUAL CAPITAL SUPPORTS OUR STRATEGY AND AMBITION

Human and intellectual capital supports CSA's strategy and ambition by empowering the company with the expertise and innovation needed to excel. Skilled and knowledgeable personnel contribute to high performance on the field, while intellectual capital drives strategic planning and competitive advantage. Investment in training and development ensures CSA remains at the forefront of cricket excellence, enhancing team performance and operational efficiency.

Our approach

CSA recognises that human and intellectual capital are critical to achieving its objectives and advancing the sport. The CSA family is divided into two main groups: administrative personnel and playing personnel. Both are essential in driving the organisation's success. CSA supports professional development and career progression, allowing staff to explore various roles within the cricket ecosystem. For example, administrators have transitioned into new roles in finance and public affairs, while former players have taken on significant positions such as the Director of Cricket.

Playing personnel, such as coaches and performance analysts, directly **influence on-field performance**.

Administrative staff, including those in finance, human resources and marketing, work behind the scenes to **sustain smooth operations**.

Highlights

CSA proudly supports a team of

138

dedicated employees across different functions

Employees engaged in

TARGETED TRAINING PROGRAMMES

to enhance their skills and expertise, reflecting our commitment to continuous improvement

MEN'S CRICKET

The team reached the **semi-finals of the ICC Men's Cricket World Cup 2023**, showcasing their exceptional talent and strategic prowess on the global stage

Notable wins over top-ranked teams, highlighting the team's **competitive edge and resilience**

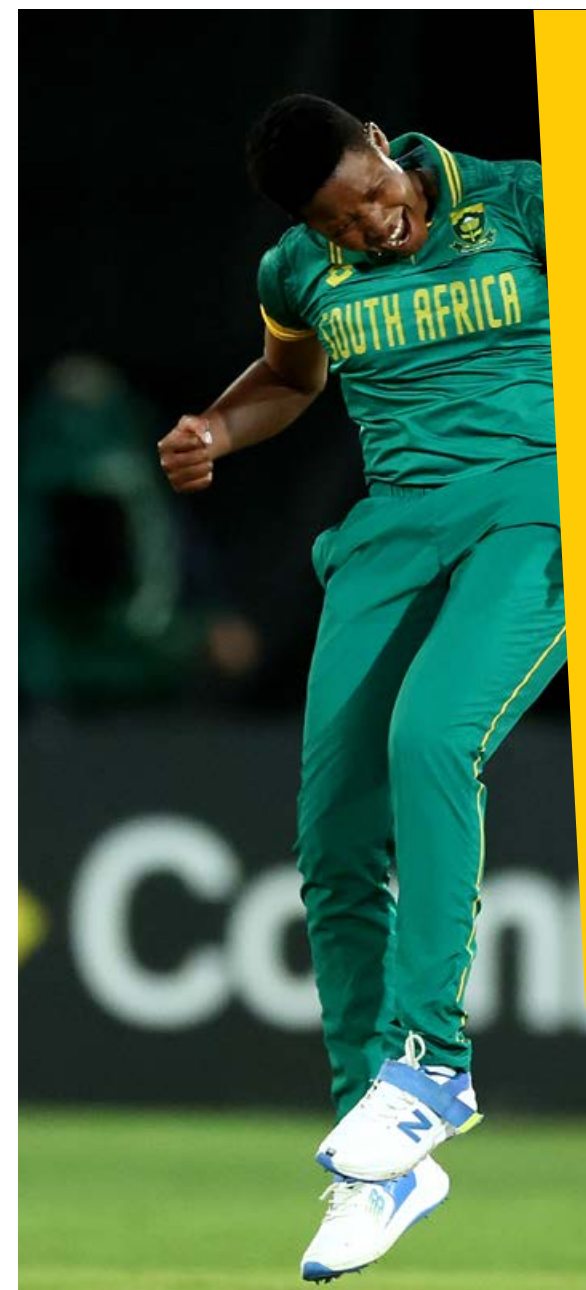
WOMEN'S CRICKET

The Proteas women achieved remarkable milestones, including a **historic victory over New Zealand** and a landmark win against Australia in both Women's ODI and T20I cricket

The **historic tour to Pakistan** was a milestone achievement, reflecting our dedication to broadening our global footprint

The **SA20 LEAGUE**, now approaching its third season, enhanced the competitive landscape and showcased emerging talent, strengthening our cricketing ecosystem

Refined and implemented comprehensive policies, ensuring our operations align with strategic goals and promote a **culture of excellence and accountability**



The Cricket SA Pathway Structure

The pathway structure of CSA is a framework designed to nurture talent from grassroots to professional levels, ensuring a continuous supply of skilled players who can compete at the highest levels. The structure encompasses five key transition phases, each supported by targeted programmes. This framework not only strengthens our cricketing ecosystem, but also contributes to the broader development of the sport in South Africa. The framework aims to achieve three main objectives.

OBJECTIVES



MORE CAPACITY

Increasing the capacity of cricketing infrastructure and programmes.



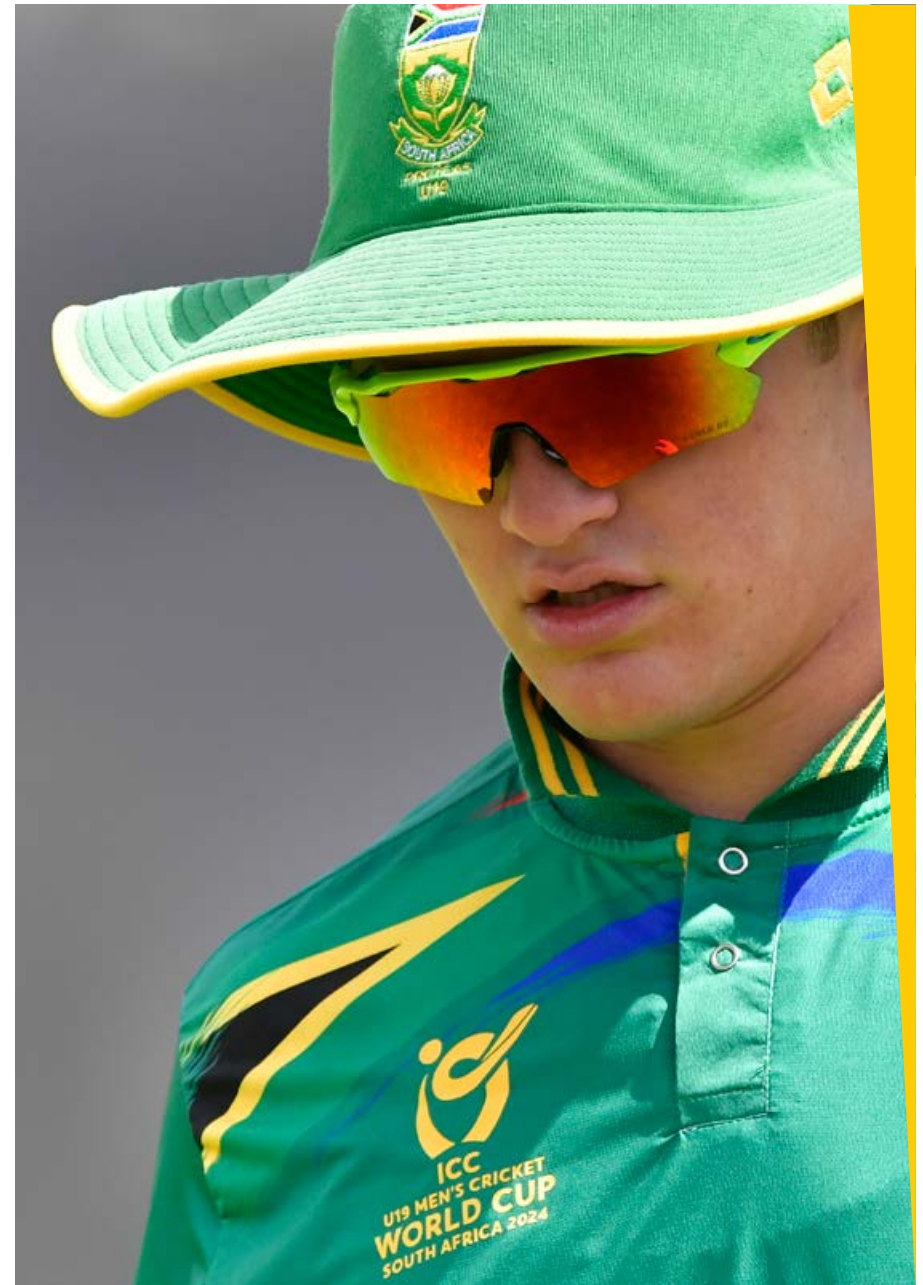
INCREASED PARTICIPATION

Encouraging higher participation rates across all levels of cricket.



BETTER PLAYERS

Focusing on the development of higher-quality players through targeted programmes.



Pathway structure

Cricket population

Individuals who are actively involved in the formal Member Pathway Cricket Programme.

Viable cricket population

Represents the growth potential of CSA's cricket population, provided there is adequate coaching, playing opportunities, and access to facilities.

Theoretical population

Refers to the geographical population within South Africa that falls within a specified age bracket and within each CSA Member Structure.

CSA must determine which population outcomes can be achieved through direct investment, rather than by overseeing or facilitating work already being done by other stakeholders such as DSAC, local authorities, other sports, schools, and clubs.

A well-functioning development pathway should:

- Maximise the viable cricket population.
- Enhance engagement with the viable cricket population.
- Deliver services directly to the active cricket-playing population.



1

Transition 1

Attract, retain and develop
Transition from Softball to Hardball

Programmes:

- Mini-Cricket
- Meso Cricket
- RPCs and Hubs

2

Transition 2

Retain and develop

Programmes:

- Schools Cricket
- RPCs and Hubs
- SA U19
- Talent Acceleration Programme
- Disability Cricket
- Forces Cricket
- Learners with Special Educational Needs
- Indoor Cricket
- Sporting Chance
- Veterans Cricket

3

Transition 3

Prepare cricketers for professional cricket

Programmes:

- Club Cricket
- Tertiary Cricket
- Provincial Academies
- Professional Cricket

4

Transition 4

Prepare cricketers for international cricket

Programmes:

- Professional Cricket
- National Academy,
- High Performance Group
- SA A
- Proteas

5

Transition 5

Programmes:

- Prepare Cricketers for transitioning out of the game

Our performance in the 2023/2024 season

The following section summarises the key objectives and achievements of CSA's various cricket development programmes in the period under review.

1 Mass participation

- KFC Mini-Cricket
- Meso Cricket
- HPCs and hubs

2 Youth and tertiary

- Focus school programme
- National and regional tournaments
- Tertiary cricket

3 Senior cricket

- Provincial academies
- Club cricket
- Rural cricket
- Ancillary members

4 Coach education

- Elite Coach Development Programme
- Provincial coach education structure

5 Match officials

- Umpires
- Scorers

1 MASS PARTICIPATION

KFC Mini-Cricket

Mini-Cricket is the foundation of our cricket development programme, designed to introduce the sport to young children across South Africa. This programme targets children aged 6 to 12, providing them with their first exposure to cricket in a fun and supportive environment. The programme is designed to create a love for cricket among young children, develop fundamental cricket skills through age-appropriate coaching and activities and increase participation in cricket at the grassroots level.

In 2024, CSA commissioned an impact assessment of the KFC Mini Cricket programme, which revealed a high satisfaction rate among participants and coaches. The assessment indicated that 85% of parents reported an increased interest in cricket, and the programme has led to a 20% rise in grassroots participation, demonstrating its effectiveness in early engagement and skill development.



Performance highlights

Over **100 000** children engage annually across 2 000+ schools.

Involves **500+** local clubs and schools, enhancing community involvement.

Involves 500+ local clubs and schools, **ENHANCING COMMUNITY INVOLVEMENT.**

Partnership with KFC **INCREASES CSA'S PROFILE**, reaching millions through media and events.

Participant numbers have grown by **10%** year-on-year since inception.

Approximately **15%** of participants progress to provincial and national levels.

Meso Cricket

Meso Cricket builds on the foundation laid by Mini-Cricket, targeting older children and teenagers who have shown a keen interest and aptitude for the sport. This programme focuses on refining skills, introducing more structured competition and preparing players for higher levels of cricket.

In 2023/2024, the provided specialised equipment and developing artificial playing surfaces. Meso Cricket also implemented an online course for coaching and umpiring, enhancing the skills of coaches and match officials. Regional festivals were launched to identify talent and the programme's footprint in disadvantaged communities grew substantially, effectively reducing the drop-off rate in player participation.

Performance highlights

CSA is proud to announce the planned national rollout of the Meso Cricket Programme following a successful pilot phase in Limpopo, Mpumalanga and North West. This initiative, which has already shown great promise in engaging young cricketers is now positioned to make a broader impact across the country.

A significant development in the expansion of Meso Cricket is the support received from the Gauteng Department of Sport, Arts and Culture. Beginning in September 2024, the programme will be implemented in four key regions across Gauteng, specifically Soweto (Meadowlands, Rockville, Diepkloof), South (Orange Farm, Lenasia), Johannesburg Central (Westbury, Riverlea), and Westrand. Each of these regions will host a league involving eight schools, bringing the excitement of cricket to a new generation of players.

Importantly, this expansion will also include the participation of Learners with Special Educational Needs (LSEN) schools, ensuring that the Meso Cricket Programme

remains inclusive and accessible to all. CSA is currently seeking a partner to support the national rollout of this impactful programme, building on the success and learnings from the initial pilot phase.

Regional performance centres and hubs

Cricket hubs are key cricketing centres within the regions covered by CSA Affiliates or Associates. Designed to establish and sustain effective cricket structures from grassroots to senior levels, these community centres play a vital role in supporting local projects and nurturing players along the CSA development pathway. Their success is bolstered by strong partnerships with the DSAC, which help ensure their continued impact and effectiveness.

Performance highlights

70
RPCS AND HUBS
across South Africa
reporting period

4 000
Black African
beneficiaries

6 640
KIDS BENEFITED
from the RPCs and
hubs during the
reporting period
(2022/2023: 6 367)

1 610
female beneficiaries

Impact of Glencore's cricket facilities in Rustenburg

In 2023, Glencore Mines commissioned multipurpose facilities in Rustenburg, providing crucial infrastructure for cricket, netball and soccer. These facilities have become a vital resource for the community, with children making use of the cricket grounds and equipment since their inception. This investment has significantly enhanced local cricket by facilitating the formation of youth teams, increasing participation in training sessions and hosting various tournaments and development workshops.





2 YOUTH AND TERTIARY

International

SA U19 Men's journey to a World Cup semi-final on home soil

When South Africa was selected to host the ICC U19 Men's Cricket World Cup 2024 on short notice, the SA U19 Men embraced the opportunity. The team delivered an inspiring performance, topping Group B with two wins and one loss. They finished second in their Super Six group, setting up a thrilling semi-final against defending champions, India. Despite a strong performance, South Africa narrowly lost by two wickets in the penultimate over, concluding a successful and inspiring display on home soil. Australia emerged as the champions of this year's edition, defeating India by 79 runs in the final at Willowmoore Park in Benoni.

Performance highlights

South Africa **HOSTED THE 15TH UNDER 19 WORLD CUP**. Sixteen countries competed in 41 matches across five venues: Benoni, East London, Potchefstroom, Kimberley and Bloemfontein.

This was South Africa's third time hosting, with previous editions in 1998 and 2020.

Fast bowler **KWENA MAPHAKA WAS NAMED PLAYER OF THE TOURNAMENT**. He took 21 wickets, just one short of the tournament record.

Schools cricket

Schools cricket is a fundamental pillar of the sport's development pathway, developing young talent and nurturing future stars of the game. CSA enhances the quality and reach of schools cricket through a variety of programmes and initiatives aimed at engaging students and promoting participation. These include coaching clinics, equipment grants and competition structures designed to increase participation and skill levels. For the 2023/2024 period, we introduced the Future Stars initiative, which provides support and resources to underprivileged schools, helping to create more opportunities for young players across diverse communities.

CSA also organised various regional and national competitions. These tournaments not only offer valuable match experience for young players, but also help identify talent for further development. In the past year, the National Schools Cricket Championship saw record participation, with over 200 schools competing, reflecting the growing enthusiasm and commitment to the sport.

Recognising the importance of quality coaching at grassroots level, CSA has expanded its training programmes for school coaches. Workshops and certification courses ensure coaches are well equipped to support and develop young players. Additionally, we have established mentorship programmes that connect experienced coaches with school cricket teams, providing guidance and sharing best practices.

Khaya Majola Week

Khaya Majola Week is an annual cricket tournament in South Africa that serves as a showcase for the country's top schoolboy cricket talent. The event, named after Khaya Majola, a legendary South African cricketer and administrator who played a significant role in the development of cricket among disadvantaged communities during the apartheid era, is one of the most prestigious school cricket tournaments in the country.

The week-long event brings together the best young cricketers from various provinces and schools across South Africa, giving them the opportunity to compete at a high level and gain exposure. It is a key event for talent identification, with scouts and coaches often attending to spot potential future stars for provincial and national teams. Many prominent South African cricketers, including those who have gone on to represent the national team, have participated in Khaya Majola Week during their youth.

CATEGORY	ATTENDANCE	PERCENTAGE
Total Players	211	
African	85	40%
Coloured	30	14%
Indian	14	7%
White	82	39%
Total African, Coloured, and Indian Players	129	61%

Cubs Week

Cubs Week is an annual cricket tournament in South Africa designed to bring together the top young cricketers from around the country. The event features provincial teams composed of players under the age of 19, who have shown exceptional talent and promise in the sport. Cubs Week serves as a platform for these young athletes to compete at a high level and gain exposure, much like the Khaya Majola Week, but it focuses on a slightly younger age group and different levels of competition.

The tournament is an important part of the cricket development pipeline in South Africa, offering a pathway for players to progress to higher levels of the sport, including provincial and national teams. Scouts, coaches, and selectors often attend Cubs Week to identify and nurture future cricketing talent, making it a critical event

in the careers of many young cricketers. The competition also helps in honing the skills of these players in a structured and competitive environment.

CATEGORY	ATTENDANCE	PERCENTAGE
Total Players	78	
A (African)	29	37%
C (Coloured)	14	18%
I (Indian)	5	6%
W (White)	30	38%

Tertiary cricket

Tertiary cricket serves as a vital bridge between amateur and professional levels, providing crucial opportunities for players to develop their skills and gain competitive experience. It encompasses university and college cricket, where emerging talent receives advanced coaching, exposure to higher standards of play and the chance to showcase their abilities in a structured environment. This level of cricket is instrumental in nurturing young players, preparing them for professional careers and supporting the overall growth of the sport by integrating educational and sporting commitments. Through well-organised competitions and strong support networks, tertiary cricket significantly contributes to the talent pipeline and the future of the game.



Improving cricket at university level

In the year under review, CSA undertook several actions to address key issues and improve the overall cricketing landscape at the university level. These measures aim to enhance coaching, manage scheduling conflicts and strengthen relationships between CSA members and universities.

- **Training of university coaches:** University representatives have been incorporated into the provincial structure, addressing previously raised concerns. A new course fee structure was implemented to increase accessibility, enabling a larger number of candidates to participate in coaching courses.
- **Access to CSA consultants:** The CSA Coach Education department has organised an annual coaches conference for varsity cricket, facilitating improved engagement with CSA consultants.
- **Fixture conflicts (professional cricket and varsity tournaments):** CSA continued to manage fixture conflicts by completing certain competitions before the ICC Men's World Cup and the SA20 Tournament. We acknowledge the changing cricket landscape and the influence of private leagues on the normal scheduling of the cricket season and will continue to work on ensuring the optimal coordination of schedules.
- **CSA training camps (conflict with academic commitments):** The High-Performance and Youth/Tertiary Cricket departments coordinated talent acceleration programmes (TAP) camps to mitigate conflicts with academic commitments.
- **Improving relations between CSA members and universities:** CSA management facilitated discussions to resolve issues between CSA members and universities, working to address any negative interactions.

• Maximising competitive content for varsity cricket:

CSA explored various options to enhance the competitive content of university cricket, contingent on the availability of resources.

Partnership with University Sports South Africa

The USSA XI represented Team South Africa in the 13th Edition of the Africa Games held in Ghana.

The USSA A 2023 edition took place in Cape Town from 4 to 8 December, where the University of Pretoria defeated North West University by 3 wickets to win the championship. They continued their winning streak by clinching the CSA National Club Championship.

The USSA B 2023 edition was held in George from 28 November to 1 December. Tshwane University of Technology won by 7 wickets against NWU Vaal, earning promotion to the A section.

In USSA Cricket Weeks, there were 11 teams participating in the B section and 16 in the A section.

National Youth Service Programme Partnership

CSA has partnered with the National Youth Service Programme (NYSP) to address South Africa's youth unemployment crisis. Since June 2022, CSA has recruited youth for six-month placements and, in 2024, the second cohort of youth was recruited, bringing the total number of beneficiaries to 2 000.

Apart from responding to its transformation objectives, this partnership allows CSA to be active in its communities, attracting youth interest in the game and developing future administrators, umpires, scorers and ground staff. The first group of beneficiaries received training in ground maintenance, tutoring, coaching, security, and event management and administration. Additionally, the training

includes personal development, leadership and youth empowerment, ensuring a holistic development approach.

Some beneficiaries were able to transition into temporary employment opportunities, further supporting their career growth and enhancing their contributions to the cricket community.

NYSP Performance highlights

A total of **2 000 beneficiaries** received training across various roles within the NYSP. This included **80 team leaders, 1 400 coaches, 140 ground staff, 140 scorers, 140 umpires, and 100 administrators.**

Each participating Hub received **25 beneficiaries** for training, with courses covering **Mini Cricket Coaching, entry-level umpiring and scoring, safeguarding and mental health awareness.**

Some beneficiaries secured **formal employment** at the Hub level following their training.

3 SENIOR CRICKET

Domestically, the enhancement of the domestic cricket structure played a crucial role in the development of talent and the overall growth of the sport. The successful integration of new players into the national squad demonstrated the effectiveness of the development pathways and highlighted the depth of talent available. This period saw emerging players making significant contributions, reinforcing the strength and future potential of South African cricket.

SA20 franchise

In 2024, CSA held the second edition of the domestic league called the Betway SA20. The SA20 is a franchise T20 league. This represents a significant development in South African domestic cricket, aiming to increase the quality and popularity of the sport within the country. The league features a mix of local and international players and is designed to be a high-profile, entertainment-focused competition. Its introduction aims to provide more competitive opportunities for South African cricketers, increase fan engagement and attract global attention to the local cricket scene. The SA20 also serves as a platform to showcase emerging talent and drive growth in domestic cricket through increased investment and media exposure.

Performance highlights

The **Sunrisers Eastern Cape** successfully defended their title in the second season of the Betway SA20 under captaincy of Proteas Men T20 captain, Aiden Markram.

Proteas Men stars **Ryan Rickelton** and **Marco Jansen** led the way in the 2023 Betway SA20. Rickelton topped the run charts with 530 runs, while Jansen was the leading wicket-taker with 20 wickets.

In the **2024 Betway SA20**, the league introduced a **Rookie Draft**, expanding squad sizes to 19. This initiative aims to **give young talent exposure** on a global stage and access to some of the world's best coaches and players.

Professionalising domestic women's cricket in South Africa

CSA launched the Professional Domestic Women's League with a historic event at Freedom Park in Tshwane. This league was established following the Proteas Women's remarkable success at the ICC Women's Cricket World Cup 2022 and the ICC Women's T20 World Cup 2023, where they reached the semifinals and finals, respectively.

Supported by a R15 million investment from the Department of Sports, Arts and Culture (DSAC), the league aims to elevate domestic cricket through enhanced coaching and medical support. The CSA Professional Domestic Women's League includes the CSA Women's One Day Cup and the CSA Women's T20 Challenge, with more permanent contracts and a centralised system for physiotherapists and strength and conditioning coaches. In its inaugural season, Division One teams World Sports Betting Western Province (T20 Cup) and Hollywoodbets Dolphins (One-Day Cup) were crowned champions, each earning a significant share of the prize money.

Performance highlights

66

professional contracts
awarded to women
cricketers

24

full-time support
staff employed

R32 million invested in the
development and professionalisation of domestic
women's cricket and the Proteas Women

Women's Provincial Cricket

In April 2024, CSA held the Women's Provincial Cricket competition, which featured intense matches across both Division 1 and Division 2. The Division 2 50-over matches, conducted from 2 to 6 April, were designed to develop the skills and experience of emerging teams. Eastern Province topped the Division 2 standings with 15 wins, followed by North West Dragons with 11 wins, highlighting their competitive performances.

In Division 1, the competition included both One Day and T20 formats. Western Province led the One Day standings, while DP World Lions excelled in the T20 format. These results not only reflect the high level of competition, but also signify the progress and development of women's cricket throughout the season.

Men's cricket

In the 2023/2024 season, South African men's cricket reached several significant milestones. The Proteas Men delivered impressive performances in ODI series, securing key victories and enhancing their international standing. In T20 Internationals, the team achieved notable victories. Individual players made standout contributions, including centuries and five-wicket hauls.

Performance highlights

Impressive
ODI series
victories

Success in
T20 internationals

ICC Men's
Cricket World Cup
2023 semi-finalist

Sporting Chance initiatives

The Sporting Chance initiatives focus on harnessing cricket to drive personal development and provide opportunities for young athletes from disadvantaged backgrounds. The programme's aim is to create pathways for these individuals to excel both on and off the field. In the 2023/2024 season, the Street Child Cricket World Cup team, which represented South Africa in Chennai, showcased remarkable progress. Notably, Lilitha Bakubaku and Avuya Buti continued to excel with their respective cricket teams, while Emihle Silamsi emerged as a promising all-rounder. Although Musa Adonisi and Mawonga Mini shifted their focus to soccer, they achieved success in their new sporting ventures. Additionally, Lerato Jonase, Odwa Ngwanya and Sihle Mbadu, residing at Bamphumelele Children's Home, benefited from enhanced academic opportunities and actively participated in various Sporting Chance programmes.

Rural cricket

Rural cricket plays a vital role in nurturing talent and fostering the sport's growth in underserved areas. Through dedicated events and programmes, CSA aims to identify and develop cricketing talent from rural regions, providing these players with opportunities to showcase their skills and advance to higher levels of competition. In the 2023/2024 season, the Inland Rural Cricket Week, held in Bethlehem, involved 12 teams and led to the selection of an Inland squad of 15 players. Similarly, the Coastal Rural Cricket Week on the West Coast featured 14 teams and resulted in the selection of 15 players for the Coastal squad. These events not only highlighted the emerging talent, but also facilitated the development of skills and competitive experience for 30 promising cricketers.

4 COACH EDUCATION

CSA supports coaches through a range of training and professional development opportunities, ensuring they possess the necessary skills and knowledge to lead effectively. This investment in coaching talent is crucial for upholding high standards and driving our teams' success.

Elite Coach Development Programme

The Elite Coach Development Programme is a cornerstone of our coaching strategy. This programme offers advanced training and mentorship for high-performance coaches, focusing on developing strategic thinking, leadership skills and innovative coaching techniques. In the 2023/2024 period, the programme expanded to include workshops on sports psychology and data analytics, equipping coaches with cutting-edge tools to optimise team performance. A total of 19 senior coaches completed the CSA High Performance – Level IV Certificate.

Provincial coach education structure

CSA has established a comprehensive provincial coach education structure to make sure coaching standards are maintained across all levels of the game. This structure includes regular workshops, certification courses and performance reviews. In the 2023/2024 period, CSA introduced a new provincial coaching accreditation system, which has standardised training requirements and enhanced the quality of coaching at the grassroots and regional levels. This initiative supports the development of emerging talent and ensures a consistent coaching approach throughout the provinces.





5 MATCH OFFICIALS

Match officials, including umpires and scorers, play a vital role in ensuring the smooth operation and fairness of cricket matches. Their expertise and accuracy are critical in upholding the integrity of the game and providing a seamless experience for players and spectators alike. CSA is dedicated to supporting and developing these key personnel through targeted training and professional development initiatives.

Umpires

Our investment in umpire development is essential for maintaining the integrity and quality of the game. CSA provides ongoing training and assessment for umpires, including regular workshops on rule updates and decision-making skills. The 2023/2024 period saw the introduction of an enhanced umpire mentoring programme, which pairs experienced officials with newcomers to provide guidance and support. This initiative has led to a 15% increase in the number of certified umpires and improved overall decision-making accuracy during matches.

Scorers

Accurate scoring guarantees the smooth operation of matches and tournaments. CSA supports scorers through specialised training programmes that focus on the latest scoring technologies and techniques. In 2023/2024, we implemented a new scoring certification course that includes practical assessments and digital scoring tools. This has resulted in efficient and accurate match scoring, contributing to better game management and data accuracy.

Performance highlights

Lauren Agenbag was included on the ICC Development Panel of Umpires. She is already officiating in bilateral tours outside the country.

Lubabalo Gcuma and Stephen Harris were promoted to the Emirates ICC International Panel of Umpires.

Stacy Lackay is a former player who has joined the umpiring pathway. Her prominence in the role has elevated her to the CSA Reserve Panel of Umpires for 2024/25, along with Kerrin Klaaste.

RETIREMENTS

Dean Elgar

Proteas Test batter Dean Elgar announced his retirement from international cricket after the Betway Test series against India. Elgar played his final matches at SuperSport Park in Centurion and Newlands Cricket Ground in Cape Town. Over a distinguished 12-year career, Elgar represented South Africa in 84 Tests and eight One Day Internationals, scoring over 5 000 runs with 14 centuries. He served as Test captain from May 2021 to January 2023, leading South Africa to third place in the second edition of the ICC World Test Championship and securing a notable 2–1 series win over India at home in January 2022.



Marais Erasmus retires from the emirates ICC Elite Panel of Umpires After diligently serving international Cricket. Erasmus was appointed to the Elite Panel of ICC umpires in 2010, making him one of the longest-serving umpires on the panel alongside Rod Tucker. "While I will miss being on the Elite Panel and the challenges that come with it, I feel it is time for me to step away and look to contribute to the game in some other way". CSA has contracted Erasmus to work with our elite umpires.

Legacy of the ICC Women's T20 and U19 Women's T20 World Cup 2023

In January and February 2023, CSA successfully hosted two significant global events: the ICC Women's T20 World Cup and the ICC U19 Women's T20 World Cup. These tournaments not only showcased the skill and passion of women cricketers on the international stage, but also left a lasting legacy that continues to influence the sport in South Africa.

The ICC, in partnership with CSA, commissioned a research programme conducted by Nielsen to evaluate the impact of these tournaments one year later. The findings revealed substantial progress in several areas:

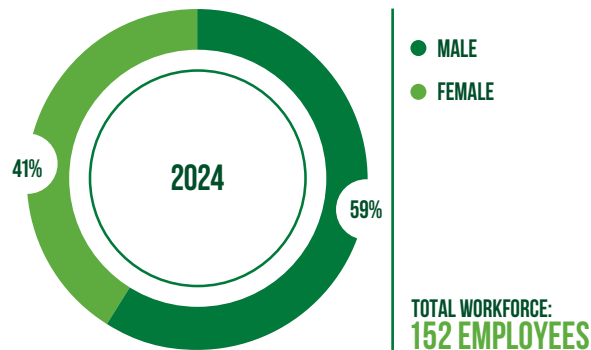
- The tournaments spurred government investment of R15 million over three years, leading to the establishment of a professional domestic structure for women's cricket. This includes six teams with full-time contracts for players and support staff, marking a significant milestone in the sport's professionalisation.
- Pay parity for international-match fees between female and male players, announced by CSA, further solidified cricket as a viable career for women.
- There has been a notable increase in grassroots participation, with over 60% of respondents reporting higher engagement among girls and women across all diversity groups. Additionally, social acceptance of cricket as a sport for girls has grown, driven by the visibility and success of the tournaments.
- Despite these advances, challenges remain, including the need for better facilities at lower levels, more qualified female coaches and umpires, and increased representation of women in leadership roles within cricket administration.

Recommendations:

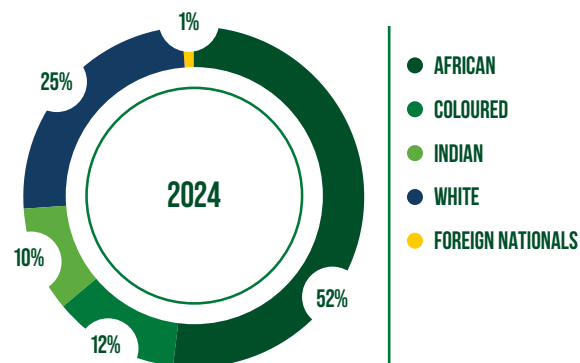
- **Increase sponsorship value:** Building on the progress made, CSA should focus on attracting higher-value sponsorships for women's cricket to reduce the disparity with men's cricket. Developing exclusive sponsorship packages for women's events could increase the financial viability of the sport.
- **Expand government and sponsorship funding:** Ensure government and sponsorship funds effectively cascade down to the grassroots level, facilitating the development of initiatives tailored specifically towards girls' cricket. This would involve hiring qualified coaches and support staff to create clear pathways for talent development.
- **Enhance facilities:** Priority should be given to improving facilities, especially in smaller provinces and at lower levels of competition. Upgraded facilities would increase participation and engagement and make cricket an attractive career option for women.
- **Promote non-playing roles:** Drive awareness and create more opportunities for women in non-playing roles such as coaching, umpiring and administration. Expanding initiatives like the Goolam Rajah Bursary Fund could support the professional growth of women in these areas.
- **Increase female representation in leadership:** Strengthen efforts to increase the number of women in leadership positions within national and regional cricket boards. This will ensure women's cricket receives the necessary focus and resources to continue its development.

CARING FOR THE WELLBEING OF OUR EMPLOYEES

Workforce numbers



Racial composition



Organisational culture

Organisational culture is essential to CSA as it shapes our work environment and drives our success. It ensures our values – honesty and integrity, professionalism and diligence, and mutual respect and fairness – are central to every interaction and decision. In the 2023/2024 period, this cultural alignment has led to significant achievements. For instance, our commitment to integrity and transparency was demonstrated in our fair handling of player selection processes, which garnered positive feedback from both players and stakeholders. Professionalism and diligence were evident in our men's cricket team's remarkable performance, including securing pivotal victories over top-ranked teams. Additionally, the promotion of mutual respect and fairness was highlighted through our successful launch of the women's cricket league, which saw increased participation and support. These outcomes reflect how our strong organisational culture has cultivated a high-performing, ethical environment that enhances both team performance and organisational effectiveness.

Personal development initiatives

During the period under review, CSA implemented a digital performance management system designed to encourage personal development. This online platform empowers employees to monitor their progress daily and collaborate with their managers to identify and address development needs. It supports a range of learning opportunities, from long-term professional qualifications to short-term internal training courses, such as risk management.

For the playing staff, CSA has established PDPs with clear targets. These plans incorporate daily training programmes, training camps and, when relevant, educational or academic training. This approach makes sure players can improve their skills while preparing for future educational or career opportunities. CSA also supports internal career transitions. Employees wishing to move from playing roles

to administrative positions receive assistance in obtaining the necessary professional qualifications.

Beyond technical training, CSA invests in soft skills development. The CSA Leadership Development Programme – which includes Enneagram profiling, leadership training and conflict management – was implemented during the year. A total of 25 employees participated in online Personal Development Plans as part of the Leadership Development Programme.

Employee engagement

From 5 September to 20 October 2023, we conducted a stakeholder engagement survey, receiving responses from 39 employees and achieving a satisfactory level of engagement with a 46% response rate. This rate is commendable given the survey coincided with a particularly busy period, including the Rugby World Cup in France, the tour of Australia to South Africa and the Cricket World Cup in India.

The survey identified several key concerns, such as the need for a better balance of experience and skill among senior leaders and a demand for improved ethical governance and communication with both staff and stakeholders. Employees also emphasised the importance of increased transparency from CSA management and a stronger focus on prioritising cricket in our organisational activities.

These insights highlight the need for greater transparency and an introspective approach to address staff concerns. Implementing this feedback will help us create a more transparent, inclusive and cricket-focused environment, ultimately enhancing staff morale and productivity. For further details, please refer to the stakeholder engagement section on [page 67](#) of this report.

Performance management

Our performance management system is centred on setting clear objectives, providing regular feedback and recognising achievements. In 2023/2024, this approach has driven notable improvements across various levels. For example, the implementation of a new performance review process has resulted in an increase in employee productivity and goal attainment rates. Additionally, player performance tracking tools have contributed to the men's cricket team reaching the World Cup finals, while also supporting individual players' development.

Learning and skills development

We are committed to continuous learning and professional development. In 2023/2024, we expanded our development programmes to include targeted training for coaches, umpires and administrative staff. Our initiatives include a mentorship programme for emerging coaches. For players, we implemented training camps focused on skill enhancement and tactical development, contributing to the men's team's victories over top-ranked opponents. We also implemented a digital learning platform for employees, offering access to courses on leadership, ethics and other critical skills. These efforts ensure our people have the resources and opportunities to advance in their careers.

Health and wellness

We prioritise the health and wellness of our employees by offering a range of support services. Our wellness initiatives include a comprehensive Employee Assistance Programme that provides counselling and mental health support, which has led to a reduction in workplace stress-related issues. We also implemented health screening and wellness programmes for employees. For players, a dedicated sports nutritionist and physiotherapy services are available

to support their physical wellbeing, contributing to their performance on the field. These initiatives aim to promote a healthy work-life balance and overall wellbeing, making certain all our personnel are supported in maintaining their health and achieving their best performance.



OUTLOOK

Looking ahead, our focus will remain on enhancing the development and support structures for all key groups within CSA. For players, ongoing investment in training facilities and resources will be crucial in maintaining competitive performance and preparing for future international tournaments. Coaches and umpires will continue to benefit from advanced training and certification programmes to elevate their expertise and effectiveness. Youth development programmes will be expanded to nurture the next generation of talent, ensuring a strong pipeline for future success. For employees, we will augment career development opportunities and maintain a supportive and inclusive work environment. This holistic approach to human and intellectual capital will drive our continued growth and success, both on and off the field.





Social and relationship capital



WHAT SOCIAL AND RELATIONSHIP CAPITAL MEANS TO CSA

Social and relationship capital refers to the networks, partnerships and stakeholder relationships that CSA cultivates and maintains. This includes relationships with players, fans, sponsors, community organisations and governing bodies.

HOW SOCIAL AND RELATIONSHIP CAPITAL SUPPORTS OUR STRATEGY AND AMBITION

Social and relationship capital supports CSA's strategy and ambition by enhancing its ability to engage and collaborate with key stakeholders, drive community involvement and attract support and sponsorship. Strong relationships with players, fans and sponsors create a loyal and engaged base that supports CSA's goals and initiatives.

Our approach

Partnerships and collaboration are central to our strategy, as we work closely with commercial partners to increase the visibility and reach of cricket in South Africa. These partnerships not only support our operational goals, but also enable us to drive significant community impact. We prioritise supporting our communities by investing in grassroots initiatives and development programmes that align with our mission to promote cricket at all levels. Our commitment extends to strengthening our brand and reputation through impactful events like Pink Day, which raises awareness and funds for critical causes. Effective stakeholder engagement underpins our approach, as we actively seek feedback and foster relationships to ensure transparency and responsiveness. This integrated strategy helps us build and maintain strong social and relationship capital, driving sustainable growth and positive societal impact.

Performance highlights

Nielsen's study revealed **increased global engagement** and improved local cricket development following CSA's hosting of ICC tournaments in 2023

CSA's initiatives, including Pink Day and ICC events, have **deepened fan connection and loyalty**

The Pink Day event raised

R1.7million

Partnerships and collaboration

Our commercial partners are a cornerstone of our strategy to advance the sport and deliver on our ambition of inclusivity and global competitiveness. Our partnerships enable us to leverage media exposure and engage with a vast audience, including millions of international cricket fans. These collaborations extend far beyond mere sponsorships – they are integral to our strategy for growth, visibility and impact.



ENHANCED VISIBILITY

Our partners benefit from extensive brand exposure through CSA's wide-reaching media presence and high-profile cricket events. This visibility translates into significant brand recognition and engagement on both a national and international scale.



AUDIENCE ENGAGEMENT

Our partners gain unique opportunities to connect with a diverse and passionate cricket audience. This engagement creates brand loyalty and meaningful interactions with fans and stakeholders.



SOCIAL IMPACT

Our partnerships are instrumental in supporting CSA's efforts to drive societal change and promote inclusivity. Partnering with CSA aligns brands with our commitment to positive social impact, including community development and grassroots cricket initiatives.

Together, our commercial partners and CSA create a dynamic ecosystem that not only enhances the sport, but also delivers substantial value to all stakeholders involved. A noteworthy example of our commitment is the KFC Mini-Cricket programme, a cornerstone of our grassroots development efforts. For the past several years, KFC's support has been crucial in nurturing young talent and promoting grassroots cricket development. This partnership has contributed to the programme's success and continued impact.

For further details on our commercial partners and their roles, please refer to [page 70](#) of this report.



Community engagement

Pink Day

Pink Day is an annual initiative aimed at raising awareness and funds for cancer research and support. In 2024, CSA hosted Pink Day on 17 December 2023 at the DP World Wanderers Stadium in Johannesburg, featuring a T20 match between South Africa and India. The event raised R1.7 million through pink-themed merchandise and donation drives, surpassing the previous years' contributions.

CSA partnered with stakeholders to maximise the impact of the event. These collaborations played a critical role in organising fundraising activities and ensuring the message of Pink Day reached a wide audience. Activities included the following.



PINK-THEMED MATCH

The Pink ODI was played in front of a sea of pink, with players, spectators and staff all donning pink attire to show solidarity. This visually impactful display was central to the day's theme.



FUNDRAISING

The event featured various fundraising activities, including the sale of pink merchandise, special ticket packages and donation drives. These efforts contributed significantly to the overall fundraising total for the day.



COMMUNITY ENGAGEMENT

Various community activities and events were integrated into the match day, extending the reach of the awareness campaign and encouraging participation from fans and local communities.



Brand and reputation

Effective brand management is critical for CSA to maintain a strong and positive reputation and deliver on our mandate. We adopt a comprehensive approach to brand management, focusing on reputation, identity, stakeholder engagement, communication, partnerships, performance monitoring and crisis management. Each dimension is supported by specific focus areas and KPIs to facilitate comprehensive management and assessment.

FOCUS AREA	KEY ACTIONS	HOW WE TRACK OUR PERFORMANCE
Brand awareness	Host major cricket events and ramp up digital and social media presence to maximise visibility.	• Event attendance and media coverage • Social media reach and engagement • Website traffic • Stakeholder engagement surveys
Brand perception	Uphold ethical governance and transparency while showcasing player successes and organisational achievements.	• Positive sentiment in media and fan feedback • Score from reputation survey • Number of ethical breaches and whistleblowing incidents
Fan engagement	Elevate match-day experiences, launch loyalty programmes and offer exclusive content to boost fan connection.	• Attendance figures at fan events • Fan satisfaction surveys and event feedback • Engagement rates on exclusive content
Social impact	Invest in grassroots development, support local clubs and schools and drive talent growth.	• Participation numbers in youth cricket • Number of community and school programmes initiated and implemented • Funding levels for grassroots initiatives • Improvement in local facilities
Commercial partnerships	Secure high-value sponsorships, manage partnerships effectively and clearly demonstrate return on investment.	• Number and value of sponsorship deals • ROI from sponsorships • Partner satisfaction surveys • Activation metrics from sponsorship agreements
Media relations	Enhance media transparency, provide exclusive content and maintain robust media engagement.	• Quantity and quality of media coverage • Media sentiment analysis • Engagement rates on press releases and interviews • Net Reputation Score and PropAVE score

Transformation

Transformation is at the heart of our vision to create a more inclusive and equitable cricket environment. We are committed to driving diversity across all levels of the sport, from grassroots to professional teams. Our transformation initiatives focus on increasing participation from underrepresented groups, including women and marginalised communities, and ensuring equal opportunities for all players. Through targeted programmes and strategic partnerships, we aim to break down barriers and foster a cricketing culture that reflects the diverse fabric of South Africa. Our efforts are guided by a clear mandate to promote social equity and make sure our sport is accessible and welcoming to everyone.

Child protection

Child protection is a fundamental priority for us, ensuring cricket remains a safe and nurturing environment for young players. We have implemented comprehensive policies and procedures to safeguard children from harm and abuse, focusing on creating a secure and supportive space for their development. Our approach includes regular training for coaches, volunteers and staff on safeguarding practices and comprehensive reporting mechanisms to address concerns.

In 2024, CSA continued its commitment to safeguarding by advancing Phase 2 of our Child Protection and Safeguarding Policy. Building on the groundwork laid in 2022 – which included training all member programme coordinators and coaches on safeguarding and vetting them through essential criminal and child protection checks – we have intensified our efforts to strive for a safer environment for young players.

This year, we focused on enhancing safeguarding practices across all cricket programmes. During Child Protection Week (May/June 2024), we reinforced the importance of

compliance with safeguarding standards and provided additional training for stakeholders. We are addressing the ongoing issue of unaccredited coaches by implementing stricter accreditation requirements and continuous monitoring. CSA remains dedicated to prioritising child protection, fostering a culture where the safety of children and vulnerable individuals is paramount and ensuring all affiliated programmes adhere to our safeguarding guidelines.

Stakeholder engagement

Relationships are central to our purpose and crucial to our success. We adopt an integrated approach to building and maintaining these relationships, understanding that effective engagement is essential in a dynamic and complex environment. This approach makes certain we remain aligned with our core values, while effectively addressing the needs and expectations of our stakeholders.

CSA stakeholder universe

Our stakeholder universe encompasses a diverse range of groups, each contributing to and impacted by our operations. This includes internal stakeholders such as employees and players, as well as external parties like fans, media, commercial partners and government, all of whom contribute to the attainment of our objectives.

CSA stakeholder universe



Building trust with our stakeholders

Building trust with our stakeholders is fundamental to our success and reputation. Our approach centres on creating a solid foundation through effective leadership, stakeholder engagement and a dedicated focus. We are guided by the following principles.

PRINCIPLES



LEADERSHIP AND GOVERNANCE:

Effective leadership involves accessibility, clear vision and strong corporate governance. This encompasses providing top-notch players and facilities, entrenching diversity and inclusion, practising good environmental stewardship and ensuring ethical and financially prudent behaviour. Demonstrating sound governance is crucial for earning stakeholder trust.



STAKEHOLDER CENTRICITY:

Building and maintaining strong relationships with all stakeholder groups is essential. This means being fair, reliable and engaging actively with stakeholders. Effective stakeholder engagement not only builds trust, but also enhances perceptions of leadership and governance.



EMPLOYEE FOCUS:

Attracting and retaining top talent, while improving employee wellbeing, is vital. Balancing expertise with a deep understanding of the game is critical for success. A strong focus on employees also positively impacts views on leadership and governance.



STAKEHOLDER	INTERESTS AND CONCERNS	HOW WE ENGAGE	FOCUS AREAS IN 2023/2024
Affiliates Administer amateur and senior provincial cricket in their respective regions	- Affiliates expect ethical governance by the Mother Body and exceptional performance from national teams - They require better communication, stakeholder engagement and direct access to top management - They expect CSA to secure more sponsorship and improve its financial performance	- Bi-annual Chief Executives Committee meetings chaired by the CEO of CSA - Participation in special projects aimed at the betterment and sustainability of South African cricket - Regular meetings with CSA management on pertinent organisational matters	Enhancing development programmes, improving facilities, diversifying revenue and the sustainability of cricket in a dynamic landscape
Players Current professional and amateur players, including Proteas and franchise players across South Africa	- Players expect increased investment in women's cricket and a transparent, fair selection process - They emphasise the need to strengthen local unions and club cricket to drive talent development - They expect improved stakeholder engagement and governance	- Direct communication with the Director of Cricket - Training camps, mental health support, career development programmes - Annual cricket services roadshows to Affiliates - Regular meetings with the South African Cricketers Association	Performance analysis, mental health support, career pathways
Fans Current fans who have purchased match tickets over time	- Fans expect CSA to demonstrate ethical governance and provide a clear organisational vision - They want transparency in player selection, better on-field performance and more accessible broadcasting - They want expanded investment in women's cricket	- Direct emails - Cricket South Africa fan newsletter - Digital media - Fan surveys and focus groups	Enhancing fan engagement, improving match-day experiences, engaging fans on their cricket preferences through surveys and focus groups

STAKEHOLDER	INTERESTS AND CONCERNS	HOW WE ENGAGE	FOCUS AREAS IN 2023/2024
Cricket communities • Volunteers and local community leaders: Individuals who actively contribute their time and efforts to support cricket activities within their communities • Mini-Cricket teachers and coaches: Educators and coaches involved with Mini-Cricket schools, playing a crucial role in developing young cricket talent • Local schools: Schools affiliated with local cricket associations, contributing to grassroots cricket development • Clubs: Cricket clubs, including designated roles such as scorers, umpires, and some university-affiliated teams, that form the backbone of community cricket • Hub participants: Individuals associated with relevant cricket hubs, supporting the broader network of cricket development	• Cricket communities expect greater promotion in disadvantaged areas and improved grassroots facilities • They need increased funding and support for local club cricket and unions • They demand a stronger focus on developing raw talent at the grassroots level	• Community events (festivals) • Club funding, coaching clinics • Infrastructure development • Seminars	Infrastructure improvement, increasing community engagement, grass roots development
Employees CSA employees	• Employees seek a balance of experience and skill in senior leadership roles • They expect ethical governance and improved communication with staff and stakeholders • They require transparency from management and a focus on cricket	• Townhall meetings • Internal communication channels including email and WhatsApp • Employee engagement surveys • Personal development programmes • Wellbeing initiatives	Career development programmes, employee wellbeing, retention strategies

STAKEHOLDER	INTERESTS AND CONCERNS	HOW WE ENGAGE	FOCUS AREAS IN 2023/2024
Commercial partners Businesses and organisations providing financial and material support to CSA	- Commercial partners require enhanced communication and transparency from CSA - They expect CSA to attract top talent, particularly in senior positions - They want good stakeholder engagement and improved governance	- Partners forum - Regular meetings - Match day hospitality	Strengthening partnerships, increasing ROI, exploring new opportunities
Government Provincial Chief Directors and senior officials within the DSAC at national and provincial levels	- Government would like CSA to focus on driving inclusivity and diversity within the cricket community, including the development of disability cricket in South Africa and better development of cricket in disadvantaged areas. This is especially pertinent at grassroots level, to aid the development and improvement of cricket facilities across the country - Government would also like to see CSA secure increased sponsorship while demonstrating good, ethical governance overall	- Regular meetings - Formal and electronic correspondence - Match day hospitality	Strengthening one-on-one engagement, ensuring compliance, seeking support and investment in cricket development
Media Journalists from print, electronic and broadcast media across national and local geographies	- Media stakeholders would like CSA to be transparent in communication with them and more open and accessible in general. They want broader access to national cricket games and support for grassroots development - Continued development of cricket at grassroots level, especially within previously disadvantaged communities remains important to media, as does the securing of sponsors, ethical governance of the organisation and overall better engagement with all stakeholders	- Press conferences - Media releases - Exclusive interviews - Media roundtables - CSA media WhatsApp group.	Improving media relations, increasing coverage, providing exclusive content and promoting transparency

Relationships are central
to our purpose and
crucial to our success.





Manufactured capital



WHAT MANUFACTURED CAPITAL MEANS TO CSA

Manufactured capital encompasses the physical assets and infrastructure used in the operations of CSA, including cricket stadiums, training facilities, equipment and technology.

HOW MANUFACTURED CAPITAL SUPPORTS OUR STRATEGY AND AMBITION

Manufactured capital supports CSA's strategy and ambition by enabling the delivery of exceptional cricketing experiences and embedding operational excellence. High-quality facilities and equipment are integral to attracting international events, developing talent and enhancing the overall profile of South African cricket.

Our approach

Our approach to infrastructure and technology in cricket is centred on developing both the game itself and the overall experience for fans and players. We focus on developing and maintaining world-class facilities that not only support the operational needs of cricket, but also contribute to its growth. This includes investing in infrastructure that improves safety, elevates the sport's profile and adheres to regulatory standards. Additionally, our commitment to integrating advanced technologies supports player development and enhances fan engagement, ensuring cricket remains at the cutting edge of sports innovation.

Highlights

- **Upgraded facilities** across various Affiliates, including Boland Park's transformation into a mixed-use estate and extensive renovations at Newlands Cricket Ground
- Implementation of **high-definition LED screens** and **upgraded pitch facilities** at SuperSport Park and integration of performance analytics tools in training facilities
- Launch of **interactive digital platforms** and enhanced broadcasting options to effectively engage fans

Infrastructure management

Our approach to infrastructure management is centred on supporting both the operational needs and growth of cricket. We prioritise the development and maintenance of facilities that improve the overall experience for fans, players and stakeholders. This includes upgrading security measures to ensure a safe environment, investing in modern and attractive facilities to elevate the sport's profile and adhering to regulatory standards to maintain professionalism and attract investment. Additionally, we focus on improving training infrastructure to bolster player development and performance.

Infrastructure management at affiliate level

AFFILIATE	GEOPOLITICAL BOUNDARY	CSA-ACCREDITED PLAYING VENUES	COMMENT
Boland Cricket	Western Cape	Boland Park – Paarl	Boland Park underwent developments to become a mixed-use estate, known as Boland Oval, in partnership with Staytus Collection. This development, set to launch officially in November 2024, integrates residential, commercial and sports facilities. It includes a state-of-the-art hotel, shopping centre and numerous residential units, making it a unique lifestyle estate in the Cape Wineland.
South-Western Districts Cricket		Recreation Ground – Oudtshoorn	Routine maintenance at the Recreation Ground involved regular inspections of the pitch and player facilities to ensure they remain in good condition.
Western Province Cricket		Newlands Cricket Ground – Cape Town	Extensive renovations and upgrades to maintain its status as a premier cricket venue in South Africa. Recent investments focused on enhancing spectator facilities, player amenities and media areas.
Easterns Cricket	Gauteng	Willowmoore Park – Benoni	Routine maintenance at Willowmore Cricket Ground involved standard care and upkeep of the pitch and facilities to maintain quality playing conditions and support cricket events.
Northerns Cricket		SuperSport Park – Centurion	Routine maintenance at Supersport Park included regular care and inspections of the pitch and player amenities to ensure the venue remained in good condition to support ongoing cricket activities.
Gauteng Cricket		DP World Wanderers Stadium – Johannesburg	DP World Wanderers Stadium underwent notable upgrades, including the installation of high-definition LED screens, and improved seating arrangements and player amenities. These improvements aim to provide a better viewing experience for fans and modernised facilities for players.

AFFILIATE	GEOPOLITICAL BOUNDARY	CSA-ACCREDITED PLAYING VENUES	COMMENT
Free State Cricket	Free State	Mangaung Oval – Bloemfontein	Mangaung Oval has undergone several upgrades, including seating arrangements, lighting and modernised player facilities. These changes aim to provide a better matchday experience for spectators and improved conditions for players.
Northern Cape Cricket	Northern Cape	Diamond Oval – Kimberley	Routine maintenance involved regular care and inspections of the pitch and player amenities to ensure the venue remains well-maintained.
Border Cricket	Eastern Cape	Buffalo Park – East London	Upgrades at Buffalo Park include the installation of new spectator stands and improved lighting. The renovations also involved modernising player amenities such as dressing rooms and media facilities. Plans are underway to expand the stadium's capacity and incorporating additional modern features to align with CSA's vision for top-tier facilities.
Eastern Province Cricket		St George's Park – Port Elizabeth	St George's Park has recently seen refurbishments of seating areas, an upgraded scoreboard and enhancements to the pitch and outfield conditions. The venue has increased community engagement by hosting local events and cricket clinics aimed at supporting grassroots development.
North West Cricket	North West	JB Marks Oval – Potchefstroom	JB Marks Oval received upgrades to its pitch and outfield facilities, ensuring high-quality playing conditions. Recent improvements also include enhanced spectator stands and updated media facilities. The venue has been actively involved in community outreach programmes, including hosting local youth cricket tournaments and training sessions to support grassroots cricket development.
KwaZulu-Natal Cricket	KwaZulu-Natal	Hollywoodbets Kingsmead – Durban	Recent infrastructure investments focusing on enhancing training facilities, upgrading spectator stands and improving overall stadium amenities to boost player performance and fan experience.
KwaZulu-Natal Inland		Pietermaritzburg Oval – Pietermaritzburg	Pietermaritzburg Oval underwent improvements including upgraded seating areas and lighting and modernised player facilities.
Limpopo Impala Cricket	Limpopo	Polokwane Cricket Club – Limpopo	Polokwane Cricket Club has seen upgrades to its training facilities and pitch. Improvements include better lighting and player amenities to support local and regional cricket events. The club has been actively involved in community initiatives, including hosting youth cricket programmes and local tournaments to promote the sport in the region.
Mpumalanga Cricket	Mpumalanga	Uplands College – White River	Uplands College has invested in upgrading its cricket facilities, including enhancements to the pitch, outfield and training areas. These improvements aim to support both developmental and competitive cricket.

Technology and equipment

Our approach to the integration of technology in cricket is driven by a commitment to enhancing the game and enriching the overall cricket experience. We integrate advanced technologies to support player development, including state-of-the-art performance analytics and training tools that provide valuable insight for improvement. Additionally, we leverage technology to elevate the fan experience, including broadcasting, interactive digital platforms and engaging matchday experiences. This forward-thinking approach increases performance and fan engagement and positions cricket at the forefront of sports technology.

Integration of advanced performance analytics tools across training facilities to support player development. These tools provide in-depth insight into player performance, aiding in targeted training programmes.

Launch of new interactive digital platforms to enhance fan engagement, including mobile apps offering live updates, interactive features and exclusive content.



OUTLOOK

Looking ahead, ongoing maintenance and strategic upgrades to our infrastructure will be crucial as we prepare for the 2027 World Cup. Ensuring our venues meet the highest standards will be essential for delivering an exceptional tournament experience. Additionally, continuous investment in technology and equipment will play a key role in maintaining our competitive edge and increasing both player performance and fan engagement, supporting our long-term goals and vision for the future of cricket.





Natural capital

WHAT NATURAL CAPITAL MEANS TO CSA

Natural capital refers to the world's stocks of natural assets including geology, soil, air, water and all living things. For CSA, natural capital is crucial as it underpins the sustainability of cricket operations and the broader environmental impact of the sport. This includes the quality of the natural landscapes where cricket is played, the availability of resources like water and energy and the health of ecosystems that support cricket facilities and events.

HOW NATURAL CAPITAL SUPPORTS OUR STRATEGY AND AMBITION

Natural capital supports CSA's strategy and ambition by aligning with its commitment to sustainability and responsible stewardship. This alignment with environmental values enhances CSA's reputation, attracts environmentally conscious partners and stakeholders and supports its goal of being a leader in sustainable sports management. Responsibly managing natural capital not only protects vital resources, but also supports CSA's ambition to create a positive legacy and contribute to the broader goal of environmental sustainability in the sports sector.

Our approach

At CSA, we recognise the critical role we play in addressing climate change and are dedicated to advancing sustainability within our operations. We are committed to reducing our carbon footprint through a range of proactive measures designed to inspire positive change within the sports industry and beyond. Our targets include:

- **Implementing daily energy-efficient practices** across our buildings and offices
- **Adopting smart building technologies** to enhance energy management
- **Utilising solar energy solutions** to reduce reliance on non-renewable resources
- **Replacing traditional lighting with LED bulbs** to decrease energy consumption
- **Establishing comprehensive waste management systems** that emphasise recycling and minimising waste

Highlights

Implementation of **advanced irrigation systems** at major cricket venues, such as Newlands and SuperSport Park, to reduce water consumption and improve efficiency.

Installation of **rainwater harvesting systems** at multiple stadiums, including Boland Park and Kingsmead, to supplement water supply and reduce reliance on municipal sources.

Adoption of **solar energy solutions** at Newlands and SuperSport Park to reduce carbon footprint and promote sustainable energy use. These initiatives include the **installation of solar panels and the integration of energy-efficient technologies.**

Upgrading to LED lighting systems at stadiums such as DP World Wanderers and Kingsmead to reduce energy consumption and improve lighting quality for both players and spectators.

Implementation of **comprehensive recycling programmes at major venues**, including Kingsmead and St George's Park, focusing on reducing waste and promoting environmental sustainability.

Introduction of strategies to **minimise waste generation during events**, such as using biodegradable products and encouraging fans to participate in waste reduction efforts.

Water management

CSA Affiliates are continually implementing measures to reduce water consumption and enhance efficiency across their facilities.

Our performance

Advanced irrigation systems were implemented at major venues like Newlands and SuperSport Park, which reduced water consumption. Rainwater harvesting systems were installed at Boland Park and Kingsmead, which supplemented water supplies and reduced reliance on municipal sources.

Electricity management

In managing electricity use, CSA Affiliates have adopted energy-efficient technologies to optimise energy consumption.

Our performance

CSA Affiliates approved several energy-efficient technologies to optimise consumption and reduce operational costs. Solar panels were installed at Newlands and SuperSport Park, which decreased the carbon footprint and promoted the use of renewable energy. Additionally, the upgrade to LED lighting systems at venues such as DP World Wanderers and Kingsmead improved lighting quality, while significantly reducing energy consumption.

Waste management

CSA and its Affiliates have in place waste management strategies, focusing on recycling and waste reduction. Our aim is to minimise waste and manage disposal processes responsibly, contributing to environmental sustainability efforts and reducing our overall footprint.

Our performance

Waste management and recycling programmes were implemented at major venues, including Kingsmead and St George's Park. In addition, we introduced strategies to minimise waste generation during events, including the use of biodegradable products and encouraging fan participation in waste reduction efforts.



OUTLOOK

In the year ahead, we intend to formalise our approach to environmental stewardship. We will also advance our efforts in sustainable practices by enhancing water and energy management and refining our waste-reduction strategies. This includes expanding our use of renewable energy sources, improving water conservation measures and developing effective recycling programmes.

EMBEDDING VALUE CREATING GOVERNANCE

SECTION CONTENT

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Good governance ensures transparency, accountability and ethical conduct. This in turn builds trust among players, fans, commercial sponsors and other stakeholders, contributing to growth and sustainability of cricket in South Africa.



Our governance philosophy

CSA is committed to upholding the highest standards of corporate governance, ethics and integrity, supporting our ability to create value for all stakeholders. We entrench the principles of sound corporate governance throughout the organisation, applying appropriate ethics and standards in our business affairs. The board understands and accepts its responsibility to safeguard and represent the interests of the company’s stakeholders, creating a successful and sustainable business that delivers its strategic objectives. The board applies the principles of King IV, which form the cornerstone of our approach to governance focusing on the following:

EFFECTIVE CONTROL	ETHICAL CULTURE
SHARED VALUE	LEGITIMACY

Our governance structure

CSA complies with the corporate governance, disclosure and legal requirements of the Companies Act, No. 71 of 2008. Additionally, the Board supports the governance principles of the King Code of Governance Principles (King IV Code), embracing integrated thinking, which promotes corporate citizenship, stakeholder inclusivity and sustainable development within both the sport of cricket and CSA’s business operations. Our governance framework positions the Board as the custodian of corporate governance and provides it with effective control of the business.



Leadership

Board of Directors

Independent directors



LAWSON NAIDOO
CHAIRPERSON



NCUMISA MAYOSI
(appointed 10 October 2023)



JOHN BURKE
(appointed 2 September 2023)



ANDREW HUDSON



PALESA KADI



PEARL MAPOSHE



MARK RAYNER



MUDITAMBI RAVELE



STEVEN BUDLENDER
(retired 2 September 2023)



NORMAN ARENDSE
(retired 2 September 2023)

Executive directors



**PHOLETSI
MOSEKI**



**TJAART
VAN DER WALT**

Non-independent directors



THATO MOAGI
(appointed 2 September 2023)



TEBOGO SIKO



JOHN MOGODI



SIMPHIWE NDZUNDZU



CRAIG NEL



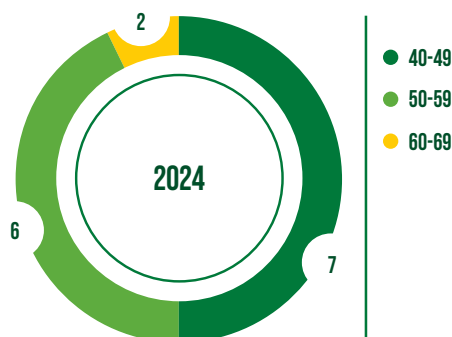
DANIEL GOVENDER
(retired 2 September 2023)

Board diversity

The board is dedicated to promoting diversity and inclusion, bringing together a rich tapestry of perspectives and experiences. Our current board composition, which spans various age groups, genders and races, reflects a broad spectrum of viewpoints. This diversity not only enriches our decision-making but also ensures that we address the needs of our stakeholders with a well-rounded approach.



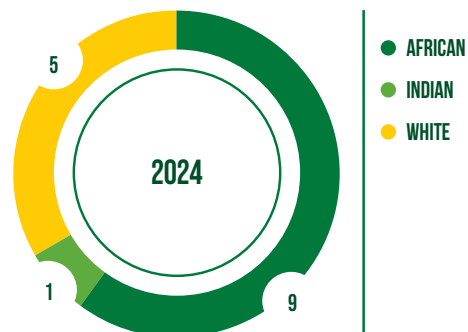
Age of directors



Gender of directors



Race of directors



Leadership responsibilities at CSA

MEMBERS COUNCIL/ SHAREHOLDER GROUP	ROLE AND RESPONSIBILITIES OF THE BOARD	ROLE AND RESPONSIBILITIES OF THE BOARD CHAIRPERSON	ROLE AND RESPONSIBILITIES OF THE NON-EXECUTIVE DIRECTORS	ROLE AND RESPONSIBILITIES OF THE EXECUTIVE DIRECTORS
The 15 regional Affiliates 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. Their responsibilities include upholding the governance and development of cricket and ensuring alignment with national objectives and policies.	The Board of CSA is responsible for overseeing the overall direction and governance of the organisation. This includes setting strategic objectives, ensuring the effective implementation of policies and monitoring organisational performance. The Board ensures that CSA adheres to legal and regulatory requirements, maintains financial integrity and upholds the highest standards of corporate governance. It also plays a crucial role in safeguarding stakeholder interests and making decisions that align with CSA's mission and values.	The Board Chairperson leads the Board of Directors and ensures its effective functioning. The Chairperson is responsible for facilitating board meetings, ensuring that discussions are productive and decisions are made efficiently. The chairperson represents the board to stakeholders and provides leadership in setting the strategic direction of CSA. He also works closely with the CEO and executive directors to ensure alignment between the board's objectives and the organisation's operational activities. Additionally, the chairperson oversees the evaluation of board performance and ensures that governance practices are upheld.	Non-executive directors provide independent oversight and contribute to the strategic decision-making process. They bring an external perspective to board discussions, challenge executive decisions where necessary and ensure that the organisation's policies and practices align with best practices in corporate governance. Non-executive directors also serve on various committees, offering their expertise to areas such as audit, risk, cricket matters and remuneration. Their role is crucial in maintaining the board's objectivity and ensuring accountability.	Executive directors are responsible for the day-to-day management and operational oversight of CSA. They implement the strategic goals set by the board and manage the organisation's resources to achieve its objectives. This includes overseeing departmental functions, driving operational performance and ensuring effective communication between the board and operational teams. Executive directors report regularly to the board on the progress of key initiatives, financial performance and any significant issues affecting the organisation. Their role involves leading by example and entrenching a culture that supports CSA's values and mission

Company secretary

Viwe Mngambi was appointed as company secretary on 1 August 2023. She oversees the company's compliance with regulatory requirements, facilitates effective communication between the board of directors and stakeholders and manages corporate governance practices. Her duties also include maintaining accurate corporate records, coordinating board meetings and ensuring adherence to legal and ethical standards. The board is satisfied with Ms Mngambi's performance and skills during the period under review and recognises her contributions to strengthening the company's governance and compliance frameworks.



Board report

The board actively participated in meetings throughout the year, maintaining consistent and effective oversight. Their commitment to regular attendance facilitated robust discussions and decisive actions on critical issues.

Key board focus areas in 2023/2024

- **Governance and transparency:** The board focused on embedding good governance practices within CSA and its Affiliates. This included updating and approving policies and procedures to enhance oversight and accountability. These efforts aimed to create a more effective and transparent governance framework for the organisation.
- **Commercial growth and sustainability:** The board supported the executive committee by providing strategic oversight and guidance, which proved essential for the successful execution of key initiatives. This guidance ensured the executive team remained aligned with the organisation's goals and effectively managed resources. The board's involvement was pivotal in navigating complex commercial landscapes and securing partnerships that significantly improved revenue and solidified CSA's market position.
- **Player development and transformation:** The board supported and provided oversight for expanding player development and promoting inclusivity. It championed initiatives that broadened participation, with a particular focus on women and underrepresented communities. This approach led to meaningful advancements in talent development and helped increase the diversity of players across all levels of the game.

Board committees

The board has established eight committees to support its duties and responsibilities. Each committee operates under formal written terms of reference, which are reviewed for the effective delegation of specific board responsibilities. The board diligently oversees these committees to ensure comprehensive coverage and control over the group's operations.

**AUDIT, GOVERNANCE
AND RISK COMMITTEE**

**FINANCE AND
COMMERCIAL COMMITTEE**

**NOMINATIONS
COMMITTEE**

**CRICKET
COMMITTEE**

**HR AND REMUNERATION
COMMITTEE**

**SOCIAL AND ETHICS
COMMITTEE**

**DIVERSITY, EQUITY AND
INCLUSION COMMITTEE**

**CRICKET PIPELINE
COMMITTEE**

Interdependency of board committees

The interdependency of the board committees is vital for effective governance. Each committee's work influences the others and their coordination and communication are essential for the board's overall functioning. Each committee provides detailed reports on key discussions and activities at every CSA board meeting and minutes from their meetings are accessible to all board members. This transparency is vital for keeping all members informed and ensuring seamless coordination across committees, reinforcing the board's oversight and decision-making processes.





Audit, Governance and Risk Committee

Mandate

The Audit, Governance and Risk Committee (AGRC) oversees the integrity of financial reporting, risk management processes and adherence to governance standards. It guarantees the accuracy of financial statements, identifies and manages risks, upholds governance standards, strengthens internal controls, oversees audit functions, and promotes ethical conduct and compliance with legal and regulatory requirements.

Composition and attendance

The committee comprises three members, all of whom are independent non-executive directors. The committee held four meetings during the year under review.

DIRECTOR	ATTENDANCE
Palesa Kadi (Chairperson)	4/4
Mark Rayner	4/4
Steven Budlender Resigned 2 September 2023	2/4
John Burke Appointed 9 October 2023	2/4
Permanent invitees	4/4
Pholetsi Moseki	4/4
Tjaart van der Walt	4/4
John Mogodi	4/4
Viwe Mngambi Appointed 1 August 2023	3/4
Sindiswa Ngcwabe	4/4
Independent expert	
Naidene Ford-Hoon	4/4

Our performance in 2023/2024

The committee focused on strengthening internal controls, enhancing risk assessment procedures and maintaining compliance with new regulations.

- **Financial performance and stability:** In line with its mandate, the AGRC provided oversight of CSA's financial performance and stability. The committee reviewed and approved the financial statements, affirming CSA's commitment to transparency and financial health. This conforms with their responsibility to oversee and guide the organisation's financial integrity.
- **Financial management and risk mitigation:** The committee focused on strengthening financial management and risk mitigation processes. This included reviewing financial performance, regulatory compliance and the risk management framework. Measures were implemented to address identified risks and improve the accuracy and timeliness of financial reporting. The committee also engaged in strategic discussions about investment opportunities and their alignment with organisational goals.
- **Audit reports and internal controls:** The AGRC rigorously reviewed external and internal audit reports as part of its oversight responsibilities. It addressed outstanding audit items and supported the transition to a new internal audit firm. The AGRC's approval of the audit reports and focus on internal controls reflect its mandate to uphold rigorous oversight and effectiveness of internal controls.
- **Member compliance and governance:** Addressing member compliance was a key focus for the committee. It tackled issues such as non-submission of financial statements, reinforcing the need for strict adherence to governance standards. This follows the mandate of accountability and compliance across all member organisations.

- **Internal controls and risk management:** The AGRC dedicated efforts to strengthening internal controls and enhancing risk assessment procedures. The committee maintained compliance with new regulations, reflecting its responsibility to manage and mitigate risks effectively.
- **Legal matters and whistleblowing reports:** The AGRC reviewed legal matters and whistleblowing reports to address potential issues and ensure legal compliance.



OUTLOOK

In the coming year, the AGRC will concentrate on key material matters directly related to its mandate. The committee will uphold CSA's brand, reputation and integrity by ensuring robust financial reporting and transparent governance practices. It will prioritise financial sustainability through active monitoring of financial performance, optimising revenue streams, and supporting long-term financial health. The committee will also enhance governance and accountability by reinforcing internal controls and ensuring strict compliance with regulations with emphasis on application of duty of care in all areas of cricket.

Palesa Kadi

Chairperson of the Audit, Governance and Risk Committee



Social and Ethics Committee

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

Mandate

The SEC oversees CSA’s social responsibility and ethical practices. Its responsibilities include ensuring meaningful engagement in CSI initiatives, upholding and promoting ethical standards within the organisation, addressing reputational issues to enhance the company’s public image and maintaining governance standards while overseeing disciplinary matters.



Composition and attendance

The committee comprises six members, the majority of whom are independent non-executive directors. The committee held four meetings during the year under review.

DIRECTOR	ATTENDANCE
Norman Arendse (Chairperson) Retired 2 September 2023	3/4
Daniel Govender Retired 2 September 2023	3/4
Ncumisa Mayosi Appointed 10 October 2023	1/4
John Mogodi Appointed Chairperson 25 November 2023	4/4
Simphiwe Ndzundzu	4/4
Muditambi Ravele	4/4
Pholetsi Moseki	4/4
Tjaart van der Walt	4/4
Permanent invitees	
Refentse Shinnars	4/4
Viwe Mngambi	3/4

Our performance in 2023/2024

The SEC upheld an ethical culture within the business as detailed below.

- **Reviewed terms of reference:** The committee completed a review of the terms of reference, making certain it included reputational issues as part of its responsibilities.

This amendment was in line with the committee’s focus on managing the company’s public image and ethical standing.

- **Annual workplan:** The annual workplan for 2023/2024 was adopted, with updates on CSR. Despite previous constraints, CSR initiatives were included in the budget and ongoing efforts to engage corporates for additional support were discussed.
- **Annual media analysis report:** The committee reviewed the Annual Media Analysis Report, focusing on strategies to address negative sentiments towards the organisation. The implementation of the corporate communication strategy was noted as a step towards improving CSA’s narrative and media relations.
- **Disciplinary matters and governance:** The committee addressed key disciplinary and governance issues, including improvements in internal controls and ongoing investigations. Emphasis was placed on reinforcing governance standards and ensuring transparency in resolution processes. Discussions highlighted the importance of effective governance and financial oversight.
- **Ethics and policy review:** The committee conducted a comprehensive review of ethical standards and policies, including the Gift Policy. This review aimed to reinforce CSA’s commitment to high ethical standards and ensure all policies were up to date and aligned with best practices in governance.



In the coming year, the SEC will focus on several key material matters for CSA. The committee will work to enhance CSA’s brand and reputation through effective communication and media engagement, highlighting the positive community impact and ethical practices of the organisation.

To improve stakeholder relations, the SEC will build and sustain strong connections with the community, government, corporate partners and fans, making sure stakeholder interests are in agreement with CSA's objectives. The committee will also prioritise financial sustainability by incorporating CSR initiatives into the budget, exploring additional funding opportunities and increasing transparency in financial reporting. Additionally, the SEC will support good governance and accountability by strengthening governance structures and upholding high ethical standards. Lastly, the committee will drive transformation efforts by advancing diversity and inclusion initiatives, reflecting CSA's commitment to transformation across all operational areas.

In closing, I would like to extend my heartfelt gratitude to the members of the Social and Ethics Committee for their unwavering professionalism, support, and enthusiastic deliberations, all driven by their commitment to serving the best interests of cricket in South Africa. I also wish to express my deep appreciation to our dedicated committee assistant, whose invaluable support has been instrumental in our efforts. Furthermore, I am grateful to the Board for entrusting our committee with this significant responsibility, enabling us to contribute meaningfully to the governance of our beloved sport. Lastly, I would like to thank our shareholders for their zeal in holding the Board accountable and their collaborative efforts in upholding the highest ethical standards within our organization. Together, we continue to strive for excellence in all that we do for Cricket South Africa.



John Mogodi
Chairman of the Social and Ethics Committee

Diversity, Equity and Inclusion Committee

Mandate

The Diversity, Equity and Inclusion Committee (DEI) oversees transformation initiatives within CSA. The committee ensures that CSA's policies and practices promote an inclusive culture, embrace diversity and advance equity across all levels of the organisation and the sport. The DEI Committee also monitors the progress of transformation goals, providing strategic guidance to ensure alignment with CSA's broader mission and values.

Composition and attendance

The committee comprises five members, the majority of whom are independent non-executive directors. The committee held four meetings in the year under review.

DIRECTOR	ATTENDANCE
Muditambi Ravele (Chairperson)	4/4
Pearl Maphoshe	4/4
Lawson Naidoo	4/4
Simphiwe Ndzundzu	4/4
Tebogo Siko	4/4
Permanent invitees	
Pholetsi Moseki	4/4
Tjaart van der Walt	4/4
Mbali Phuza	4/4
Viwe Mngambi	3/4

Our performance in 2023/2024

During the 2023/2024 period, the DEI Committee concentrated on executing key diversity and inclusion strategies designed to foster a more equitable and representative environment within cricket. Notable achievements include the implementation of targeted programmes to support underrepresented groups, the introduction of new policies that promote inclusivity at all levels, and close monitoring of transformation progress to ensure CSA's alignment with national transformation objectives. The committee's proactive approach in these areas has laid a strong foundation for ongoing and future initiatives.

**OUTLOOK**

Looking ahead to 2024, the DEI Committee will intensify its efforts to achieve critical transformation milestones within CSA. The committee plans to roll out new initiatives aimed at increasing representation across all facets of the sport, from grassroots to executive levels, and will continue to provide strategic oversight to ensure that CSA not only meets but exceeds its diversity and inclusion objectives. The DEI Committee remains committed to creating a cricketing environment where diversity is celebrated, equity is ensured and inclusion is a lived reality.

Finance and Commercial Committee

Mandate

The Finance and Commercial Committee (FinCom) oversees financial performance and commercial strategies. This includes evaluating financial statements and ensuring commercial strategies align with the organisation's long-term goals.

Composition and attendance

The committee comprises six members, the majority of whom are independent non-executive directors. The committee held four meetings during the year under review.

DIRECTOR	ATTENDANCE
Mark Rayner (Chairperson)	4/4
Andrew Hudson	4/4
Palesa Kadi	4/4
John Mogodi	4/4
Lawson Naidoo	4/4
Craig Nel	4/4
Permanent invitees	
Pholetsisi Moseki	4/4
Tjaart van der Walt	4/4
Mtunzi Jonas	4/4
Viwe Mngambi	3/4
Wanele Mngomezulu	4/4
Invitees	
Andrew Breetzke	4/4
Donovan May	4/4

Our performance in 2023/2024

The committee prioritised optimising revenue streams, managing expenditures and evaluating key investment opportunities to improve the financial health of CSA, detailed below.

- Member compliance and challenges:** During the year under review, FinCom addressed compliance issues within the cricket system. Attention was given to making certain that members met their obligations such as submitting annual financial statements and holding annual general meetings. The committee identified structural challenges within the cricket system and initiated efforts to enhance oversight and support for troubled members. Additionally, issues related to VAT refunds claimed by members were scrutinised, with measures implemented to address financial irregularities and improve compliance.
- Policy reviews and approval:** FinCom reviewed and approved several key policies to ensure effective governance and financial management. CSA's Credit Card Policy and Cellphone Allowance Policy were updated and recommended for board approval. The implementation of these policies will enhance transparency and accountability in the management of organisational resources, reflecting the committee's commitment to sound financial controls and responsible expenditure.
- Digital strategy – Phase 1 proposal:** Approval was granted for the Phase 1 proposal of the digital strategy, which outlined a phased approach to enhancing digital capabilities. The committee highlighted the importance of timely implementation of digital initiatives to support the 2027 World Cup and ensure alignment with member needs. The strategy included engagement with member representatives and considerations for adopting successful digital changes from SA20.
- Financial management and risk mitigation:** The committee focused on strengthening financial management and risk mitigation processes. This included reviewing financial performance, regulatory compliance and the risk management framework. Measures were implemented to address identified risks and improve the accuracy and timeliness of financial reporting. The committee also engaged in strategic discussions about investment opportunities and their alignment with organisational goals.
- Financial management and investment strategies:** The committee monitored and optimised investments based on the approved proposals. Regular updates on performance, yield and diversification were provided to ensure alignment with CSA's Treasury and Banking Policy. Efforts were made to address the impact of revenue shortfalls, particularly from the non-materialisation of budgeted T20 matches and strategies were developed to improve revenue streams and manage expenses effectively. The budget was adjusted to incorporate investments in new initiatives.
- Strategic partnerships and sponsorships:** The committee explored new sponsorships and partnerships, including addressing previous partnership challenges and developing proposals to enhance sponsor exposure through streaming options. The reliance on external financial assistance was reassessed, with efforts redirected towards strengthening in-house sustainability initiatives.
- Cricket development and sustainability:** A high-level plan for the 2027 World Cup was finalised, including budget provisions and stakeholder engagements. Key infrastructure and operational requirements were addressed in the budget. Sustainability measures were developed, particularly concerning the 2027 World Cup preparations and member sustainability. Additional budgets were considered for growing cricketers and supporting the Protea Men's team.

**OUTLOOK**

In the year ahead, the FinCom will prioritise further financial optimisation and explore new revenue avenues to strengthen CSA’s financial position. The committee will also focus on enhancing fiscal management practices to ensure sustainability and resilience. This includes leveraging data-driven insight for strategic decision-making and maintaining a rigorous approach to financial oversight. Additionally, FinCom will continue to address compliance issues and support members in meeting their financial and governance obligations, aiming to create a transparent cricket ecosystem.



Nominations Committee

Mandate

The Nominations Committee (NomCom) oversees the selection and appointment of board members and senior executives. The committee worked on refining succession planning and ensuring the board and executive team had the required expertise and diversity. The committee will continue to develop its succession planning processes and focus on diversifying and strengthening the leadership team in 2024.

Composition and attendance

The committee comprises three members, the majority of whom are independent non-executive directors. The committee held four meetings during the year.

DIRECTOR	ATTENDANCE
Lawson Naidoo (Chairperson)	4/4
Steven Budlender Retired 2 September 2023	4/4
Pearl Maphoshe	4/4
Mark Rayner Appointed 25 November 2023	1/3
Permanent invitees	
Pholetsi Moseki	4/4
Viwe Mngambi	1/4

Our performance in 2023/2024

- Succession planning:** The Nominations Committee prioritised enhancing its succession planning strategies throughout 2023/2024. This involved identifying and nurturing potential leaders to ensure a seamless transition for key board and executive positions. The committee aimed to develop a comprehensive pipeline of talent, focusing on both current and future needs to maintain organisational stability and continuity.
- Board and executive expertise:** Ensuring that the board and executive team possessed the necessary expertise to guide the organisation effectively was another key area of focus. The committee worked on assessing and addressing skill gaps within the leadership team. This included recruiting individuals with specialised knowledge and experience to strengthen decision-making and strategic direction.

**OUTLOOK**

In the year ahead, the Nominations Committee will continue to refine its succession planning processes, placing a strong emphasis on identifying and developing emerging talent. The focus will support efforts to diversifying the leadership team further to ensure it reflects the organisation’s commitment to inclusion and varied perspectives. Also, the committee will work on integrating feedback from performance evaluations to enhance the board and executive team’s overall effectiveness. The goal is to build a resilient and capable leadership structure that is well-prepared to navigate future challenges and opportunities.

Cricket Committee

Mandate

The Cricket Committee oversees cricket operations and development.

Composition and attendance

The committee comprises eleven members. The committee held four meetings during the year.

DIRECTOR/MEMBERS	ATTENDANCE
Andrew Hudson (Chairperson)	4/4
Norman Arendse Retired 2 September 2023	4/4
Andrew Breetzke	4/4
Simphiwe Ndzundzu	4/4
Craig Nel	4/4
Rihan Richards Retired 5 October 2023	3/4
Tebogo Siko	4/4
Heinrich Strydom	4/4
Yunus Bobat Appointed 25 November 2023	1/4
Daleen Terblanche	4/4
Thato Moagi Appointed 25 November 2023	1/4
Pholetsi Moseki	4/4
Enoch Nkwe	4/4
Permanent invitees	
Edward Khoza	4/4
Viwe Mngambi	3/4

Our performance in 2023/2024

The Cricket Committee’s activities for 2023/2024 were aligned with its mandate to enhance player development and improve team performance as follows:

- Enhancing performance management:** The Cricket Committee focused on advancing the performance management system throughout 2023/2024. Efforts were directed at aligning performance metrics with broader organisational goals. The system, designed to track and increase player and team performance, was extended to affiliate levels to ensure consistency and objectivity in performance evaluations.
- Strengthening domestic cricket:** The committee focused on improving domestic cricket during 2023/2024. This included reviewing the implementation of strategies to address previously identified weaknesses, such as the development of black African batters and adjusting the season’s start date.
- Advancing women’s cricket:** The professionalisation and support of women’s cricket were prioritised in 2023/2024. The committee addressed management and player support concerns by conducting a thorough enquiry into feedback. Despite budget constraints, efforts were made to boost infrastructure and support systems for women’s cricket.
- Addressing scheduling conflicts:** The committee worked to manage the clash between international tours and domestic leagues throughout 2023/2024. Solutions were explored to balance these schedules and minimise impact on team performance. Efforts included finding ways to address potential overlaps and ensure effective management of both international and domestic fixtures.
- Contract extensions and team dynamics:** Contracts for the coaching staff and management team were extended during 2023/2024. A performance management system was implemented to enhance team dynamics and

address issues highlighted in previous reviews. A culture workshop was conducted to foster a positive team environment and improve overall performance.

- Financial planning and budget management:** In 2023/2024, a favourable exchange rate resulted in a budget surplus, which was allocated to support critical domestic tournaments. The committee explored cost-saving measures, such as optimising the scheduling of T20 matches to reduce travel expenses. Concerns from Division 2 teams about limited cricket days were addressed. The sustainability of programmes was also a key focus. The committee worked closely with financial stakeholders to assess the impact of proposed programmes on future budgets. Consideration was given to potential salary increases and other financial implications in the interests of long-term budget stability. Additional funding was sought to support programme success and address any potential funding gaps. Detailed proposals were developed to outline budget requirements and secure necessary funding, aiming to avoid any negative impact on the quality of cricket and player development.



OUTLOOK

In 2024/2025, the Cricket Committee will focus on implementing advanced development strategies to develop player and team performance. The committee aims to support and foster talent through targeted programmes, optimise team structures and integrate innovative practices to drive success at all levels of the sport. Emphasis will be placed on continuous improvement and adapting to evolving cricketing standards to maintain competitiveness and achieve excellence.

Human Resource and Remuneration Committee

Mandate

The Human Resource (HR) and Remuneration Committee oversees human resources policies and executive compensation.

Composition and attendance

The committee comprises six members, the majority of whom are independent non-executive directors. The committee held four meetings during the year.

DIRECTOR	ATTENDANCE
Pearl Maphoshe (Chairperson)	4/4
Norman Arendse Retired 2 September 2023	2/4
Daniel Govender Retired 2 September 2023	2/4
Muditambi Ravele	4/4
Steven Budlender	2/4
John Burke Appointed 9 October 2023	2/4
Ncumisa Mayosi Appointed 25 November 2023	1/4
Permanent invitees	
Pholetsii Moseki	4/4
Tjaart van der Walt	4/4
Invitees	
Musa Gubevu	4/4
Viwe Mngambi	2/4

Our performance in 2023/2024

In the year under review, the HR and Remuneration Committee focused on several key areas to enhance organisational performance and strategic alignment. The committee's efforts encompassed refining incentive schemes, adjusting remuneration practices and addressing operational HR challenges. These initiatives aimed to improve staff retention, ensure fair compensation and support effective management and succession planning, as detailed below.

- **Long-term incentive scheme design:** The HR and Remuneration Committee finalised the design of the LTI in collaboration with 21st Century. Feedback was incorporated to include both financial and non-financial incentives, clarifying eligibility and performance thresholds to align with CSA's strategic goals. Communication strategies were developed to ensure stakeholders understand the LTI scheme salary benchmarking still in progress, not completed.
- **Salary benchmarking exercise:** The committee completed a salary benchmarking exercise, focusing on organisations of similar size and service category to CSA. The committee also addressed potential biases by including comparisons with other sports federations and relevant departments. Additionally, the committee established a job evaluation sub-committee to assist with job grading and dispute resolution, and to oversee that remuneration decisions are based on a clear methodology.
- **Staff salaries and non-executive directors' fees:** The committee recommended an increase in staff salaries for 2023/2024 to the board and conducted a benchmarking exercise for non-executive directors' fees to adjust compensation as needed. The consideration of potential extra revenue streams was addressed to support better salary increases and financial stability.

- **Protea teams management performance incentives:** The committee developed a performance incentive methodology for both the men's and women's Protea teams. The committee further outlined the structure for these incentives, including those based on team rankings.
- **Operational HR matters:** The committee managed operational HR matters by overseeing performance evaluations and addressing issues related to short-term incentives and employee retention. They responded to concerns about losing institutional memory owing to simultaneous retirements and focused on succession planning. They ensured compliance with employment equity targets and tackled challenges related to employee isolation and burnout.
- **Long-term incentive proposal:** Focus was placed on developing and implementing a long-term incentive (LTI) proposal to support staff retention and motivation. The committee examined a proposal developed by 21st Century and discussed its implications, including the budget allocation and the exclusion of players from the initial plan. Efforts were made to explore mechanisms for including players and staff at the member level, meeting organisational goals and addressing concerns about previous LTI agreements.



OUTLOOK

In the year ahead, the committee will aim to refine compensation frameworks, promote employee satisfaction and enhance overall talent management practices. Additionally, the committee will focus on implementing strategies to improve recruitment processes and career development opportunities, maintaining a supportive and dynamic work environment that attracts and retains top talent.

Cricket Pipeline Committee

Mandate

The Cricket Pipeline Committee oversees the development and progression of cricket talent.

Composition and attendance

The committee comprises eight members. The meeting held two meetings during the year under review.

DIRECTOR	ATTENDANCE
Tebogo Siko (Chairperson)	2/2
Palesa Kadi	2/2
Andrew Hudson	2/2
Daniel Govender Retired 2 September 2023	2/2
Pholetsì Moseki	2/2
Enoch Nkwe	2/2
Craig Nel	2/2
Xander Snyders	2/2
James Fortuin	2/2
Thato Moagi	1/2
Permanent invitees	
Edward Khoza	2/2
Johan Weyers	2/2
Viwe Mngambi	2/2
Invitees	
David Mokopanele	1/2
Niels Momberg	1/2

Our performance in 2023/2024

The committee worked on augmented pathways for young players, improving grassroots development and ensuring a strong talent pipeline.

- **Planning and oversight:** The Cricket Pipeline Committee reviewed key activities in the Senior Cricket department, making certain these meet the broader goals and enhance future planning.
- **Enhancing player pathways:** The committee focused on strengthening pathways for young players, refining development programmes to support their progress from grassroots to higher levels.
- **Grassroots development:** Efforts were made to improve grassroots cricket by expanding participation and support in under-resourced areas, building a strong foundation for the sport.
- **Talent pipeline strengthening:** The committee worked on improving structures for identifying and nurturing talent, streamlining scouting processes and providing equal opportunities across regions.
- **Women's provincial cricket evaluation:** The committee reviewed performance in women's provincial competitions and used this insight to drive strategies and improve competitive standards.
- **Community engagement and impact:** Plans for community-based initiatives were discussed, aiming to leverage cricket for social impact and maximise benefits for local populations.
- **Player development and progress:** The committee assessed the impact of cricket programmes on player development, tracking achievements and evaluating the effectiveness of initiatives.



OUTLOOK

Looking ahead, the committee will continue to strengthen talent development pathways and expand grassroots initiatives to support future cricketing excellence throughout 2024. Additionally, it will focus on refining strategies to ensure emerging talent is effectively integrated into higher levels of competition and support systems.



Risk governance

Effective risk governance is central to ensuring the board can identify, manage and mitigate potential threats to the organisation. It involves establishing comprehensive risk management frameworks, regularly reviewing risk exposures and implementing strategies to address these risks. This process is vital for safeguarding CSA's assets, reputation and long-term sustainability.

Conflict of interest

Managing conflicts of interest is crucial to maintaining the board's integrity and making sure that decisions are impartial. A conflict of interest arises when personal or financial interests could potentially influence a board member's judgment or actions. The board has established policies and procedures to identify, disclose and manage conflicts of interest, ensuring all decisions are made in the best interest of the organisation. Effective conflict of interest management helps maintain transparency and trust within the board and the wider organisation.

Board evaluation

Board evaluation is a critical process for assessing the performance and effectiveness of the board and its committees. It involves reviewing the board's structure, processes and individual member contributions to identify areas for improvement. Regular evaluations help ensure the board operates efficiently, adheres to best practices and meets its strategic objectives. This process promotes accountability, contributing to the overall effectiveness of the board's governance.

IT governance

IT governance focuses on aligning IT strategies with business objectives to enhance efficiency and secure data integrity. It involves overseeing the management of information systems, ensuring IT investments are aligned with organisational goals and assessing the effectiveness of IT controls and security measures. The board makes sure IT resources are used optimally, risks related to technology are managed effectively, and that these conform with IT and business strategies.

Ethics and whistleblowing

Ethics and whistleblowing mechanisms are fundamental to promoting a culture of integrity and accountability within the organisation. Establishing clear ethical guidelines and providing a secure channel for reporting unethical behaviour or misconduct are key components of an effective ethics framework. The board is responsible for overseeing the implementation of ethical standards and that whistleblowing procedures are effectively communicated and accessible. This commitment to ethics and transparency helps prevent misconduct, supports a positive organisational culture and upholds the organisation's reputation.

ESG governance

ESG governance is essential for integrating sustainability and ethical considerations into operations and decision-making processes. This involves establishing and implementing policies that address environmental impact, social responsibility and governance issues. The board has identified ESG governance as a priority and will focus on developing comprehensive policies to guide the approach to these areas. In future, CSA will integrate ESG considerations into strategic decision-making and actively engage with stakeholders to address their concerns and expectations.

Internal controls

Internal controls are designed to maintain the integrity of financial reporting, compliance with laws and operational efficiency. They involve a set of procedures and processes that prevent and detect errors or fraud, ensuring the organisation's operations are conducted in a controlled and orderly manner. The board is responsible for overseeing the implementation and effectiveness of internal controls. As such, these are regularly reviewed and updated to address emerging risks and changes in the operational environment.

Executive committee

Executive directors



PHOLETSI MOSEKI (CAISA)
Chief Executive Officer



TJAART VAN DER WALT (CAISA)
Chief Financial Officer



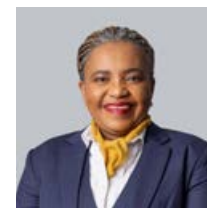
ENOCH NKWE
Director of Cricket



MTUNZI JONAS
Chief Commercial Officer



WANELE MNGOMEZULI
Chief Marketing Officer



REFENTSE SHINNARS
Public Affairs Executive



VIWE MNGAMBI
Company Secretary
(Permanent invitee)

Committee focus areas during 2023/2024

- **Financial stability:** During 2023/2024, the executive committee focused on enhancing financial stability by exploring and implementing new revenue models. This involved diversifying income streams and improving financial management practices to ensure long-term sustainability and resilience. Efforts included leveraging property-related projects tied to cricket infrastructure to contribute to a more stable financial outlook for CSA. Additionally, the executive committee introduced new sponsorship packages and explored digital revenue opportunities to strengthen financial health.
- **Cricket performance:** Improving cricket performance was a priority, with efforts centred on refining player development and coaching strategies. The executive committee worked on optimising talent pipelines and support systems to elevate team performance and competitiveness across all formats. Preparations for the 2024 Cricket World Cup were also a priority, with targeted training programmes, strategic team selections and performance analysis being key focus areas.
- **Commercial growth:** The executive committee advanced commercial growth through strategic partnerships and marketing initiatives. Increased brand visibility and engagement with new commercial partners strengthened CSA's market position. Notable collaborations included leveraging property assets

tied to cricket infrastructure for enhanced commercial opportunities, contributing to increased revenue streams. Additionally, CSA expanded its reach through digital campaigns and fan engagement activities, which helped attract new sponsors and commercial partners.

- **Governance and compliance:** Strengthening governance and compliance was a key focus of the executive committee, with priority given to reinforcing internal controls and adhering to best practices. The committee worked on embedding governance frameworks to maintain transparency and accountability within the organisation. This included regular reviews and updates to compliance policies to ensure alignment with industry standards and regulations. Efforts were made to enhance audit processes and improve oversight mechanisms, ensuring that all operations adhered to high standards of integrity and accountability.
- **Community engagement:** Expanding community engagement initiatives was another key focus. The committee developed and implemented programmes aimed at increasing cricket's accessibility and inclusivity, particularly in underserved areas. Outreach programmes included school cricket clinics, community tournaments and partnerships with local organisations to promote the sport. The committee also focused on creating pathways for underrepresented groups to participate in cricket, thereby broadening the sport's reach and fostering a more inclusive cricket culture.

- **Digital transformation:** The executive committee prioritised the integration of digital tools and technologies to enhance performance analysis, streamline operations and improve fan experiences. Investments in digital platforms included upgrading performance analytics systems, launching a new fan engagement app and enhancing the CSA website to provide a more interactive and user-friendly experience. These initiatives supported both operational efficiency and increased fan interaction, aligning with the broader goals of digital innovation within the sport.



OUTLOOK

Looking ahead, the executive committee will build on the progress achieved in financial stability, cricket performance and commercial growth. Preparations for the 2027 Cricket World Cup, which will be hosted by South Africa, will be a major focus. Strategic planning and development will be critical to ensure CSA's competitive edge and readiness for this prestigious event. The committee will work on infrastructure improvements, enhance player and team preparations and leverage commercial opportunities associated with hosting the World Cup. Continued efforts will also be directed towards enhancing governance, engaging with communities and advancing digital transformation to maintain CSA's leadership and deliver value to all stakeholders.



	NAME	DATE OF BIRTH	DATE OF DEATH
1.	Lefty Adams	18 November 1937	27 January 2023
2.	Nasser Antulay	3 November 1959	21 July 2023
3.	Keith Barlow	2 February 1954	28 September 2022
4.	Howie Bergins	18 October 1954	16 November 2023
5.	Simon Bezuidenhout	11 July 1946	1 September 2023
6.	Ahmed Bhabha	16 January 1940	3 February 2023
7.	Fritz Bing	22 September 1934	24 September 2023
8.	Eric Brotherton	7 May 1938	6 November 2022
9.	Murray Brown	16 September 1966	8 February 2024
10.	Ebrahim Cajee	3 March 1940	28 March 2023
11.	Peter Rudolph Carlstein	28 October 1938	12 October 2023
12.	Barry Carr	6 May 1942	20 February 2023
13.	Ronnie Carr	12 January 1938	24 May 2023
14.	John Cheetham	23 August 1947	23 April 2023
15.	Norman Curry	5 September 1946	8 October 2022
16.	Ronald De Villiers	10 April 1940	7 December 2023
17.	Ronnie Delpont	18 November 1931	5 March 2023
18.	Des February	29 December 1940	9 August 2023
19.	Brandon Foot	29 June 1961	11 April 2024
20.	Robert Fouche	26 June 1943	11 March 2023

	NAME	DATE OF BIRTH	DATE OF DEATH
21.	Shaun Goerge	25 January 1968	24 February 2024
22.	Stan Hankey	24 November 1935	6 February 2023
23.	Peter Haxton	25 July 1941	21 October 2022
24.	Colin Hickling	Born 1937	1 June 2024
25.	Neil Hunter	10 May 1936	18 August 2023
26.	Malcolm Kellow	8 May 1961	23 December 2022
27.	Jeremy Lloyds	17 November 1954	21 November 2022
28.	Trevor MacDonald	4 December 1942	12 November 2023
29.	Kulu MacLons	17 February 1940	8 January 2023
30.	Peter Mangiagalli	25 December 1950	22 April 2023
31.	William Molewa	30 October 1980	1 August 2023
32.	François Moolman	2 April 1951	2 October 2022
33.	Derrick Moore	18 November 1942	30 June 2023
34.	Paul Morris	4 August 1946	4 June 2023
35.	Shepherd Ngcaba	12 May 1950	9 November 2022
36.	Yussuf Noorbhai	11 June 1946	18 June 2023
37.	Joe Pamensky	21 July 1930	8 March 2023
38.	Parsu Parsuram	13 November 1933	6 January 2023
39.	Roland Pearce	19 June 1930	9 October 2022
40.	Grant Petersen	2 January 1965	23 November 2023

	NAME	DATE OF BIRTH	DATE OF DEATH
41.	Mike Procter	15 September 1946	17 February 2024
42.	Krish Reddy	18 August 1945	14 October 2022
43.	Dudley Schoof	26 July 1935	26 September 2023
44.	Godfrey Schubach	10 March 1943	16 August 2023
45.	Princess Selani	12 February 1975	25 March 2023
46.	Archibald Sim	8 January 1942	30 March 2023
47.	Vaughan Smith	22 November 1955	6 December 2023
48.	Ken Solomon	13 June 1934	21 September 2023
49.	Simon Swigelaar	26 December 1933	2 February 2024
50.	Claude Symcox	17 April 1943	17 June 2023
51.	George Taliadoris	17 September 1954	27 July 2023
52.	Aldo van den Berg	9 March 1978	24 June 2023
53.	Owen Van Niekerk	16 September 1934	31 July 2023
54.	Keving Verdoon	24 July 1955	29 September 2022
55.	George Weetman	18 June 1951	25 May 2023
56.	Darryl Willemse	15 May 1979	2 December 2023
57.	Ted Wood	19 April 1937	21 January 2023
58.	Richard Young	5 October 1938	21 June 2023

List of acronyms

AGM	Annual General Meeting
AGRC	Audit, Governance and Risk Committee
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CSA	Cricket South Africa
CSI	Corporate Social Investment
DSAC	Department of Sports, Arts and Culture
EPG	Eminent Persons Group
ERM	Enterprise Risk Management
ESG	Environmental, Social and Governance
ICC	International Cricket Council
IFRS	International Financial Reporting Standards
Mol	Memorandum of Incorporation

NLC	National Lotteries Commission
ODI	One-Day International
PDP	Personal Development Plan
SARS	South African Revenue Service
SASCOC	South African Sports Confederation and Olympic Committee
SASREA	Safety at Sports and Recreational Events (Act 2 of 2010)
SOC	Security Operation Centre
SOMAHA	Stadium Operating Model and Hosting Agreement
T20I	T20 International
TAP	Talent Acceleration Programme
U16, U17, U19	Under 16, Under 17, Under 19
USSA	University Sports South Africa

THANK YOU TO OUR PARTNERS





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